

Royal Scottish Academy  
*of Music and Drama*

***Mission Statement***

***Strategic Aims and Operational Objectives***

*Progress Report to Board of Governors*  
*October 2009*

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## MISSION STATEMENT

*To create in Scotland the international centre of excellence and innovation for learning, teaching and research in performance, in which quality of student experience is paramount.*

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## **STRATEGIC AIMS AND OPERATIONAL OBJECTIVES**

### **1 The Learning Experience**

#### ***Aim***

***To create a relevant, contemporary and flexible learning experience for our students which will transform them into effective, resourceful and creative arts practitioners.***

#### **Objective**

Building on the review of School of Drama undergraduate programmes conducted in session 2006/07, to undertake a comprehensive and fundamental curriculum review over sessions 2008/09 and 2009/10 with, amongst other things, a view to:

- Promote inter-disciplinarity within Schools and between Schools.
- Better provide enterprise skills.
- Better provide scholarship, research and learning skills.
- Offer greater flexibility and student choice.
- Offer a greater range of learning experiences.
- Exploit technology through innovative programme delivery e.g. e-learning and virtual learning environments.
- Promote flexible delivery.
- Create greater opportunities for life-long learning.
- Free up the timetable and adopt inter-disciplinary practice in space usage throughout the Academy.

#### **Progress**

**The Curriculum Reform project is underway, and will report in June 2010.**

#### **Objective**

To widen and diversify the Academy's curriculum in support of Scotland's developing cultural profile and to exploit opportunities for synergies within the existing curriculum.

#### **Progress**

**See progress noted immediately above. Undergraduate modern ballet and musical theatre commenced in 2009/10.**

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## 2 Students

### ***Aim***

***To attract a diverse range of applicants and students of the highest quality to all of the Academy's programmes, from YouthWorks to PhD from Scotland, the UK and internationally.***

#### Objective

Increase international (i.e. non-EU) recruitment to 17.5% of the total student population by 2012 through targeted recruitment activity.

#### Progress

**The proportion of international students is currently 12.5%, marginally down from 14% in session 2008/09.**

#### Objective

Increase the quality and quantity of UK applicants to all programmes through a targeted recruitment campaign and the development of relationships with key partners (e.g. specialist music schools).

#### Progress

**The recently appointed Marketing Manager will take forward the development and implementation of a marketing campaign, which will take account of the needs of individual programmes.**

#### Objective

For student entry in 2009/10, to enhance the effectiveness of the admissions and selection process, to include the more effective and efficient administration of scholarships.

#### Progress

**The creation of the Academic Administration and Support office has led to enhanced effectiveness of the admissions and selection process, although it is recognized that an electronic admissions system for the School of Drama is required – such a system (either in-house or UCAS managed) will be in place for entry in Session 2011/12.**

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Objective

To further develop flexible delivery and opportunities for life-long learning.

**Progress**

**A Youth and Adult Learning Committee has been formed under the convenorship of the Vice Principal to take forward the Academy's life-long learning agenda. Curriculum Reform will also consider this aspect of the Academy's higher education portfolio. The MA Arts in Social Contexts will be reviewed in the current session.**

Objective

To enhance employability skills.

**Progress**

**The Academy uses SFC employability funds to employ a Career and Enterprise Co-ordinator to promote employability in and through the curriculum. The promotion of employability is also a key concern of the Curriculum Reform project.**

Objective

To promote wider access to all of the Academy's programmes.

**Progress**

**Continued participation in GOALS and pre-HE provision. The Youth and Adult Learning Committee will take forward the Academy's access agenda.**

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### 3 Staff

#### ***Aim***

***To attract, develop and retain the highest quality of staff from both the UK and internationally.***

#### Objective

To develop the career review process to ensure role clarity; empowerment; accountability and effectiveness.

#### **Progress**

**Achieved – career review process now operational.**

#### Objective

In 2008/09, to introduce elements of performance management to the career review process.

