

DEFINING THE FUTURE OF MUSIC

RNCM 2020-2026
Strategic Plan

rncm.ac.uk

RNCM
ROYAL NORTHERN
COLLEGE of MUSIC



YAMAHA

Royal Northern College of Music



Our Purpose

To educate and train musicians to the highest level in an environment that is both stimulating and rich in opportunity, for the benefit of individuals and society at large.

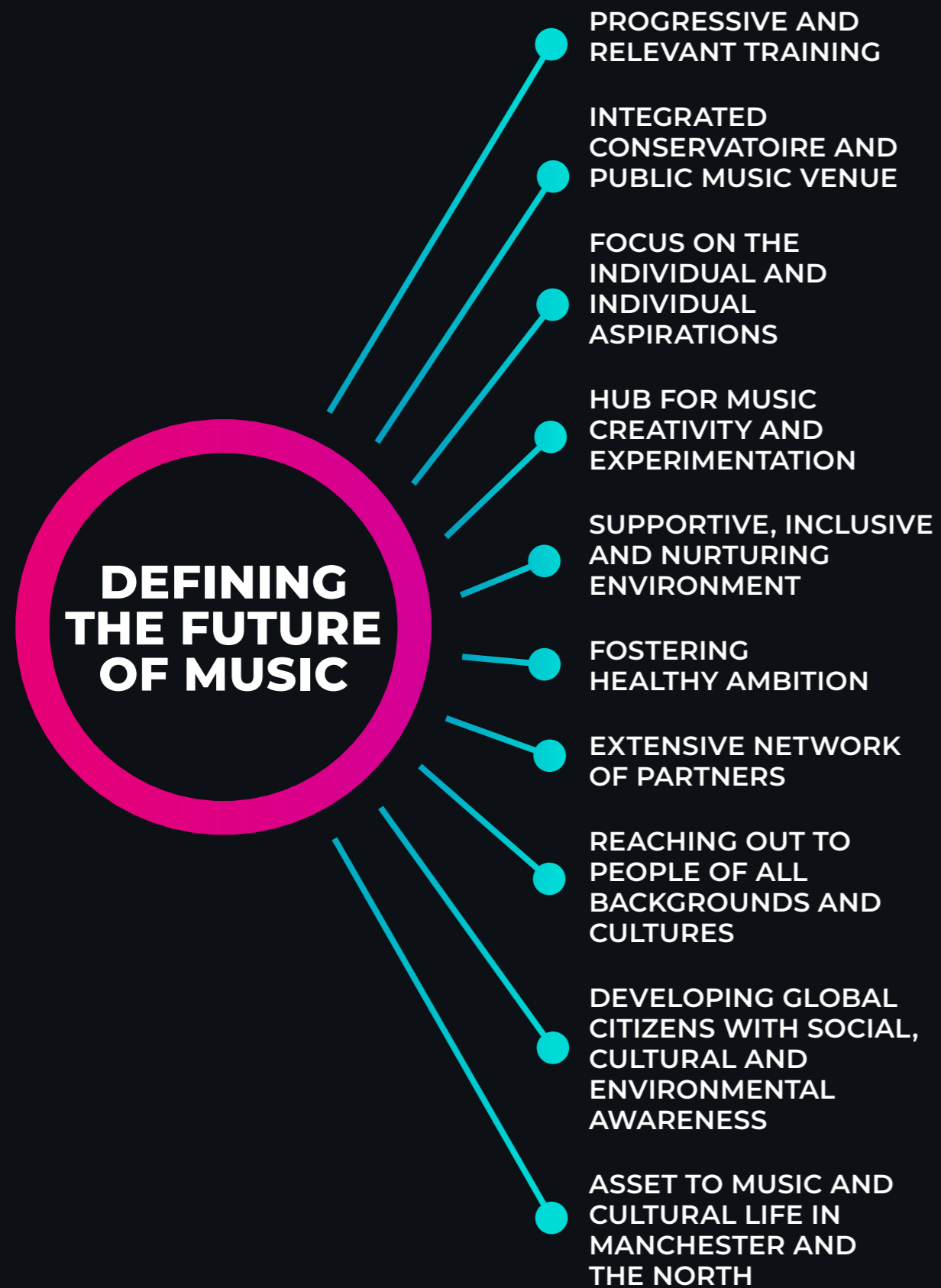
Our Vision DEFINING THE FUTURE OF MUSIC

At the forefront of music education globally, we will develop exceptional musicians with the artistic integrity, creativity and imagination to drive the music profession forward and ensure music remains relevant to future generations. Not just world-class artists, our graduates will also be highly-skilled creative practitioners, with a genuine passion and commitment to make a difference; using their skills to enhance the lives of others in society through music. Embedded in the real-world environment of a busy public-facing performance venue enriched by an unparalleled network of international visiting artists and professional partners, and in an environment informed by the latest world-leading research and scholarship, our students will receive an outstanding learning experience; one which equips them fully for their future careers. Philanthropy will play a vital role in funding this ambition. We will grow our development function and build new partnerships with funders who share our vision and who will play a central role in supporting us to transform the institution and define the future of music.

