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# IN.TUNE

Innovative Universities in  
Music and Arts in Europe

## Joint Vision Statement

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[intune-alliance.eu](http://intune-alliance.eu)

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located in eight European countries across the continent and representing 10.000 students and 4.200 members of academic, research and administrative staff, aspire to form a European Universities Alliance entitled

## **IN.TUNE INNOVATIVE UNIVERSITIES IN MUSIC & ARTS IN EUROPE**

and commit to the development of a joint long-term strategy for high-quality education, research, innovation and service to society, based on

- a shared vision of the roles of our institutions in our societies,
- a shared vision and approach towards deep institutional cooperation, and
- shared European values of diversity, democracy, social and human rights.

# Introduction

This first European Universities Alliance in the area of music and arts fully subscribes to the principles and goals set by the recent European Strategy for Universities, which underlines the important role of higher education in shaping sustainable, democratic and resilient societies. It sees itself as a role model for the transformation of the European higher music education sector towards an inclusive and excellent, societally responsible and autonomous, innovative and student-centred future.

The establishment of IN.TUNE takes place in the midst of various societal developments, which present both opportunities and challenges to higher music education and the cultural and creative sector. Changes in the situations of musicians and artists due to rapid technological developments, shifts in professional roles and increasingly insecure forms of funding to the cultural and creative sector, are urging institutions to adapt their traditional pedagogical practices. This situation has only been reinforced by the COVID pandemic, which has had an enormous impact on art education and artistic activity, especially in the field of the performing arts. Other major global challenges, such as geopolitical instability, climate change and the growing awareness of the importance of diversity, inclusion, equity and gender equality, make it necessary that we, as leading and internationally oriented institutions, take an active stance toward these societal developments.

By doing this together, we will not only be more effective, but also offer a meaningful contribution to strengthening a European identity and promoting European values, which we believe to be crucial in addressing and resolving large societal challenges. We do this based on our conviction that music and the arts have unique qualities that can play an essential role with regards to these challenges. We are also aware that as educational institutions, we are responsible for constantly further developing our learning and teaching, while at the same time preserving musical and artistic traditions that are at the heart of the living European cultural heritage. Only then we will be able to maintain our attractiveness and competitiveness within a global setting.

As partners, we fully understand that the scale and ambition of this initiative necessitates a new level of collaboration and sharing of resources, which we are eager to undertake. We are devoted to pursuing our joint long-term strategic vision and see IN.TUNE as a first step towards a future permanent collaboration and an ever-growing and evolving common ecosystem. IN.TUNE is also the result of our desire to enhance previous and existing European-level collaborations among our institutions, several of which have tested and implemented innovative methods of learning and teaching, and ways to create and enhance the impact of music and education on society.

## **Vision**

We wish to establish IN.TUNE – INNOVATIVE UNIVERSITIES IN MUSIC & ARTS IN EUROPE by 2027, a unique and unprecedented initiative that by then will have:

1. built an effective, systemic and sustainable deep institutional cooperation that can bring transformational change in our institutions, based on our previous and existing collaborations.
2. strengthened, through this deep institutional cooperation, artistic and educational innovation and research in our institutions, as well as in the higher music education sector and the cultural and creative sector as a whole, and offer students and professionals unique educational opportunities that will increase their chances to access, create and maintain sustainable careers.
3. played an active role in shaping the future of both our sector and our societies by taking up the educational, professional, societal, technological and ecological challenges of today through creating a forward-looking institutional environment, and by empowering students and staff to address these challenges through their creative work.

## In doing so, IN.TUNE will have demonstrated that:

- Our institutions – independently but also through their direct links with the cultural and creative sector – can have an important impact by assuming a pro-active role in society and by proposing fresh and new solutions to strengthen sustainability based on artistic experience and research, and on shared European values of diversity, democracy, social and human rights.
- The outcomes of IN.TUNE are part of the policy development and discourse in the context of the European integration process and can function as catalysts for the launch of new instruments and legal frameworks, actively contributing to the further development of the European Education Area, the European Research Area and the European Higher Education Area, while ensuring that quality, competitiveness and attractiveness of European higher education is constantly linked to core European values on diversity and inclusion, and compatible with sustainable development.
- The quality and attractiveness of education, artistic activity, research and service to society in our institutions have improved as a result of our deep institutional cooperation by bringing together expertise, experience, traditions and innovation present in our institutions in a way that would be impossible to reach by institutions on their own or through cooperation at national level.
- The awareness that music is part of a broader artistic and cultural context has been strengthened and that music as a discipline will benefit in terms of artistic development and professional opportunities through interdisciplinary cooperation across art disciplines. We will therefore, with cooperation in the field of music as a starting point, take step-by-step a ‘whole institution approach’ and use the full potential of our partner institutions to achieve our strategic goals, gradually involving other art disciplines with regards to developments within the arts, to innovation in learning and teaching, and in the area of research.
- Deep institutional transnational cooperation has led to unique opportunities for students and staff as well as to professionals working in the cultural and creative sector, by giving them access to a wealth of knowledge, traditions and innovative pedagogical models based on research, joint educational development and use of digital technologies, and by offering our students more choice of individual pathways, thus strengthening the concept of student-centred learning and leading to greater opportunities for their integration into the everchanging professional world, as well as society at large.
- We have taken into account the needs and special characteristics of higher music education with regards to mobility and cooperation. Examples of such characteristics are the highly individualised study programmes with one-to-one teaching being a core pedagogical approach and the importance of artistic development and artistic production.
- The geographical balance of IN.TUNE is an essential strength, offering a unique diversity of knowledge, pedagogical approaches and cultural