#### **Progress**

**The Career Review process is designed to form a framework for annual performance management. At the end of the academic year a formal review of performance, where the manager indicates the outcome by assessing the individual's performance on a pre-arranged scale is carried out. The goals for the next academic year are also set, allowing a structured approach to performance management across the Academy.**

#### Objective

In the School of Music, to embed the Creative Team structure in the course of session 2008/09.

#### **Progress**

**Achieved.**

#### Objective

Across the Academy, to devolve budgets to line-managers in 2008/09, thereby facilitating decision making and planning.

#### **Progress**

**Achieved.**

#### Objective

To continue to offer the PG Cert in Learning and Teaching.

#### **Progress**

**Achieved – Postgraduate Certificate running in the current session.**

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Objective

To build upon existing skills and develop new expertise/knowledge where necessary, particularly through career review and staff development – including, where appropriate, encouraging staff to register for higher degrees.

Progress

**Career review process in place with goals and activity planning linked to individual and Academy staff development needs.**

Objective

To extend the programme of International Specialist Fellows for world-renowned practitioners.

Progress

**World-renowned practitioners appointed to both Schools:**

School of Drama

**Angela de Castro**

**Ecole Internationale De Theatre Jacques Lecoq (the company as a whole)**

**Nadine George**

School of Music

**Brodsky Quartet**

**Donald Runnicles**

**Ilya Gringolts**

**Jasmine Kolberg**

**Martin Martineau**

**Lorna McGhee**

**Thomas Martin**

Objective

To increase levels and quality of research across both Schools.

Progress

**Outstandingly successful RAE 2008 submission from the School of Music – 85% of research considered to be at international level with quality of performance based research acknowledged as world-class. In the School of Drama, the Centre for Voice in Performance is developing as the focus for research activity. The new post of research lecturer (based in the SoD) has been created to facilitate research and develop research staff across the Academy. A new post of Knowledge Exchange Officer is being recruited to maximise the Academy's impact in this increasingly important field.**

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Objective

To significantly increase the School of Drama's research profile through the Centre for Voice in Performance, the Centre for Physical Performance and a proposed Centre for Research and Development in Performance Technologies (June 2009).

Progress

**The development of a Centre for Physical Performance and a proposed Centre for Research and Development in Performance Technologies are on hold due to continued restructure.**

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## 4 Partnerships

### *Aim*

*To develop a range of external partnerships which will better help the Academy to achieve its objectives.*

#### Objective

To identify opportunities for fruitful collaboration with the education (at all levels) and arts sectors in the UK and internationally.

#### Progress

The Academy is now participating fully in ERASMUS and a range of collaborative projects are being pursued e.g. Scottish Opera/Rostov Conservatoire (which attracted 200,000 Euros of EU funding), Scottish Ballet, The Globe..... See below for comment on the Scottish Stage and Screen Network and the development of a national approach to the development of technical theatre skills.

#### Objective

To develop the current relationship with the University of St Andrews through the identification of joint curricular possibilities and the extension of the validation agreement to include a DPerf to recruit in session 2009/10.

#### Progress

Early discussions on the development of joint curricular possibilities, but no tangible progress in part due to competing priorities. The University is keen to pursue the validation of a DPerf.

#### Objective

With the University of Strathclyde, to pursue the development of mobile media and the concept of a Virtual Conservatoire.

#### Progress

For the time being, the Development of Mobile Media is no longer a strategic priority. The development of a Virtual Conservatoire remains a long-term aspiration but is not a current priority.

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Objective

To assume a lead role in the national review of the provision of technical theatre skills, thereby ensuring the maintenance and development of the Academy's position as the lead provider in that area.

Progress

**The announcement by the SFC in respect of conservatoire performance funding confirms the RSAMD as the lead institution in setting up Scottish Stage and Screen Network, led by Professor Kinloch, Vice Principal. The Academy is also leading on the feasibility study for a Technical Theatre Academy for Creative and Cultural Skills.**

Objective

With the Universities of Edinburgh and Glasgow, to introduce an International Centre of Excellence in Period and Early Music in session 2008/09.

