

International Strategy

(This text has been used for the European Charter Higher for Education subsidy application 2014-2020)

Please describe your institutions (EU and non-EU) strategy. In your description please explain a) how you choose your partners. b) in which geographical area(s) and c) the most important objectives and target groups of your mobility activities (with regards to staff and students in first, second, and third cycles, including study and training and short cycles). If applicable, also explain how your institution participates in the development of double/multiple/joint degrees.

Art is highly international in itself. The University of the Arts, The Hague, with its two faculties Royal Academy of Art and Royal Conservatoire, is an institution with a strong focus on internationalization: international mobility and sustainable co-operation through international projects are important goals. The university is research oriented and socially responsible: it strives to develop “self-aware artists and designers who make a significant contribution to their discipline and to society with their passion, profundity and experimental attitude.”

The faculties have three types of international (EU and non-EU) partners:

- The first type comprises partnerships that focus mainly on student and staff mobility.
- The second type maintains a more intensive partnership through joint projects, for example in the form of ERASMUS Intensive Programmes.
- The third type of partnership is about working specifically within an international strategic partnership on joint programmes, curriculum development, continuing development of teaching staff and cooperation in the field of assessment.

Being an institution that focuses on the improvement of its curriculum, as well as the improvement and further development of the study process of students with the aim to improve the quality of teaching and research, the selection of partners (both EU and non-EU) is based on a match between curriculum and study programmes offered in order to serve the purposes mentioned above. A reciprocal learning process is always taken as a fundamental basis when choosing partners: ‘what can they learn from us and what can we learn from them?’

As an international institution our geographical scope reaches out to work with talented students and academics in all corners of the world. At this moment we have partners in Europe, Asia, and America, and in the near future we want to expand to South America and Africa.

An important ambition of our international strategy is being and maintaining our position as a leading institution in the Netherlands and one of the leading academies internationally. This ambition includes the following objectives:

- Develop internationally oriented and intercultural conscious students and teachers
- Invest in social improvement projects (e.g. projects undertaken by students of Royal Academy to uplift a less developed neighbourhood.)
- Continuously improve the curriculum and its relevance to the international world of the arts through international cooperation

- Exchange of knowledge through strategic partnerships (at departmental level with concrete results, such as joint projects, joint curriculum development and the exchange of examiners for final examinations. The university already participates in (international) joint programmes, such as docARTES, PhDArts and the Joint Music Master for New Audiences and Innovative Practice.
- Being part of internationally acclaimed projects, networks and consortia/associations. The Royal Academy of Art participates in various international projects and network, such as the Salone de Milan, CUMULUS and various ERASMUS Intensive Programmes, while the Royal Conservatoire is coordinator of the large ERASMUS Network for Music 'Polifonia', participates in various ERASMUS, TEMPUS and Culture projects, and is a member of the European Association of Conservatoires (AEC).

The target groups are students, teachers, researchers and supporting staff in first, second and third cycle programmes.

Another important component of our international strategy is the permanent benchmarking of our artistic and pedagogical standards at international level. With art being an international discipline, institutions like ours need to know whether or not they are delivering graduates at a level that is relevant internationally. In order to achieve this aim, the Royal Conservatoire is using an European subject-specific approach to its programme accreditations as part of the formal national accreditation system with European standards and review panel, as well as a pool of experts from partner institutions to act as international external examiners on final examination panels. This way, the institution is seeking advice on and confirmation of its international standards.

If applicable please describe your institution's strategy for the organization and implementation of international (EU and Non-EU) cooperation projects in teaching and training in relations to projects implemented under the Programme.

The University of the Arts, The Hague invests in strategic and sustainable institutional cooperation (EU and Non-EU) with the concrete goal of strengthening the overall quality of its education by:

- Improving and development of curriculum
- Bringing in new insights and perspectives in the teaching
- The personal development of staff
- Broadening the horizon of teachers, students and supporting staff.

This is being done by a pro-active policy towards the exchange of teaching staff, which has seen a significant increase during the past few years and is being used strategically with regards to the continuing professional development of teachers. Thereby not only bringing the education and new perspectives to students who have less opportunity to be mobile (specially non-EU), but also initiating more student mobility. Furthermore, the university is the coordinator of three ERASMUS Intensive Programmes, which are used directly for the exchange of expertise and curriculum development. A good example is the ERASMUS IP for Improvisation, which has led to several new modules in the Bachelor and Master programmes in music at the Royal Conservatoire. Finally, the Royal Conservatoire is the coordinator of the ERASMUS Network for Music 'Polifonia', the largest European project in higher music education to date, which is addressing with 56 partners all over the world many issues that are directly connected to curriculum development in the institutions with direct links to the issues mentioned in the EU Modernisation Agenda. Furthermore, the Royal

Conservatoire has initiated an exchange of external examiners with a small group of ERASMUS partners with the aim to compare the level of its final examination (and therefore of its overall standards) at an international level. The Royal Academy of Art ERASMUS IP for Public Space and Private Space has led to setting up a discussion Forum for exchange of knowledge in Fine Arts and also curriculum development.

Please explain the expected impact of your participation in the Programme on the modernization of your institution (for each of the 5 priorities of the Modernisation Agenda) in terms of the policy objectives you intend to achieve.

- *Increasing attainment levels to provide the graduates and researchers Europe needs*
Both faculties aim at producing excellent graduates in the world of music, dance and visual art, and the third cycle docARTS and PhDArts programmes at producing researchers who take a deeper look in to the background of art, its theoretical basis and innovation of art and technology. Nevertheless, in order to maintain this high level of quality, international cooperation is increasingly important. With this in mind, the above mentioned objectives of the university's international strategy are crucial for the further development of the institution.
- *Improving the quality and relevance of higher education*
Through the constant cooperation on different levels – mobility and projects – the University of the Arts, The Hague strives to constantly self-evaluate its own curriculum. Thereby aiming at constant improvement and adding new elements into the internationally oriented curriculum.
- *Strengthening quality through mobility and cross-border cooperation*
The main purpose of our mobility and cooperation with partners in projects is improving overall quality of the education we provide. The use of digital technology in setting up projects between partners specially non-EU and far way will be part of our modernization policy of the Royal Academy of Art. Furthermore, the ambition to improve quality is also on the use of international experts acting as international external examiners and the use of international standards and procedures for the review and accreditation of its programmes.
- *Linking higher education, research and business for excellence and regional development*
The University of the Arts, The Hague is a research oriented institution with research and theory being a fundamental part of the curriculum. Furthermore, through the (international) joint programmes docARTS and PhDArts, high quality artistic research is taking place at third cycle level. In relation to the links to the profession, the institution has an unusually high number of formal cooperation agreements with museums, galleries, orchestras and music ensembles for joint activities and professional integration initiatives. The institution is intending to develop further some of these initiatives in the framework of European joint programmes.

Improving governance and funding

The institution is constantly seeking to improve its governance and financial position through its quality assurance arrangements and by developing a fundraising policy. At the international level, the Royal Conservatoire has been part of an international benchmarking exercise involving 6 institutions worldwide, in which data is being compared in relation to funding, governance structures, curriculum offer, student numbers, etc. Through this benchmarking exercise, the institution hopes to get a better insight into its current situation in comparison to some of the main institutions in the sector internationally.