traditions, which will enrich the learning and teaching in our institutions and serve as a model for similar forms of deep cooperation in Europe and worldwide. This will strengthen the positioning of Europe as the main global provider of higher music education.

## Mission and Goals

In order to make our vision a reality, our actions will address the three abovementioned goals through the following actions.

1. Build an effective, systemic and sustainable deep institutional cooperation that can bring transformational change in our institutions based on our existing connections

**In order to achieve this, we will:**

- Address cooperation in all four missions of higher education (education, research, innovation and service to society) by setting up the activities of IN.TUNE around four main thematic areas: Joint Provision & Mobility, Research & Innovation, Societal Engagement and Alliance Governance & Cooperation. These areas will be addressed in eight work packages, with each partner institution taking the responsibility to be a lead partner for one work package so that commitment and workload is shared across the alliance. The design of the IN.TUNE cooperation will be based on the creation of frameworks, methodologies, policies and plans, each of which contain specific activities and outcomes, and are formulated in such a way that they support the alliance's long-term sustainability.
- Join forces to effectively run IN.TUNE in a new governance and management framework, where our students are a self-evident part of decision-making processes. This will include a review of our existing administrative structures and financial procedures to explore how they need to be adjusted so that they support an effective cooperation within the alliance. The transparent governance structure of IN.TUNE will include a governing board, an executive and an administrative committee, a student council, work package committees and several working groups that are all interconnected and create space for dialogue and interaction, and involve stakeholders in our institutions at all levels: management, students, teachers, and technical and administrative staff.
- Create an 'inter-university campus' with a virtual and physical educational provision based on shared resources and infrastructures, and on a common understanding of education, research and innovation. A 'campus' in which, through seamless mobility and the innovative use of technology, students, teachers, researchers and staff, as well as the cultural and creative sector and civic society, continuously will learn about, with and from each other through flexible learning pathways at all educational levels.

- Remove, for the establishment of such an ‘inter-university campus’, administrative barriers and obstacles with regards to the organisation and recognition of mobility by creating a mobility framework for IN.TUNE, which takes into account both the characteristics of our type of education and the latest developments with regard to mobility, such as the European Student Card initiative. This framework will include an alliance-wide strategy to promote and implement physical mobility among partner institutions, virtual mobility by using state-of-the-art low latency connections for live performance classes and digital cooperation platforms for education in joint groups of students. Administrative barriers and obstacles to the curriculum development of joint courses, modules, programmes and intensive programmes will be taken away by developing a methodology for new educational formats with coordinated organisational principles, disciplinary qualification frameworks and compatible quality assurance arrangements.
- Define a long-term future strategy and sustainability plan for IN.TUNE, ensuring the continuous and multi-level collaboration between our institutions in the future and exploring options for the expansion of our alliance. This will include a reflection on the current position, further development and future role of our institutions in society and how IN.TUNE can contribute to this development. In this reflection we will involve associate partners with the aim to seek their expertise with regards to establishing a permanent discourse with societal partners and the professional field.
- Develop an effective and rigorous process for quality assurance for IN.TUNE, which will monitor the management and outcomes of the alliance’s activities in line with the latest insights on the quality assurance of European Universities Alliances. This will include internal and external quality assurance tools, and make use of internationally recognised standards that have been specifically formulated for our sector and are in line with the European Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).
- Ensure that all IN.TUNE activities are based on a mutual trust in artistic and educational quality, making use of existing institutional systems and proven practices of internal and external quality assurance. We will explore how we can further develop (within national legal frameworks and taking into account the ESG) these systems together, so that they support, instead of impede, cooperation and are fit for purpose, taking into account both artistic standards and educational quality, and having a transnational orientation. This will contribute to the development of the European Quality Assurance and Recognition System, as announced in the European Strategy for Universities.

2. Strengthen, through deep institutional cooperation, artistic and educational innovation, and research in our institutions, as well as in the higher music education sector and in the cultural and creative sector as a whole, and offer students and professionals unique educational opportunities that will increase their chances to access, create and maintain sustainable careers.