Progress

**This initiative is now being pursued under the umbrella of curriculum reform, aiming at starting in session 2010/11.**

Objective

With the UHI, Fèisean Nan Gaidheal and Sabhal Mor Ostaig to introduce a Fèis Academy at the beginning of session 2009/10.

Progress

**Slower progress than foreseen. A detailed plan was presented to the Minister in mid 2008. All partners have contributed a great deal of resource in kind, but after May 2008 RSAMD (which had been the sole provider of hard funding) was no longer able to act in this capacity. The Minister's feedback invited the consortium to review the Gaelic orientation of the proposed Feis Academy. The partners are still very keen to progress a re-designed model, but lack of hard funding to develop the work has meant progress has been slow. More positively, a Knowledge Exchange Development Officer whose remit will include progressing the work on the Feis Academy, and alongside it, the Traditional Music Graded Examinations, will be appointed this term and the Academy's partnership with Sabhal Mor Ostaig has been progressed via a Memorandum of Understanding and is now under the remit of the Vice Principal.**

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Objective

To capitalise on the success of the ESRC grant bid for Capitalising on Creativity with the Universities of Abertay, Dundee and St Andrews.

**Progress**

**It was hoped that a number of interns would join the Academy through this initiative but, due to factors beyond the Academy's control, that did not happen. The relationship though still offers significant potential benefit to the Academy and will be pursued by the soon to be appointed Knowledge Exchange Development Officer.**

Objective

With Sabhal Mor Ostaig, to explore the possibility of the creation of a Conservatoire for the Gailteacht.

**Progress**

**The Academy's relationship with Sabhal Mor Ostaig is excellent. Sabhal Mor Ostaig is now a full member of the Scottish Stage and Screen Network.**

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## 5 Effective Governance, Organisation and Management

### ***Aim***

***To develop an effective governance, organisation and management structure which will support and take forward our view of the ideal learning experience and enable the Academy to meet its various governance and statutory obligations.***

#### Objective

Under the convenorship of Sandy Crombie, Vice Chairman of the Board of Governors, to assemble an RSAMD2 task force to deliver new build accommodation for entry in September 2012/13.

#### Progress

**A long-term solution to the Academy's estates needs has been identified and actioned for entry in session 2010/11.**

#### Objective

To streamline the committee structure of the Academy.

#### Progress

**This objective is proving challenging but will be taken forward as part of the Academy's response to the ELIR report.**

#### Objective

To embed and build upon the Academy restructure completed in session 2007/08.

#### Progress

**Restructure now embedded. Leadership/management enhanced through the appointment of Deans.**

#### Objective

To continue to review the Academy's support and administrative structures to ensure best fit with academic and business processes and specifically to review the effectiveness of Academic Administration and Support in March and September 2009.

#### Progress

**The review has confirmed that AAS has been a successful development.**

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Objective

To bring School of Drama admissions processes within a UCAS system (preferably CUKAS) for student entry in 2010/11.

**Progress**

**The Conference of Drama Schools failed to agree upon a sectoral solution and therefore the Academy is pursuing its own solution for student entry in session 2011/12.**

Objective

To adopt increasingly flexible usage of space throughout the Academy in 2008/09 and identify interim space solutions to accommodate planned growth until a permanent solution is put in place.

**Progress**

**Approximately 1000 hours per week of prime teaching space has been released back into the pool due to the centralisation of administration in what was the Academy canteen and through more flexible use of academic staff offices. Garscube Road has been identified as the long-term solution to the Academy's estates needs.**

Objective

Design a workable structure for embedding research within Schools.

**Progress**

**Not yet achieved fully, under discussion in light of Curriculum Reform and School of Music RAE result. Early progress in the appointment of the new research lecturer with a remit to develop research in the SoD as well as a "One Academy" perspective.**

Objective

Build capacity for interdisciplinary research as an RSAMD USP.

