Group 3 break-out group in the ANMA meeting in Riga discussed as follows:

The level of ambitions of the strategic plan seemed generally to be realistic and also possible to what ANMA could achive 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 a 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 have happend in this area lately and the development is very rapid. The subject could be "artistic research as a phenomenon" and discussions on what atistic research actually is or is defined as rather than a traditional research conference where researchers present their various projects.

**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 varios ANMA instituions are organised in rather diffrent ways due to the status of the school as being an independent institution or belonging to a bigger art university or the an even bigger "traditional" organised 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 understod the meaning of bullet point 4 but though at least Inititiate 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 relationsships 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 organisations relevant for ANMA in the future.