



ROYAL
COLLEGE
OF MUSIC
London

RCM STRATEGIC PLAN

2017–2027



MISSION STATEMENT

The Royal College of Music provides specialised musical education and professional training at the highest international level for performers and composers, within an environment that stimulates innovation and research. This enables talented students from all backgrounds to develop the musical skills, knowledge, understanding and resourcefulness which will equip them to contribute significantly to musical life in this country and internationally.

OBJECTS OF THE ROYAL COLLEGE OF MUSIC

The Mission Statement supplements the Objects of the Royal College of Music as set out in the 1883 Charter:

- a) the advancement of the Art of Music by means of a central teaching and examining body charged with the duty of providing musical instruction of the highest class, and of rewarding with academical degrees and certificates of proficiency and otherwise persons, whether educated or not at the College, who on examination may prove themselves worthy of such distinctions and evidences of attainment; and
- b) the promotion and supervision of such musical instruction in schools and elsewhere, as may be thought most conducive to the cultivation and dissemination of the Art of Music in the United Kingdom; and
- c) generally the encouragement and promotion of the cultivation of music as an art throughout the world.

Extracts from speech of HRH The Prince of Wales at the opening of the Royal College of Music, as reported in *The Times*, 8 May 1883:

'Fifty scholarships have been established, of which twenty-five confer a free education in music, and twenty-five provide, not only a free education, but also maintenance for the scholars. Of these scholarships, half are held by boys and half by girls. I observe with pleasure that the various districts from which the scholars are drawn indicate the wide-spread distribution of a taste for music, and an adequate cultivation of music throughout the United Kingdom. London, with its vast population, sends only twelve out of the fifty. The remaining thirty-eight come as follows: twenty-eight from fourteen different counties in England, two from Scotland, six from Ireland, one from Wales, and one from Jersey. The occupations of the scholars are as various as the places from which they come. I find that a mill girl, the daughter of a brickmaker, and the son of a blacksmith, take high places in singing, and the son of a farm labourer in violin playing. The capacity of these candidates has been tested by an examination of unusual severity.'

The Royal College of Music is '... to be to England what the Berlin Conservatoire is to Germany, what the Paris Conservatoire is to France, or the Vienna Conservatoire to Austria – the recognised centre and head of the musical world. Why is it that Germany, France, and Italy have national styles of music? Why is it that England has no music recognised as national? It has able composers, but nothing indicative of the national life or national feeling. The reason is not far to seek. There is no centre of music to which English musicians may resort with confidence, and thence derive instruction, counsel and inspiration'.

Planning period

This Strategic Plan looks ahead across an initial planning period of three years to 2020, when existing major projects are due for completion – these are focused on our major estates plans, the opportunities that these create to support student learning, our public engagement and research, and the College’s significant international and digital strategies. The Plan first sets out our Vision to 2020 and then a description of the projects mentioned above.

In the next section, the Strategic Plan looks ahead to the longer term, ten years to 2027. This period is necessarily more speculative, in part because of the significant changes taking place in the world and in the UK, not least our planned departure from the European Union. The Plan sets out our ten-year Vision for the RCM to 2027 and then guiding objectives and principles for ongoing initiatives in the main areas of the College’s activity.



RCM IN 2020 – A THREE-YEAR VISION FOR THE RCM

Ethos and values

The RCM remains strongly committed to its founding principles of excellence, advocacy and access. Distinctive collaborations within the UK, Europe and internationally (especially in China) are now well established.

The estate continues to be an ongoing priority, despite completion of the largest estates projects in the College's history.

The College demonstrates an ongoing commitment to the highest standards of artistic and educational excellence. The RCM is regularly benchmarked globally as a natural first choice for the most talented students from around the world, maintaining its core values within a progressive agenda. Recruitment and integration of the finest international professors and visiting artists is an important priority.

Elite but not elitist, the College pursues further access and engagement across the globe, opening up online resources to a worldwide audience. It aspires to reflect the diversity of contemporary society in the UK and beyond, while pre-tertiary provision and community engagement is further integrated into the RCM's programmes and ethos.

The RCM recognises an obligation to be a relevant, persuasive advocate for music in the UK and beyond.

Student experience

Students receive a transformative, holistic education, tailored to individual needs. They understand the nature of music as an art and a science, demonstrate a love of music that can be readily articulated and are self-critical, independent musical leaders. Digital technology plays an increasingly important supportive role in teaching, learning and performance. The artistic programme offers relevant experience of unrivalled richness. Research makes further connections between learning, teaching and the artistic programme. The RCM environment encourages all its members to engage in critical enquiry leading to the creation and dissemination of new knowledge across theory and practice.

Estate – in the UK and internationally

The building development remains a priority of More Music: Reimagining the Royal College of Music Campaign supports a world-class student, staff and visitor experience. A renamed 'Markova House' provides a vibrant environment for music, research and support services. The College estate extends into China, where the College has established the Shanghai Conservatory/RCM Joint Institute in its own building and collaborates with Kingdom Music Education in training centres across major cities in China. Business continuity plans adequately protect the student experience during construction works. An RCM estates strategy provides a direction for developments beyond 2020.