**In order to achieve this, we will:**

- Develop, test, implement and evaluate, through a methodology for new educational formats, innovative methods of transnational artistic and educational cooperation on all educational and administrative levels. These methods will include the creation of joint courses, modules, programmes, and intensive programmes, targeting (live) performance, the creation of new music and new forms of artistic expression through interdisciplinary cooperation, as well as studies with an academic orientation. They will also address the accessibility to education by disadvantaged groups.
- Create a framework for the cooperation in both scholarly and artistic research to strengthen the research capacities in our institutions, and promote research-based education and research methodologies appropriate to our sector. This collaboration will see the creation of 'IN.TUNE Knowledge Hubs' with the aim to establish infrastructures for collaborative research, in which researchers, teachers and students can exchange expertise and create new knowledge in a range of relevant research areas. In addition, we will coordinate our research policies, explore the creation of a joint online repository of research outcomes, jointly train and exchange research supervisors, hold annual research conferences to reach wider artistic and academic audiences, and publish a Position Paper on Artistic Research based on the experiences and outcomes achieved in the alliance.
- Focus on innovation by creating a joint policy on capacity building and innovation in learning and teaching by exploring and implementing new pedagogical approaches in higher music education, in particular in the areas of student-centred didactic methodologies for the education of artists, the use of digital technologies in our educational programmes and the cooperation with other art disciplines. We will empower our students through innovative student-initiated and student-led projects, strengthening their entrepreneurial mindsets and professional skills to face an ever-changing, complex working environment.
- Broaden and deepen, as part of these new pedagogical approaches, the artistic scope and professional opportunities of our students and teachers by exploring the potential of interdisciplinary and cross-arts cooperation in line with developments in the cultural and creative sector, as well as other relevant sectors, such as general education and health.
- Create, in the context of the policy on capacity building and innovation in learning and teaching, joint professional development opportunities for our teaching, research, administrative and supporting staff through joint courses and intensive trainings, which support sustainable and attractive careers based on strong teaching, artistic, research and leadership skills, and are based on a diverse, inclusive, safe and gender-equal environment for both learning and working.

- Provide, as another form of capacity building, assistance to institutions that are in need of updating equipment and technology, so that there is an equal level playing field for joint curriculum development and equal access for students and teachers to state-of-the-art instruments and technology across the alliance.
3. Play an active role in shaping the future of both the sector and our societies by taking up the educational, professional, societal, technological and ecological challenges of today through creating a forward-looking institutional environment, and by empowering students and staff to address these challenges in their creative work.

**In order to achieve this, we will:**

- Enhance existing and forge new collaborations with associate partners in our respective ecosystems, which will assist us in creating joint policies in the thematic area on societal engagement that will promote regional development and create knowledge networks both on regional, national and international levels, with the aim to play an active role in shaping the future of music education and the music profession.
- Further strengthen our role in society as centres for continuing professional development by implementing Lifelong Learning opportunities for professionals in the field and explore the use of micro-credentials once the legal framework is defined.
- Strengthen the professional integration and entrepreneurship of our students through the development of new joint courses and by establishing new ways of collaboration with the cultural and creative industries and other relevant sectors, offering our students practical and work-based experience and traineeships.
- Create a joint policy that will encourage the societal engagement of our staff and students through socially engaged practice and audience engagement in our educational and artistic activities, connect existing courses and activities in these areas, and explore opportunities provided by IN.TUNE to further develop these courses and create new ones. In addition, we will jointly address our roles as important cultural centres in our local, regional and national settings and discuss how we can strengthen these roles by cooperating within the European Universities Alliance.
- Take our responsibility as institutions with regards to the social, geopolitical and environmental challenges our societies face today, by assisting our students and staff to address these challenges through the development of critical thinking and creative and evidence-based solutions. To reach this, we will coordinate our efforts and create joint IN.TUNE policies on diversity, inclusion and gender equality, as well as on sustainability by reviewing our policies and activities in these areas and exploring how these can be strengthened through our cooperation. We will publish a Position Paper on our values and policies with regards to diversity, inclusion, gender equality and power relations in our sector,

and a Position Paper on how to address different dimensions of sustainability (cultural, social, ecological and economic).

- Strengthen, through these joint policies, the democratisation of culture by opening up our institutions to a greater diversity of musical genres and languages, cultural backgrounds and traditions, as well as to the collaboration with other art disciplines, reaching a wider recruitment base and empowering students to reach out to new and diverse audiences through new performance and pedagogical formats in different societal contexts.
- Promote the European values of democracy, diversity and social and human rights by supporting associated partners in Ukraine and finding ways to involve them in the activities of the alliance, and exploring how the alliance can provide assistance in the rebuilding of Ukraine and its education and creative and cultural sector.
- Disseminate the results of our cooperation to institutions all over Europe and beyond by working closely together with our associate partner the Association Européenne des Conservatoires, Académies et Musikhochschulen (AEC) through various digital communication channels and physical meetings and conferences, thus fulfilling our responsibility to be an inspiration for the entire higher music education sector and a model for deep institutional cooperation. In addition, we will connect with other existing European University Alliances to share experiences and jointly advocate for the interests of the alliances vis-à-vis policy and decision makers in the EU and national authorities.

As heads of our institutions, we hereby declare that we fully endorse this statement, in all its respective actions, implications and responsibilities.

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