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| **Comments from breakout group No. 1 (Bjørn Einar Halvorsen)**Question 1:* Since ANMA is an organization without resources it is a challenge to share the work load
* Some areas of mapping will demand a lot of resources
* One institution in each country responsible to collect data from that country

Question 2:* Are there common Nordic/Baltic values that could be reflected in the strategy?

Question 3:* Meeting for researchers or meeting for administration of research
* Connection to the AEC platform for artistic research. Include all aspects of research and development
 | COMMENTS TO THE COMMENTS FROM OSLO:Mail will be sent to all ANMA members and Nordplus contact persons to investigate if some institutions have already done or are planning to do some of the mapping mentioned in the strategic plan. If not, the ANMA ex.com will ask if member institutions are willing to contribute so this work can be done. Already reflected in the Credo:1. ANMA acknowledges the value of diversity between different countries and institutions
2. ANMA acknowledges the values of the spirit of togetherness and democracy as well as the value of sharing a common history as close neighbours

This will be discussed in the next Ex.com meeting |
| Group 2 (Rima Rimsaite)1. ANMA’s description as organization – first paragraph should be expanded by adding other prioritized areas of cooperation in addition to “promote high standards in higher music education” – “promote high standards in 1) education, 2) artistic activities, artistic and academic research, 3) organization and resources management, 4) collaboration with external stakeholders, and 5) development of relations outside the Nordic/Baltic area.”

 1. To decide and correct CREDO (‘artistic work and research’ or ‘artistic work, artistic and academic research’).
2. Paragraph ‘Education’: expand ‘existing Nordplus Joint Study programmes’ by adding also Erasmus.
3. Paragraph ‘Artistic and Academic’ – ‘Artistic and knowledge based research’; expand the aim by adding ‘promote the highest artistic standards of education and research’.
4. Paragraph ‘Administration’ suggested to change to ‘Organization and recourse management’; also add sentence in aim about promotion of high standards.
5. Paragraph ‘ANMA collaboration with external stakeholders’: activities or actions (as above in the strategy)?; first action evaluated as the most important because orchestras are also changing and musician’s role in the orchestra is changing as well (chamber musician, teacher, project leader and manager, etc.); last paragraph looks too ambitious (it was not clear to all participants what pre-qualified meant;

7.Paragraph ‘International relations’ – change to ‘Relations outside the Nordic/Baltic area’. Suggestion to group actions (activities?) in three groups: a) Europe (AEC mainly); b) industrial world (Asia, including China, Japan); c) third world – developing countries (Vietnam, Africa, etc.); investigate relations to other international organizations (in addition to IMC); either eliminate sentence ‘Establish relationships with organizations representing culture and music traditions outside Nordic countries’ because it is too ambitious, or change it by saying ‘we are open to establishing relationships with organizations representing culture and music traditions outside Nordic/Baltic countries’. We are oriented towards tradition, but the music- market demands changes therefore entrepreneurship should be added as prioritized area (not necessarily under this chapter, but possibly under one of the prioritized areas. |  Has been included under ANMA as organizationTo be discussed at the annual meeting in OuluHas been changedTo be discussed in the Ex.com. Has been changedNo commentsThe Ex.com will have to discuss if collaboration outside the Nordic/Baltic reason should be divided into subgroups. We do not see any reason for doing that.The last bullet point has been changed |
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| **Comments from group no 3 (Johan Falk)**The level of ambitions of the strategic plan seemed generally to be realistic and also possible to what ANMA could achieve with some exceptions mentioned below.**1 Education**The mapping is the first step and important for be a good ground for further discussions. The group wondered who could do the mapping?The 3rd bullet point should be formulated: Agree on focus areas for which ecconomic support can be applied through......In addition there should be a new bullet point like "Support for the existing teachers and students mobility and its further development" or something similar not to leave out the successful existing student and teacher mobility in the strategic plan.**2 Artistic and Academic research**A proposed change in the 3rd bullet point to: Initiate a conference..... (instead of Plan....).The group thought it was the right time for initiating such a conference as much has happened in this area lately and the development is very rapid. The subject could be "artistic research as a phenomenon" and discussions on what artistic**3 Administration**The group thought it must be a clear purpose for invite administrative leaders. It can also be hard whom to invite as the various ANMA institutions are organized in rather different ways due to the status of the school as being an independent institution or belonging to a bigger art university or an even bigger "traditional" organized university.**4 ANMA collaboration with external stakeholders**In bullet point 3 a task could be to lift the Nordic/Baltic perspective in such conferences and also be a theme for a day. We did not understood the meaning of bullet point 4 but though at least initiate dialogue could be changed to Support a dialogue.... but the end of the sentence still has to be expressed in a understandable way.**5 International relations**We had only time to propose that the sentence "Establish relationships with organizations .....outside the Nordic countries" should be removed as it is a too big and impossible to manage. We were also wondering what the meaning of the IMC bullet point was? Possible new bullet point or formulation could be: Chart/Map other organizations relevant for ANMA in the future. | Included in the textIncluded in the textIncluded in the textIncluded in the textIncluded in the textChanges made |