Sustainability

The College engages a wide range of stakeholders across the More Music Campaign. Financial sustainability programmes are embedded that secure the RCM's long term future, with a commercial strategy for the 2020s formulated and implemented.

MORE MUSIC: REIMAGINING THE ROYAL COLLEGE OF MUSIC – MAJOR PROJECTS FOR THE THREE-YEAR PERIOD TO 2020

Our More Music Campaign, aimed at increasing access and strengthening facilities, includes a wide range of initiatives – investment in concert spaces, creation of an interactive museum and expanded scholarship and bursary programmes. Our plans represent a once-in-a-generation opportunity to enhance the student experience further, building on the RCM's great legacy over 130 years. The RCM is investing £40 million and we have set ourselves the ambitious target of matching that sum – £40 million from philanthropic investment.

Courtyard construction plans

The RCM has an ambitious plan to transform its estate and will redevelop its open courtyard space that sits at the heart of the Prince Consort Road Campus. The redevelopment will facilitate creation of new social spaces, a new student restaurant and a cafe/bar, an interactive Museum of Music, two studio quality performance venues and technologically advanced spaces for rehearsals, exhibitions and music laboratories. At the same time, new connections between existing spaces will be made possible, transforming how the Campus is experienced with the Courtyard becoming a hub and meeting place for students, staff and visitors.

Occupation of RCM Jay Mews (Markova House)

In 2019, the RCM will take possession of the current Markova House, which will provide new spaces for research, students and support services. This will release much needed space at Prince Consort Road for music. The renamed Markova House will provide a home for the RCM's:

- research activities, including office and meeting space for research staff and students
- the Fitness to Perform Centre, incorporating orchestral and operatic rehearsal halls, the Centre for Performance Science (including an accessible home for the performance simulator), Student Services, Alexander Technique, the British Association for Performing Arts Medicine and a gymnasium
- support services, including Marketing & Communications and Development

More Music: Reimagining the Royal College of Music Campaign:

The College has a short-term strategic fundraising plan focused on completing and celebrating the More Music Campaign and a longer-term fundraising plan with an aim to:

- steward and develop relationships developed during the Campaign for longer-term engagement
- expand high value donor base and prospect pipeline
- launch regular giving programme to begin long-term giving
- identify and support emerging priorities based on strategic plan
- agree process for on-going prioritisation
- prepare end of campaign report and begin planning of next campaign (analysis and feasibility)

ENHANCING THE RCM AS A EUROPEAN CONSERVATOIRE

The College has a detailed action plan to respond to the EU referendum outcome with the aim of:

- supporting existing EU professors and administrative staff
- supporting continued strong recruitment of EU students
- raising the profile of the RCM in Europe
- complementary plans to continue to strengthen the RCM's position in the UK and beyond Europe

INTERNATIONAL INITIATIVES

The RCM has an International Strategy that encompasses the globe, covering student recruitment, collaboration and exchange in learning and teaching, artistic initiatives and research. Major planned new initiatives are focused on China, alongside the College's extensive existing partnerships across the world:

- In collaboration with Shanghai Conservatory, to establish the SHCM/RCM Joint Institute, located in Shanghai. Initial plans are for a pre-college Youth Talent programme, possible summer schools and exchanges, followed by certificated HE programmes.
- In collaboration with Kingdom Music Education, to provide quality assurance services for after-school training centres in, initially, Shanghai and Shenzhen.
- Selectively, to undertake one-off initiatives in Beijing and other Chinese cities.

DEVELOPMENT OF DIGITAL INITIATIVES

The RCM will continue its investment in technology to enhance the learning and teaching experience, and to share its activities with stakeholders around the world, including:

- consolidation and investment in supporting technologies for recording and broadcasting
- further integration of digital platforms into learning and teaching
- continued development of distance technology for multi-site performance with partners in Europe and beyond
- identification and development of digital resources for research



RCM IN 2027 – A TEN-YEAR VISION FOR THE RCM

Ethos, values and environment

The RCM maintains the ethos and values expressed in 'RCM in 2020 – a three-year vision for the RCM'. The founding principles of access and excellence remain paramount. Distinctive partnerships within the UK, Europe and internationally (especially in China) have been further developed. The College has made optimal educational and commercial use of its newly enhanced and expanded estate.

The RCM has developed a collaborative profile across the arts, higher education and commerce. In particular, it has redefined its leadership role within Europe and beyond. Within the South Kensington estate, RCM facilities replicate a first-class professional environment, unlocking opportunities for public exchange within a new Research Centre and new digitally enabled learning suite. The Britten Theatre and renamed Markova House have been refurbished.

Access

Recognising an obligation to be a relevant, persuasive advocate for music in the UK and beyond, the RCM has become an outward looking institution whose work changes lives – through performance, research, community initiatives and global collaboration. The RCM demonstrates relevance to society as a whole, beyond immediate musical and cultural agendas. The College has developed a network of strong political connections.

