

# ANU School of Music Community Consultation

## Response to Recommendations

4 October 2016

1. The University acknowledges community support for a strong performance component within the School in the context of an education program of the standard for which ANU is renowned. This consultation report will be a key input into the development of the academic program by the Head of School.
2. The University will seek long-term community support of \$800,000 p.a. to provide capacity for an advanced performance program as defined in Option 1, while pursuing a strategy aligned with Option 2 in the meantime.
3. The input of the community through this consultation report form part of the consideration by the Head of the School on the mixture of instruments and musical genres that will be part of the academic program.
4. As is normal University practice, the Head of the School will give consideration to appropriate staffing aligned to the strategy for the school and to ensure a quality student experience, including decisions about the use of sessional and fractional staff.
5. These recommendations are completely aligned with the University's vision and research strategy.
6. The University understands it will take time to build research capacity and profile for the School.
7. The University accepts that it will be to the advantage of the School of Music to have flexible approaches to staffing, particularly for performance, within legislative requirements. For those undertaking research the University will continue to emphasise the value of a Doctorate.
8. This recommendation is consistent with the University's recent announcement that from 2018, students will be admitted to ANU on a combination of a minimum ATAR and a range of co-curricular and other characteristics. The University will also offer a range of pathway options for admission.
9. This recommendation is consistent with our desire to support the School and its students, the inclusion of music students in university celebrations and activities is highly desirable.
10. The University will raise this matter with the ACT Government.
11. The University will be seeking community support and investment in the School and we hope that the community will rally behind us.
12. The University encourages all Schools to run outreach programs that are effective and sustainable, and recognises that outreach is of particular importance in music.

13. The University would encourage the School in enhancing its visibility amongst peers and partners as it develops and implements its strategic plan.
14. The University acknowledges there is a shared desire across our community to focus on the future, and to re-establish enthusiasm for the School and its role at ANU, in Canberra and internationally. There is no one person or group of people responsible for the difficulties the School has had over many years but it is clear from the consultation report that the University has not handled the challenges facing the School very well. The University will seek to resolve any outstanding issues as quickly as possible within the framework it is required to work within.  
The University is in the process of appointing a School Head with the right mixture of academic and music standing and management and leadership experience for the future, and has appointed an Interim Head with outstanding combination of those skills.  
The University will support the Head to implement a program of leadership development and ethical behaviour for the School.
15. The University has acted upon this recommendation.
16. The appropriate staffing arrangements for the School are linked to the School's strategic plan which will be developed by the Head of School, and will be finalised by the Head of School.
17. The University is exploring the possibility of establishing a School of Music Community engagement advisory board.
18. The University accepts the need for an ambitious medium term enrolment target noting there is also benefit in exploring growth in postgraduate coursework and international enrolments as well. This will be considered as part of the University's enrolment planning.
19. The University acknowledges the School will continue to require a strategic investment. Subject to improved performance of the School and a review of the School in 2020, the University commits \$2.5 million per annum in strategic funding to the School to 2021.
20. The University acknowledges that it cannot offer an advanced music program without ongoing community and government support, and will be actively pursuing such support. The University will not offer an advanced music program if that funding is not secured on an ongoing basis.
21. The University recognises the need for transitional investment, and this will be considered as part of the budget process by the Head of School, Dean of the College, and the ANU Senior Management Group.
22. Refer to item 21.
23. Refer to item 20.
24. The School will be reviewed, independent of undergraduate enrolments, within the University's normal review program.
25. The Head of School will be expected to develop a Strategic Plan for the School in line with the University's academic and research aspirations.
26. Marketing and branding will be elements for the implementation of the School's strategic plan.