

# **RAMA Strategy for 2025-2029**

*Music Education That Makes an Impact!*

## **Introduction**

The Royal Academy of Music, Aarhus/Aalborg/Holstebro (RAMA) is one of Europe’s leading music academies, steadfast in its belief that high musical standards and societal relevance go hand in hand. RAMA's new strategy for 2025-2029 builds on the foundation of previous strategies, focusing on artistic citizenship, holistic musicianship, and student-centered learning.

We believe music and music education are vital contributors to society, nationally and internationally—whether through meaningful experiences, mental health benefits, or economic value creation. Music enriches society, not only enhancing individual lives but also serving as a key component of societal cohesion. We are committed to exploring and enhancing artistic citizenship and societal cohesion through high-level musical expertise, outward engagement, and diversity.

This strategy was developed through the involvement of RAMA’s students, staff, and external stakeholders. Their contributions were prioritized to foster a stronger sense of community and shared direction for the institution. The strategy is informed by discussions within RAMA's board as well as the documents “RAMA External Stakeholder Analysis” and “RAMA Internal Stakeholder Analysis.”

The strategy outlines the overall direction for the development of RAMA and is supplemented by a strategic action plan. This action plan will be updated annually in close collaboration with RAMA’s board.

### **RAMA’s Mission**

We promote the development of art and culture in Denmark through the highest-level music education at an international standard. We engage in research and developmental activities, and as a cultural institution, we support the growth of new talents and general cultural activities.

### **RAMA’s Vision**

We aim to spearhead the development of artistic citizenship and strive to make an impact nationally and internationally through the highest level of professional excellence, world-centered education, and diversity.

## **The Three Driving Forces of RAMA's Strategy**

As described in RAMA's 2019-2022 strategy, artistic citizenship is characterized by "the competence to create artistic quality through a balance between developing one's artistic practice and engaging with a world that increasingly demands dialogue and reflection." This paradigm requires an education that provides open and flexible learning environments focusing on student-centered learning, entrepreneurial skills, and co-creation.

Based on the extensive strategic process at RAMA in 2024, three driving forces have emerged as the foundation of the new strategy:

1. Expertise and Strong Learning Environments
2. World-centered education, Networks, and Sustainable Careers
3. Diverse Communities and Well-Being

### ***1 Expertise and Strong Learning Environments***

For meaningful artistic citizenship, a high level of artistic quality is crucial. This is the foundation for creating impactful interactions between artists and their surroundings. It is also clear that the qualitative success criteria vary depending on the genre or form of expression.

The balance between demands for high instrumental/technical skills, reflection, and pedagogical versus artistic competence differs but curiosity and exploration remain key elements in fostering a culture of academic development and innovation. Here, curriculum development, research, and artistic/pedagogical development projects play central roles.

Therefore, our ambition is that students and staff are actively engaged in curriculum development and research activities.

### ***2 World-centeredness, Networks, and Sustainable Careers***

One recurring theme in both stakeholder analyses is the importance of RAMA focusing on sustainable careers for its graduates. This direction must be supported before, during, and after studies. Students should gain as much practical experience as possible during their studies and be well-prepared for the job market after graduation.

This requires a high degree of outward engagement, defined as the ability to translate knowledge and skills into actions that enable individuals to interact effectively with the world around them. This applies at both institutional and individual levels, for staff and students, locally, regionally, and internationally.

We aim for all students and staff to build strong networks within their communities and ensure all students gain solid practical experience during their studies, enabling them to build sustainable careers.

### ***3 Diverse Communities and Well-Being***

While the first two driving forces build on RAMA's previous strategies, it's clear that other dynamics must also be addressed to support the vision and fulfill the mission in the coming period.

Throughout the strategic process, diversity, inclusivity, community, well-being, and sustainability have been prominent themes. Diversity encompasses gender, ethnicity, socio-economic conditions, and neurodivergence, as well as a vibrant study environment that embraces differences—with a strong emphasis on community.

A common sentiment was, "RAMA should be an institution with a big heart, characterized by listening, inclusion, and support."

We aim to be an institution that not only accommodates diversity but believes that diverse communities enhance expertise, strengthen learning environments, and are essential for building sustainable careers in arts and culture.

### **Strategic Milestones**

Each of the three driving forces includes several strategic milestones, expressed as "we want to" statements. Together, these 10 statements form the strategic framework:

#### *Expertise and Strong Learning Environments*

1. We want to create an environment where all students can achieve the highest quality in their artistic and pedagogical work.
2. We want to foster curiosity and development.
3. We want to collaborate and compare ourselves internationally to achieve the highest academic standards.
4. We want to conduct artistic research and development that strengthens learning environments and leaves a mark on society.

#### *World-centeredness, Networks, and Sustainable Careers*

5. We want to lay the foundation for strong networks and meaningful, sustainable careers.
6. We want to make an impact on society through our role as a co-creative cultural institution.
7. We want to be an institution with a global mindset and local action.

#### *Diverse Communities and Well-Being*

8. We want to reflect societal diversity and create an inclusive environment based on community.
9. We want to create synergy and capitalize on differences across RAMA departments to foster interdisciplinary environments and strong cohesion.
10. We want to work together to ensure a safe and trusting study and work environment that promotes well-being.