

# RDAM STRATEGY

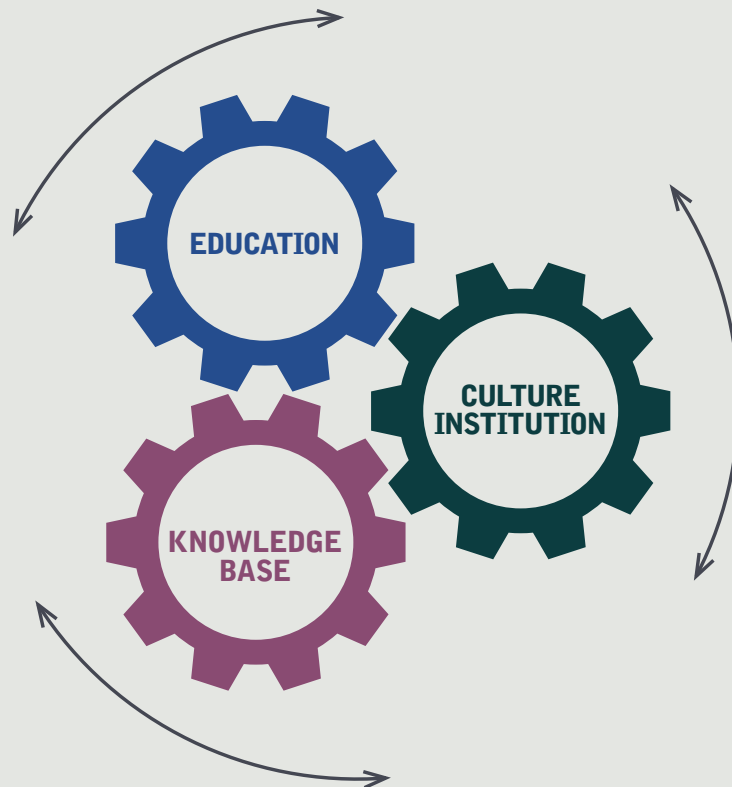
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THE ROYAL DANISH  
ACADEMY OF MUSIC

## MISSION

Through education, development activities, and artistic practice at the highest level, the Royal Danish Academy of Music must significantly contribute to the development of musical culture and the visibility and value of classical music in society.



## VISION

The Royal Danish Academy of Music represents the highest international level and collaborates with a number of the best academies of music in the world.

RDAM makes a decisive contribution to the dissemination, actualisation and ongoing renewal of classical music in Denmark.

# INTRODUCTION

Music education, the development of a knowledge base, and the role of a cultural institution are the three interrelated tasks that make up RDAM's statutory work. The contradiction between the general development of society and the deep anchoring in centuries-old traditions and craftsmanship seems ever greater, and this underlines the need to increase the focus on the dissemination of the art form, its practices and qualities, and in particular, the humanistic values it represents – in a contemporary scenario.

The wishes, ambitions, and options available to the students; the professional and cultural life – including changing audiences and habits of consumption – are factors that are to be taken into account in the coming years, as RDAM works to develop its programmes and the institution's relationship with its surroundings.

## THE OVERALL STRATEGIC TRACKS

DEVELOPMENT  
OF THE ACADEMIC  
CONTENT OF  
THE PROGRAMMES

DEVELOPMENT OF RDAM'S  
OUTWARD-FACING PROFILE  
AND ENGAGEMENT WITH  
THE GENERAL PUBLIC

### Strategic keywords will be

- **Artistic and pedagogical strength and growth** – development of musical practice as well as education and teaching
- **Visibility** – focus on increased presence and recognition in society
- **Partnerships** – targeted collaboration with the music profession and with other educational institutions.

RDAM will continue to work to ensure the highest quality of its programmes, a high professional standard among its graduates, and its development and relevance in a vibrant, inspirational, and inclusive study and work environment. Through this, the institution will provide students with optimal conditions for creating a sustainable career in music and opportunities to influence the professional musical and cultural life of the future. RDAM will focus on academic well-being and the quality and content of its programmes and will also be attentive to student involvement in developing and organising projects.

Work will be done to enhance the institution's general visibility and its role as a value-creating and inspirational partner for both stakeholders and society.

RDAM wishes to develop new and strong structures for working with the transition from talented individual to student, and from student life to working life.

RDAM will strengthen its cooperative relations with educational institutions, music professionals and institutions. The Academy will also strengthen relations with both national and international research environments.

RDAM will actively consider the general trends and tendencies in society related to issues such as the well-being of young people, inclusion, diversity, and the green transition, and will investigate how these issues relate to the Academy's daily operations and the development of its activities.

