**Minutes of the discussion of breakout group No. 2**

SUSTAINABILITY, ADMINISTRATION, ECONOMY, LEADERSHIP are paramount of the strategy. Strategic plan has been evaluated as an overall good plan. Representative of Applied Science University commented that academic research might be not easy for them to focus on. Topics such as electronic system and cooperation with Nordic orchestras were positively evaluated and welcomed. Importance of cooperation with the AEC and other external bodies outside Nordic/Baltic region expressed. Ambitions are pretty fine but it should be a little thinking about the balance – benefit of being the regional network.

There were discussions about the identity of the ANMA – who is represented by the ANMA – institutions or persons representing the institution; should it be limited to the rectors’ conference, or other administrators who also act on executive level (having mandate to decide) should participate in the ANMA activities. Decision was done that ANMA represents the institutions and it is up to institution to decide who can represent it. However institutions should be able to demonstrate as high commitment to the ANMA activities as possible. In addition, participation of administrators (as a staff training and Erasmus OM opportunities) was discussed and suggested target groups of administrators are: formulate topics of the meeting and invite teachers or heads of departments; research people (artistic research departments); librarians; other administrators (depends on sub-topic of the meeting: could be human resource development people, strategic development people, financial directors, international coordinators, etc.). It should be discussed and decided how ANMA meeting could share its time with the other target groups (administrators), and how big our ambitions are on leadership measured by the recourses (saying A to say also B).

Suggestion to add artistic activities next to the artistic research as the major activities in the higher music education institutions concern artistic development (95 percent). Reactions were that it might be too difficult to organize, resources might be required especially if the ANMA would support teachers’ artistic activity. However it was understood that this activity is important and should be mention in the strategy, possibly by expanding bullet point 2 from “Artistic and academic research” to “Artistic work (or activities), artistic and academic research”. Some actions should be also taken and discussed, one of the actions could be (author’s remark, this has not been discussed in the group - that “ANMA promotes project based artistic cooperation between students and academic staff by prioritizing areas such as innovative projects, social/community projects, entrepreneurship projects, as well as project based artistic and academic research activities”). This question remains open and will be recommended to Ex.Com for discussion.

SUGGESTED changes in the Strategic plan 2012-2015:

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 in1) 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.”
2. To decide and correct CREDO (‘artistic work and research’ or ‘artistic work, artistic and academic research’).
3. Chapter ‘Education’: expand ‘existing Nordplus Joint Study programmes’ by adding also Erasmus.
4. Chapter ‘Artistic and Academic’ – ‘Artistic and knowledge based research’ (?); expand the aim by adding ‘promote the highest artistic standards of education and research’.
5. Chapter ‘Administration’ suggested to change to ‘Organization and recourse management’; also add sentence in aim about promotion of high standards.
6. Chapter ‘ANMA collaboration with external stakeholders’: Activities or Actions (as above)?; first paragraph evaluated as the most important (conference) 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 is meant by pre-qualified; answer was that target groups such as music teachers, church musicians, music therapy people, etc.)
7. Chapter ‘International relations’ – change to ‘Relations outside the Nordic/Baltic area’. Group the scope of actions (activities?) under bullet points in three groups: a) Europe (AEC mainly); b) industrial world (Asia, including China, Japan); c) third world – developing countries (Viet0nam, Africa, etc.); decision to 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’ as too ambitions, or change it by saying ‘we are open to establishing relationships with organizations representing culture and music traditions outside Nordic countries’; we are oriented towards tradition, but music market demands changes therefore entrepreneurship should be added as prioritizes area (not necessarily under this chapter, but possibly as prioritized area of activities), or also look at and consider the development of music as an art form (?).