Our Culture and Values

The RNCM promotes creativity and artistic integrity by developing individual aspirations and ambitions through performance, composition and teaching informed by research. Embracing risk, it promotes stylistic diversity and encourages diverse opinions and voices. The College is proud to collaborate and work in partnership, ensuring that students gain vital and inspiring real-world learning experiences that challenge them to excel. It nurtures a welcoming, supportive and collegial environment that is inclusive, respectful, open and accessible.

Our Defining Features

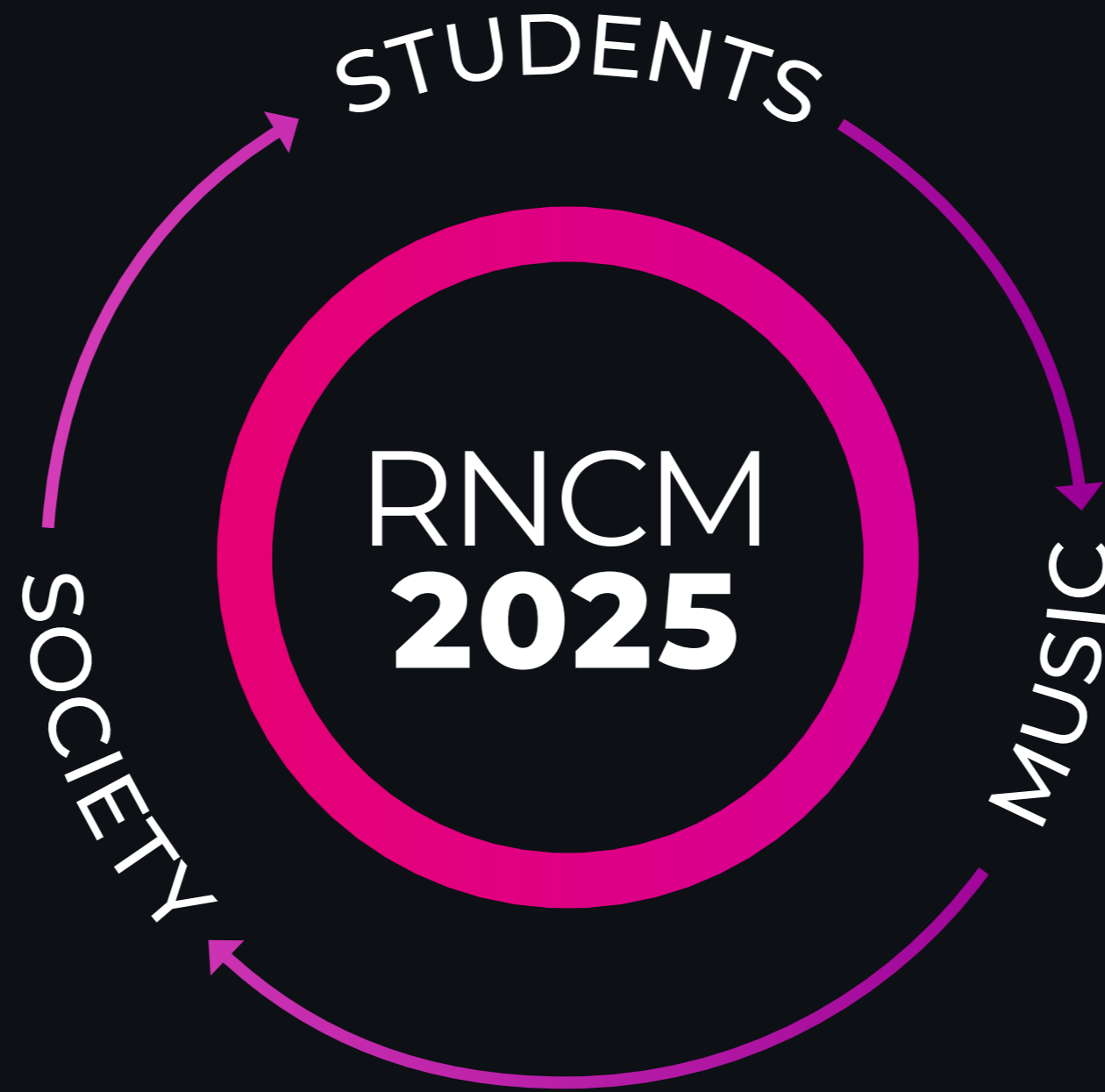




Attributes of an RNCM Musician

- HIGHLY EMPLOYABLE ← ● → EXPERIMENTAL
- VERSATILE ← ● → DEDICATED
- ENTREPRENEURIAL ← ● → REFLECTIVE
- PASSIONATE ← ● → KNOWLEDGEABLE
- SUPPORTIVE ← ● → COLLABORATIVE
- CREATIVE ← ● → CARING
- ARTISTIC LEADERS ← ● → INDIVIDUAL
- CURIOUS ← ● → OPEN-MINDED
- SOCIALLY-AWARE ← ● → AUTHENTIC
- ENGAGING ← ● → IMAGINATIVE
- RISK-TAKERS ← ● → PROFESSIONAL
- GLOBAL CITIZENS ← ● → EXCEPTIONAL