The strategic work of the coming years will thus concentrate on eight areas, all of which relate to the two overall strategic tracks. In addition, there will be special development plans for Artistic Research (FOKU)<sup>1</sup> and Global Engagement. Both areas connect with the strategy in relation to the development of programmes and teaching, as well as RDAM's partnerships with its environment, and the development of its knowledge base, recruitment strategy, and its role as a cultural institution.

*Strategic development areas: overview* →

<sup>1</sup>. Research, artistic practice and development

## STRATEGIC DEVELOPMENT AREAS: OVERVIEW

### DEVELOPMENT OF THE ACADEMIC CONTENT OF THE PROGRAMMES

Study programmes

Teaching

Concerts

Digitalisation

Outreach

FOKU

Global Engagement

### DEVELOPMENT OF RDM'S OUTWARD-FACING PROFILE AND ENGAGEMENT WITH THE GENERAL PUBLIC

Collaboration with the wider music profession  
New focus groups

Talent development  
Recruitment  
Talent pipeline

Collaboration with KUR and other educational institutions  
Public presence

# RDAM INTERNALLY

RDAM continuously faces new kinds of expectations from students, applicants, and the employment market. On top of this, RDAM has to consider general trends in society, including developments in digital technology and a greatly altered pattern of consumption in relation to live music.

RDAM aims to provide students with the best possible prerequisites for being able to influence and develop the music

profession which they will embark on after completing their studies, and to equip its graduates with the ability to establish a sustainable working life in a modern music culture.

Recognition of the soloist programmes (Advanced Postgraduate Diploma in Music) at third-cycle level is a goal that will be pursued in cooperation with the other educational institutions under the Danish Ministry of Culture.

## Programmes and curricula

RDAM, in dialogue with all its stakeholders, will carry out an examination, evaluation, and development of its curricula, leading to a revision. This will ensure that RDAM provides up-to-date programmes serving the needs of both the current musical profession and the unknown musical world of the future, and in order to attract a strong field of applicants.

Temaer, der vil kræve opmærksomhed i tilrettelæggelsen af uddannelserne, vil være:

- Consideration of tradition, professional qualities, and individual choices
- Well-being in a professionally demanding and multi-cultural study environment
- The opportunities, desires and ambitions of graduates in the employment market
- The transition from study to working life
- Development of artistic and pedagogical communication.



## GOALS

- **To ensure coherence between the employment market and individual artistic freedom**
- **To strengthen the dissemination of art and expertise (concerts, teaching, presentations)**
- **To support the different skills, profiles, and ambitions of students by paying attention to flexibility and diversity.**

## Pedagogy for higher education in music

### Teaching

Teaching is the central activity at RDAM.

RDAM will work to continuously achieve professional results at the highest level in a professionally and culturally inclusive and dynamic learning environment.

An important initiative will be the establishment of *the Department of Learning and Teaching*. As an umbrella department above the various departments, its overall goal will be facilitating the encounter between students and teachers by providing strong and attentive support for the teaching framework and its content.

Through this department, RDAM will launch a range of initiatives to support both the teaching framework and the development of pedagogy for higher education in music, while at the same time ensuring that the cross-disciplinary subjects and initiatives are balanced with work on the core academic areas.

### Pedagogy for higher education in music – strengths and development opportunities

The task of working over several years to develop the student from emerging talent to artistic excellence is a unique form of teaching and thus a very special educational task for the teachers.

An important part of the pedagogy at RDAM is based on the principles of apprenticeship and the individual teacher's freedom of method, within a profession characterised by strong traditions that must be both preserved and developed.

In the coming years, on the basis of the teachers' high artistic standard, practical experiences and insights, as well as highly specialised teaching philosophies, RDAM wishes to describe, develop and support the specialised pedagogy required at an institution of higher artistic education.

*The Department of Learning and Teaching* will work to develop programmes of further and continuing education, supported by pedagogical development projects in the area of artistic research (FOKU)<sup>2</sup>, sparring with international partners via Global Engagement, and collaboration with both internal and external stakeholders.



## GOALS

- To establish *the Department of Learning and Teaching*
- To support the daily work of teachers through professional feedback, guidance and further education opportunities
- To secure academic well-being for both students and teachers
- To identify, understand, and describe the specialised educational task of teachers at the Academy
- To strengthen awareness of the relationship between institution and student.

## Digitalisation

Digitisation affects teachers, students, and the administration.

