

Haute école de musique de Genève



hem

Genève
Neuchâtel

Strategic Plan and Vision 2023–2032

Foreword

This document sets out the roadmap for the Haute école de musique de Genève (HEM) for the next 10 years. It is based on strong personal convictions and the results of extensive consultations with the Board of Directors, the Board of Trustees, and the HEM community.

It sets out the direction to be aimed for, underpinned by proposals for concrete actions, some of which have already been taken on board or partially achieved.

It is practical experience in the field that should enable the strategic vision of the HEM to become a reality, so that each one may make it their own and promote it to all levels of the institution and beyond. The consideration of human and financial constraints which may be necessary for the implementation of this vision is, of course, a crucial element.

The essential thing, nevertheless, is to pass from ideas to the realisation of concrete

projects of very different types and scales, with the aim of developing the institutional culture and thus strengthening the polymorphic and multi-faceted identity of the HEM.

To imbue a positive and creative state of mind as we face future obstacles, to build together the HEM of tomorrow in order to support the training of young musicians and music – that is the driving force that this project proposes.

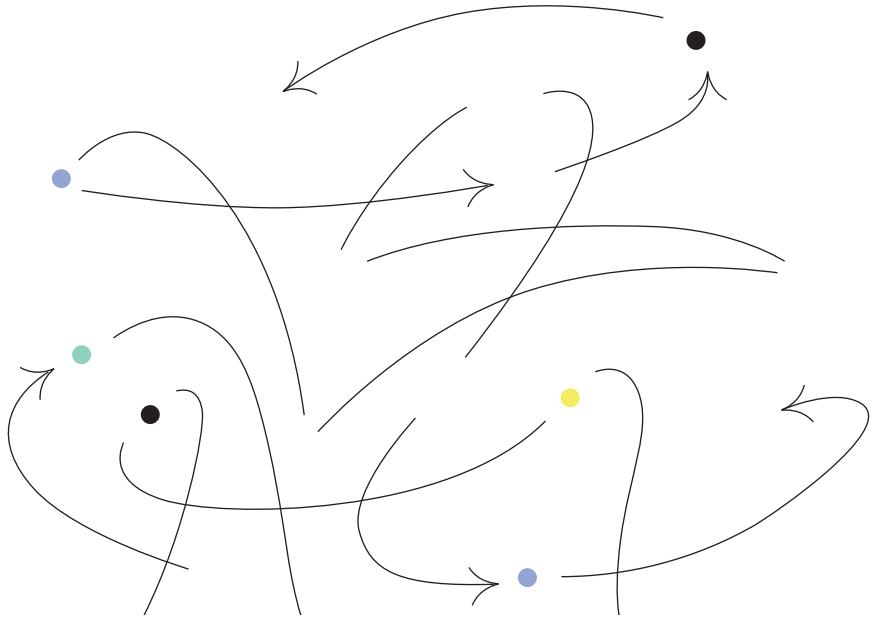
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Director of the Haute école de musique
de Genève

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Vision



Music in a world
in motion

Mission

The HEM is a higher education institution for music based in Geneva and Neuchâtel. It forms part of the network of the specialist Hautes écoles of Western Switzerland. The HEM covers a stylistic range from medieval music to contemporary innovation and offers the opportunity to explore improvisation and the practice of non-western music.

The HEM trains tomorrow's versatile musicians.

The HEM helps musicians to develop their artistic personality and flourish. The training programmes at the HEM are taught by highly qualified and committed professionals within a multisite infrastructure. The HEM students have the benefit of a stimulating international environment conducive to healthy competition as well as a unique quality of life, at the crossroads of cultural Europe.

The HEM confers on its students BA and MA degrees in music and music and movement and offers continuing education that opens up a range of professional opportunities: performers, educators, directors of cultural projects or indeed creators. These career prospects are strengthened by direct collaborations with cultural players at local, national and international level.

At the juncture between training and professional integration, the HEM also organises a large variety of concerts and events both within its walls and further afield. Open to all, these activities reflect the breadth and diversity of the students' and teachers' musical personalities. They aim to bring to life with each person unforgettable emotional moments.

The HEM also supports numerous artistic research projects in collaboration with scientific and artistic partners, both local and international, and covering a diverse range of fields (creativity, historical interpretation, cross-cultural dialogue, the digital sphere, development of the profession, teaching, etc.).

Finally, the HEM fulfils a continuous training mission giving professionals the opportunity to update and refresh their skills by stimulating contact with top-level educators.