Our **Strategic Plan**





Students

We will:

Define excellence in conservatoire education and training globally; offering students a world-class, inspiring and progressive learning experience, which has artistic integrity at its core, values individual aspirations, nurtures creativity and is enriched by professional practice.

Realise the potential of the RNCM as both conservatoire and public-facing performance venue; an integrated 'real-world' learning environment where students work side-by-side with the world's most inspiring and imaginative artists and artistic leaders and benefit from transformational placement, apprenticeship and mentoring opportunities that support the development of their musical and leadership skills.

Open doors to people of all backgrounds; establishing clear progression pathways to the RNCM, providing access to high quality, transformational music education and experiences and offering the bespoke individualised support needed for everyone to flourish and achieve their personal goals.

Foster a culture of healthy ambition; a nurturing and supportive environment, which embeds our specialist knowledge and expertise in health and well-being into core training for students, equipping them to establish and sustain healthy, fulfilling and lifelong careers in music.

Embrace technology as an integral part of the student experience: capitalising on the creativity and imagination of our staff and students, the unique potential of our ground-breaking inter-disciplinary research and virtual learning projects and the expertise of our powerful network of education and commercial partners to develop a range of innovative complementary and blended learning approaches.

Lead the advancement of knowledge and understanding in our discipline; securing our own Research Degree-awarding Powers by 2024, expanding our doctoral programme offer, building on our international reputation as a leader in music and inter-disciplinary research, and ensuring research is fully integrated in the culture of the College.

Invest in our recent alumni as inspirational role models for current students; inviting them back to the College as guest speakers and mentors to share their experience of establishing careers in today's music profession with current students and establishing the basis of longer-term meaningful relationships with the College.

Value the critical role that both academic and professional services staff play in the life of students at the RNCM; empowering them to work collectively as a team to provide exceptional student services and support.



Music

We will:

Define excellence in music by developing the next generation of exceptional artists and artistic leaders on the international stage; powerful and persuasive advocates for their art form, whose energy, imagination and creativity will influence the direction of music and ensure it remains relevant to future generations.

Position the RNCM as a world-leading hub for music experimentation, research and discovery; a living laboratory where students interact with professional partners to drive research and development, exploring how technology can stimulate creativity, enrich the art form of music and transform the way audiences access and engage with music.

Inspire students to see no boundaries to their creativity; giving them the confidence as interpreters, creators and researchers to enrich and diversify the art form and embrace their original voices and cultural heritage in their music-making.

Provide safe spaces where students can experiment with new and innovative ways of presenting their work; encouraging them to take risks and be entrepreneurial in how they engage and interact with audiences.

Empower students to be a catalyst for culture change in the music profession; young artists with the confidence to question accepted practice and advocate for an inclusive, safe and supportive working environment for all.

Draw on our world-leading specialist, applied and inter-disciplinary research to inform the future evolution of music and the music profession; exploring the impact of a diversity of musical ideas and innovative connections and fluidity between genres on music and audiences.

Lead targeted research on audience development and engagement; collaborating with the music profession to address priorities and identify meaningful mechanisms to share research findings.

Actively promote student enterprise and start-up activities; capitalising on our extensive partnership networks across Manchester and the North to provide access to the specialist support and mentoring needed to take ideas from concept to realisation.



Society

We will:

Transform the lives of others in society by developing highly-skilled creative practitioners with social and cultural awareness; outstanding young musicians with a genuine passion and commitment to make a positive impact through music.

Programme in an inclusive way that reflects the diverse communities of Manchester and the North; attracting new audiences to the RNCM and taking performances out into our wider community to build bridges with those who do not currently engage with us, breaking down the barriers that deter them from accessing the College.

Advocate for the positive impact of music-making on health and well-being in society; drawing on our research expertise and identifying ways in which we can add value to the work of other organisations addressing major socio-cultural challenges through the arts.

Commit to sharing our knowledge; developing an ambitious portfolio of targeted and impactful knowledge exchange and consultancy activities of relevance and benefit to those in our local community and to society as a whole.

Exploit the potential of technology to extend our reach into society and the positive impact music can make on people's lives; enabling those who are unable to come into the College to access, participate in and benefit from our work.