Elite but not elitist, the College pursues further access and engagement locally, nationally and internationally, opening up online resources to a worldwide audience, thus redefining membership of the RCM community. The RCM now reflects the diversity of contemporary society in the UK and beyond and has integrated pre-tertiary provision and community engagement into the RCM's programmes and ethos from age four up.

Teaching, learning and research

RCM students are based in London and in centres around the world; more traditional conservatoire programmes are supplemented by other specialist courses relevant to music-based careers, including university-style programmes, supplemented by curricula that address musical understanding and appreciation. The RCM has multiple educational access points, engaging with all levels, including professional musicians. Students receive a transformative, holistic education, tailored to individual needs. They understand the nature of music as an art and a science, demonstrate a love of music that can be readily articulated and are self-critical, entrepreneurial musical leaders. The innovative artistic programme offers relevant experience of unrivalled richness, helping students to become leaders and ambassadors to the audiences of the future. The RCM is a world leader in the use of digital technology, which plays an important supportive role in teaching and learning and performance. Research makes further indivisible connections between learning, teaching and the artistic programme, based on a dynamic sharing of both explicit and tacit knowledge between staff and students. The RCM environment encourages all its members to engage in critical enquiry leading to the creation of new knowledge across theory and practice, effectively and openly shared with the wider world.

Sustainability and support

Development and alumni engagement supports strategic priorities, including estate, scholarships and academic initiatives, taking account of the potential for generating commercial income. The scholarship programme is benchmarked globally, with a forward strategy to reach 100% student support, so as to make the RCM fee free. A robust sustainability programme secures the long-term financial future of the College.

GUIDING OBJECTIVES AND PRINCIPLES FOR ONGOING INITIATIVES IN THE MAIN AREAS OF THE COLLEGE'S ACTIVITY

Research and knowledge exchange (KE)

- Ensure an environment that supports the development of all RCM staff and students to engage in enquiry leading to the creation of new knowledge.
- Substantially raise the RCM's national and international research profile.
- Maximise the impact and dissemination of RCM research and knowledge resources to the widest range of beneficiaries both within and beyond the institution.
- Establish a dedicated RCM Research Hub within the College estate.
- Achieve sustainable growth of RCM research degrees programmes.

Learning and teaching

- Offer programmes of study which nurture artistic innovation through an enquiry-based approach to learning, commensurate with each student's needs and aspirations.
- Use appropriate technologies to support and enhance face-to-face teaching and learning.
- Equip students with the relevant skills and resourcefulness to make successful careers as professional musicians and educators.
- Make relevant elements of the RCM learning environment available to distance learners.
- Recruit outstanding teachers and supporting their continuing development.

Artistic programme

- Presenting an artistic programme with learning and excellence at its heart.
- Providing regular opportunities for all students to perform in a suitable environment for their current stage of learning.
- Working with international artists at the highest levels.
- Creating opportunities for student innovation and experimentation.
- Using performance as a learning environment and training for the demands of the musical profession.
- Ensuring all students experience teaching and performance in all suitable genres – solo, chamber and large ensemble.
- Creating performers who are confident, expressive, innovative and independent.
- Providing opportunities for student composers' works to be performed regularly.

Widening engagement (including Junior Department and Sparks)

- Advocacy to promulgate the importance of music education at all ages through leadership and example.
- Integrated Primary College, Junior College and learning and participation programme, within a strong and unified profile that is seamless with and supported by the College's HE work, developing a range of ways to bring the musically gifted and/or enthusiastic of all ages into involvement with the inspirational learning experience on offer.

Supporting our professors and administrative staff

- Strategies and opportunities to bring professors closer to the priorities of the College and new professorial appointments that enhance the RCM's reputation for quality teaching in a way that reflects all the markets in which the College needs to be competitive.
- A supportive professional environment that enables staff to realise their full potential.
- An innovative and comprehensive programme of professional development and training.
- Collaboration, understanding and equality of opportunity for academic and professional staff.
- Valuing diversity among all our staff.

Environment/green

- Minimise the environmental, social and economic impacts of our operations.
- Continuously improve our environmental performance through implementation of appropriate environmental initiatives.
- Reduce our carbon emissions long-term whilst also developing short-term initiatives which engage students and staff with the environmental issues that directly affect their future.
- In all our activities, seek innovative ways to meet our environmental objectives and ensure that our values are embedded within our community, our research and our teaching.
- Aim to be a centre of excellence in environmental management within higher education, and to promote environmental best practice.

Sustainability and fundraising

- Optimise long-term supporter development with donor-led, tailored relationship management based on defined needs.
- Fund new specific projects based on integrated fundraising appeals, following new regulatory guidelines.
- Increase the predictability of income with a focus on regular giving asks; high volume appeals and activity.
- Support international presence with international appeals and trips; increased investment in development and alumni engagement communications and engagement overseas.
- Expand and enhance commercial potential via new facilities and strategic partnerships with cultural sector as well as corporate sector where appropriate.