The development of concrete educational offers and online learning has been underway for a number of years and is currently ongoing – for example, in connection with Global Conservatoire courses. These initiatives could be further developed and supported by the artistic research (FOKU)<sup>2</sup> areas of Artistic Development and Pedagogical Development (KUV and PUV), so that research and development, creative processes, and artistic experiments and explorations become part of the larger digitalisation picture.

Digital tools can potentially be used to solve a number of administrative tasks, ranging from previously implemented study administration functions to new possibilities for creating efficiency in the daily work.

For teachers and students, the digital platforms can support ongoing planning and communication, and can be used in connection with solving smaller, local tasks in teaching.

RDAM will take a position regarding the use of AI among teachers, students, and the administration, both in everyday problem solving and in connection with written work in teaching and examinations.

RDAM will identify specific needs in the area with the active involvement of teachers and students, and will thereby achieve a starting point for framing the continuing process of development and implementation.



## GOALS

- To develop new digital courses
- To implement Canvas as the primary learning platform in all departments
- To clarify a position regarding the use of AI
- To secure skills enhancement for teachers and staff
- To implement new digital tools to support administrative processes.

<sup>2</sup>. Research, artistic practice and development



## Artistic Research (FOKU)

The knowledge base for the educational programmes at RDAM stems from three areas: Research, artistic practice, and development – in the daily work abbreviated as FOKU (artistic research).

The FOKU department is responsible for the ongoing work of producing new knowledge in RDAM's field of activity, and is an important factor in providing skills enhancement opportunities for teachers.

In the coming years, FOKU will work to expand knowledge production and knowledge sharing, as well as to develop the ongoing initiatives for disseminating this, both internally and externally.

In this area, attention will be paid to supporting RDAM's overall academic strategic goals. Thus, there will also be focus on the institution's general goals in relation to diversity, sustainability, international relations, and digitalisation.

FOKU will develop the existing partnerships with degree-conferring institutions with a view to securing the continuity of research efforts at RDAM, and with the ambition of achieving national and international distinction through both artistic and music pedagogical research and development projects.

The international perspective will be strengthened through participation in international conferences and symposia, as well as via publications on international publishing platforms.

In the coming years, a reorganisation of FOKU will be implemented in order to facilitate and strengthen the area. There will be a focus on supporting ongoing FOKU projects and creating a framework for knowledge-sharing across the boundaries of academic disciplines and FOKU categories. In addition, the ambition is to strengthen students' access to FOKU in terms of both processes and results.

## GOALS

- **To expand knowledge production and knowledge-sharing across knowledge forms**
- **To develop knowledge within RDAM's strategic focus areas**
- **To strengthen the dissemination of knowledge from FOKU to internal and external academic environments (both national and international).**

## ARTISTIC RESEARCH (FOKU)

The knowledge base for the educational programmes at RDAM stems from three areas: Research, artistic practice (KP) and artistic development activities (KUV), and pedagogical development (PUV), abbreviated FOKU in the daily work.

# RDAM'S RELATIONS WITH ITS SURROUNDINGS

RDAM has a number of inherent connections to the surrounding world via several parallel tracks.

RDAM wishes to establish new forums for dialogue and to enter into partnerships and alliances with recipients, suppliers, and graduates. New concrete initiatives will be developed in

order to be able to undertake the role of intermediary between the professional music world and the field of young talents. In addition, RDAM will work to acquire a clearer voice in the public dialogue on live music and artistic education.

## Collaboration with employers and interest organisations

RDAM is a supplier of graduates to the classical music profession, including:

- Orchestras, choirs, ensembles, opera houses and the Evangelical Lutheran Church of Denmark
- Music schools and other forms of music teaching
- Creative artists and producers
- The independent field.

RDAM will focus on the development of entrepreneurship and career preparation in order to position itself as an institution that prepares its students for a complex employment market and ensures that they are equipped to make informed decisions about their career paths and opportunities.

Graduates of RDAM must possess:

- Artistic and pedagogical skills of the highest standard
- Knowledge of the classical music profession
- Knowledge of sustainable project development
- Understanding of managing and developing a career.



## GOALS

To develop formats for:

- Cooperation with the professional actors of the musical world
- Establishing a new structure for ongoing dialogue with industry stakeholders
- Project development
- Career guidance.

## Talent development and recruitment

RDAM recruits broadly from a large number of countries around the world, and generally has a highly qualified field of applicants.

In order to maintain the highest academic standard and an inspirational and stimulating study environment, it is crucial that RDAM continues to receive international applicants and is regarded as an equal partner by the best higher music educational institutions in the world. However, there has been a decline in the influx of applicants from the Danish talent pool, which gives rise to concern about national developments in the area and the future intake to classical music education.