Build on our collaboration with partners in Manchester and the City Region to extend the reach and scale of our impact; identifying opportunities to expand RNCM activities off-site and contributing to the growth of cultural activity and inward investment.

Place the climate and environmental impact at the heart of our decision-making; actively seeking ways in which we can reduce our carbon footprint through online working, adopt environmentally-friendly practices within our community and align with larger-scale interventions in Manchester and the City Region, using music as a catalyst to raise awareness.

OUR SUPPORTING STRATEGIES

- Education Strategy
- Access Strategy
- Artistic Strategy
- Research and Knowledge Exchange Strategy
- Financial Sustainability Strategy

Key Measures of Success

<p>FINANCIAL SUSTAINABILITY Generate at least 10% cash flow from operating activities as a % of Total Income</p>	<p>GRADUATE EMPLOYMENT 95% of graduates employed</p>	<p>PERFORMANCE STRATEGY Opportunities for all students to collaborate with world-leading artists</p>
<p>STAFF SATISFACTION 95% satisfaction rate with a 70% participation rate</p>	<p>OUR VISION</p>	<p>STUDENT SATISFACTION Exceeding national benchmark in National Student Survey</p>
<p>GLOBAL IMPACT AND REPUTATION Top 10 for music in Guardian and Times Higher league tables</p>	<p>ACCESS AND WIDENING PARTICIPATION Meeting the ambitious targets set out in our A&P Plan</p>	<p>PHILANTHROPY 100% increase in fundraised income</p>
<p>KNOWLEDGE EXCHANGE 25% increase in the qualifying income we submit</p>	<p>RESEARCH 25% increase in staff engagement in research by 2025</p>	<p>AUDIENCES 10% increase in live audience mean occupancy and 15% increase in online audience</p>



We are ambitious

Recognised as one of the world's leading conservatoires and performance venues, the RNCM today is a vibrant, forward-looking institution, home to some 900 highly talented young musicians from 60 different countries and supporting the development of young musicians throughout the North of England and beyond.

Building on its proud heritage, the RNCM enjoys an unparalleled network of industry partners and plays an important role in the cultural life of Manchester and the North and the wider creative industries. It is an institution seen to be leading the way in the conservatoire sector and in music education in general, never afraid to take risks, and providing an inspiring real-world environment in which to be a student.

Over the next five years as the RNCM celebrates its 50th Anniversary, we will define excellence in music education and training, offering a world-class, research-led and industry-relevant learning experience, enriched by technology and fully integrated with a busy public-facing performance venue. Our students will work alongside top international artists on a daily basis, raising their aspiration, gaining in confidence, building their skills, and developing the contacts and networks so essential for their future careers. Their health and well-being will be a priority. The RNCM will ensure they receive the complementary training and support they need to benefit fully from their studies and establish and sustain fulfilling lifelong careers in music.

Committed to defining the future of music and the music profession, RNCM 2025 will be a hub for artistic creativity, experimentation and entrepreneurship; a safe space in which students and professional performers and composers can develop their original work in collaboration with peers, breaking down boundaries, exploring innovative live and online ways to create, capture and share their musical output and making a positive impact on society.

We will empower all of our students to be ambitious and imaginative, to see no boundaries to their creativity, to develop high level leadership skills and to work flexibly across styles and genres, continually seeking new ways to connect with audiences and ensure that music remains relevant for future generations. We will also encourage them to reach out to society, working across a wide range of education, community and healthcare settings, where their contribution now and into the future will enrich and transform lives.

At a time when the state provision of music education in our schools is under threat, the RNCM will continue to focus on creating accessible and meaningful pathways for young people from all backgrounds to develop their musical skills and progress to the College. We believe there should be no barriers to music, and that access to a high quality music education should be available to everyone. Our award-winning targeted interventions to improve access and widen participation are already starting to pay dividends. Over the coming five years, we will extend our reach and impact still further, leading a network of partners across the North who share in our passion to open up exciting new pathways and opportunities for young people to engage with music and progress to further studies.

RNCM graduates will make a difference; world-class musicians driving artistic creativity and innovation, engaging with new audiences and enriching the lives of others. They will change culture in the music industry, supporting their colleagues and ensuring that every professional musician is respected and able to work in a safe and inclusive environment where they can give of their best.

Our Strategic Plan will shape the future direction of the College for a generation, but achieving this level of ambition will require significant investment. We will use our 50th Anniversary as the catalyst for a major fund-raising campaign, enabling us to transform our estate, double the funding we have available for scholarships and bursaries and grow and sustain the positive impact we are making on our community and society as a whole over the years to come.

Our vision is bold and ambitious. We are confident that by 2025 the RNCM will be at the forefront of music education and training globally, and that our graduates will be defining the future of music.

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