**Progress**

**The Sistema Scotland knowledge exchange project's final report is being prepared for funders and stakeholders. The project team, led by celia duffy has been particularly praised by the funding council-appointed evaluators for its thoroughgoing and imaginative approach to multidisciplinary research. The team intends to submit a large research grant bid to the AHRC and ESRC. An inter or multidisciplinary focus is also one of the important features of Curriculum Reform.**

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## 6 Financial Model

### ***Aim***

***To create a new financial model which grows sufficient flexibility to resource the Academy's ambitious mission and hence reduces the Academy's reliance upon the SFC to fund developments.***

#### Objective

To achieve conservatoire funding across all of the Academy's provision.

#### Progress

**Achieved from session 2009/10.**

#### Objective

To increase overseas recruitment in line with the target at 2 above.

#### Progress

**Student number projections have been revised across the board. Now acknowledged that the previous target of 25% was too ambitious and this has now been revised downwards to 17.5% by 2014/15.**

#### Objective

To increase funding through development activity to £1m by 2010.

#### Progress

**RSAMD Foundation established.**

#### Objective

To increase research and knowledge exchange funding by 50% by 2010.

#### Progress

**Research grant income has increased by more than the target due to the impact of the excellent RAE 2008 result. The appointment of a dedicated staff member to knowledge exchange is in train.**

#### Objective

To commercialise the Academy's activities and facilities with a target of generating £250k income by 2010.

#### Progress

**This area has not grown at the anticipated rate. Front of House income for 2008-09 was £160K. Ticketing policy has been reviewed to make more events chargeable from 2009-10. Commercial hire business has remained fairly static which is in part due to the major**

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**expansion in Youthworks drama activity. This income is shown under tuition fees and has grown from £221K in 2007-08 to £278K in 2008-09.**

Objective

To review the methodology for the production of programme costing data.

**Progress**

**Efficient and effective delivery of courses is an important component of the Curriculum Reform project and the compilation of programme costs will be looked at fully during this process**

Objective

In parallel with curriculum review, to enhance the effectiveness and efficiency of programme delivery, thereby reducing costs.

**Progress**

**The Curriculum Reform project will seek efficiencies in programme delivery across the Academy.**

Objective

To enhance effectiveness and accountability through the more effective devolution of budgetary responsibility throughout the Academy.

**Progress**

**Better financial monitoring information is available to budget holders through the Finance Office**

Objective

To add coherence, focus and proactivity to RSAMD Fundraising through the creation of an RSAMD Foundation.

**Progress**

**Foundation Board in place.**

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## 7 Momentum

### ***Aim***

***To progress towards the full realisation of Investing in Creativity through planned and sustainable growth both in terms of student numbers and in the development of the Academy's portfolio of programmes and related activities.***

#### Objective

Assimilate new student numbers in Scottish Music, Musical Theatre and Dance.

#### Progress

**Additional music numbers accommodated. Musical theatre and modern ballet commenced 2009/10.**

#### Objective

Achieve an additional 78 UG and 90 PG Home/EU numbers for various courses (eg mobile media, jazz, commercial and contemporary music) by 2012.

#### Progress

**Significant increases in funded numbers have supported the introduction of jazz, modern ballet and undergraduate musical theatre. Mobile media and commercial and contemporary music programmes are no longer priorities.**

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## 8 Communication

### ***Aim***

***To create an internal and external communications strategy which will get the message across about what the Academy is and is aiming for in the future.***

#### Objective

To continue to make best efforts to communicate the Academy vision to all stakeholders (internal and external), thereby facilitating enthusiasm and support.

#### Progress

**Communications now part of the Principal's office, thereby enhancing effectiveness.**

#### Objective

To commit to a comprehensive 're-branding' programme and to roll out the 'New Academy' worldwide by Summer 2009.

#### Progress

**Re-branding complete. The 'New Academy' launch will await the outcome of the Curriculum Reform project.**

#### Objective

To develop a marketing strategy to increase the quantity and quality of applicants to all programmes.

#### Progress

**The Head of Marketing is developing a marketing strategy which will address the needs of individual programmes.**