The situation points to a need for greater efforts in the work with talent development, and RDAM wishes to be actively involved in solving this task.

Through close cooperation, new initiatives, and targeted work, RDAM will help to inspire and develop young talents in Denmark, in order to secure the classical music professionals of the future.



## MÅL

- To profile RDAM as an active partner in Danish talent development
- To strengthen cooperation with music schools, the preparatory class for academies (MGK) and private actors
- To create new initiatives and formats capable of attracting and retaining talent
- To establish the *RDAM Talent Programme*.



## Collaboration with KUR<sup>3</sup> and other educational institutions

RDAM will continue to explore collaboration possibilities and institutional feedback with other educational institutions under the Ministry of Culture, and will furthermore take a clearer stand in the public debate on issues of artistic education, importance of art to society and the need to develop sustainable structures in the professional artistic field.

### GOALS

- To strengthen cooperation and exchange knowledge and experience with KUR and other educational institutions
- To possess a recognizable voice in the public discourse on classical/live music.

# RDAM AS A CULTURAL INSTITUTION

As part of its statutory task, RDAM must function as a cultural institution that works to promote the art form of the institution

and its associated cultural life, as well as knowledge-sharing of working methods and results in the field of practice.

## Concerts and communication

Ongoing work is done at RDAM with large amounts of music that students need to present to a wide audience as part of their education. It is thus relatively easy for the institution to deliver content under its obligation as a cultural institution. For this, more than 250 concerts are held annually, most of them in RDAM's own concert halls.

RDAM will work to develop an artistic profile on the basis of the overall goal of broad communication of tradition and cultural heritage, cultural inclusion, academic well-being, sustainability, and diversity. An artistic profile that clearly reflects the activities that are specific to RDAM: Work with students, an anchoring in tradition, and artistic and educational development and research.

RDAM wishes to achieve greater visibility for individual students and for live classical music as an enriching factor in society. At the same time, RDAM aims to raise awareness of the results achieved in research and in artistic and educational development work.

There will be a focus on the development of concert formats, partnerships with more venues beyond RDAM itself, new audience groups, and stronger communication – both physical and virtual – of the music and the students' processes. RDAM will work to develop repertoire with special regard to diversity and relevance.

All of these initiatives will also aim to increase student involvement in programme planning and project development.

### GOALS

- To build up an artistic direction in line with RDAM's goals and values
- To increase RDAM's visibility to the outside world
- To perform and communicate music in new formats
- To organise more concerts outside Rosenørns Allé
- To secure student involvement.

<sup>3</sup> The principal's Conference of the Danish Ministry of Culture (in Danish KUR – *De kunstneriske uddannelsers rektorer*)

## Outreach

The practice and experience of live music can create a space for immersion, attentiveness, and a sense of community. RDAM will develop new initiatives and partnerships to convey the qualities of classical music to the general public who might not otherwise come into contact with it – children as well as adults. Also in this context, RDAM will work to raise the profile of tradition, physical craftsmanship and the nature of music as an enriching factor in society, and thereby contribute to promoting musical and cultural education. RDAM will work on a new format, *Open RDAM*, with educational offers to the general public.

### GOALS

- To consciously work with cultivating musical awareness in the general public
- To secure partnerships
- To show a generous nature
- To contribute to the local community.

# GLOBAL ENGAGEMENT

## RDAM's strategic development work in internationalisation

RDAM views internationalisation as a key driver in the development of its educational programmes. Strong international relationships and networks strengthen both the academic environment and the students' ability to navigate in the global music profession.

Global Engagement (GE) is the Academy's unit for international development, in which networks are built, global trends are monitored, and where partnerships ensure ongoing professional renewal.

In the coming years, GE will prioritise stable international partnerships anchored in Nordic and European networks. At the same time, there will be a focus on nurturing well-established relationships and exploring new partnerships outside Europe.

Through targeted efforts to boost visibility and strengthen international relations, GE will support efforts to make RDAM an attractive choice for both Danish and international music students.

RDAM's quality goals in the face of significant international competition will require benchmarking and continuous development of both the content and organisation of the programmes. GE will continuously contribute to the Academy acquiring international inspiration for RDAM's overall development work in teaching, curricula and research, and its overall work on cultural inclusion in a complex international educational environment.

### GOALS

- To strengthen strategic partnerships
- To strengthen RDAM's international ranking and reputation
- To work with innovation through new partnerships
- To actively participate in international networks.