Values

Humanism

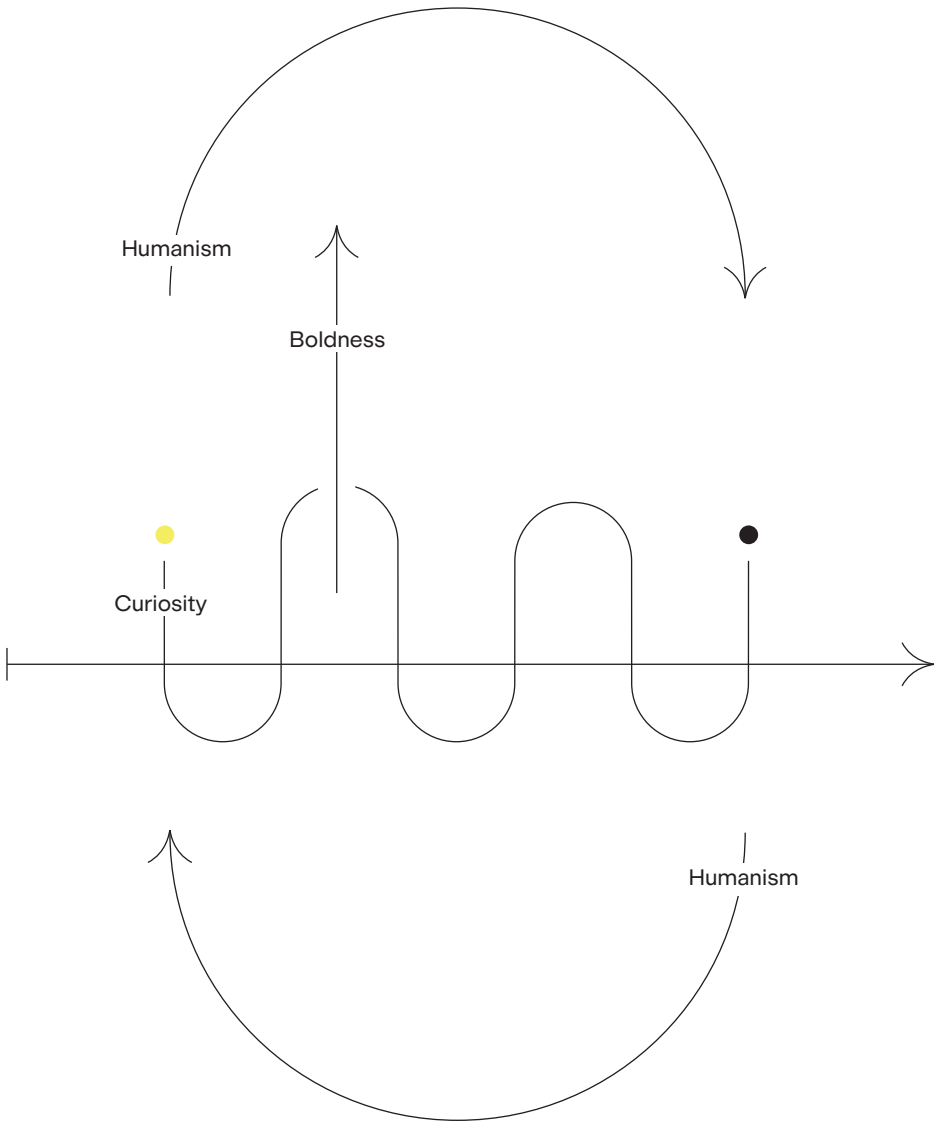
The HEM welcomes students from all over the world. It encourages diversity among individuals and academic pathways, so as to fuel a rich dialogue between different artistic forms and cultures. It thereby puts collaboration between students and teachers at the heart of its educational programme, in the spirit of supportive dialogue, tolerance and trust. In short, its goal is to produce exceptional, multitalented artists who are fully integrated into society and who are in tune with the demands of an ever-changing world.

Curiosity

Against the backdrop of globalization and rapid change, the HEM develops its students' inquisitive spirit and gives them the critical thinking tools they need to fuel their curiosity. It supports them in the development of their artistic personality, by fostering the conditions in which creative competition can thrive within the school. The artistic research activities conducted in conjunction with other local and international institutions, along with an openness to contemporary artistic trends through the HEM's centre for electronic music, encourage the development of creativity.

Boldness

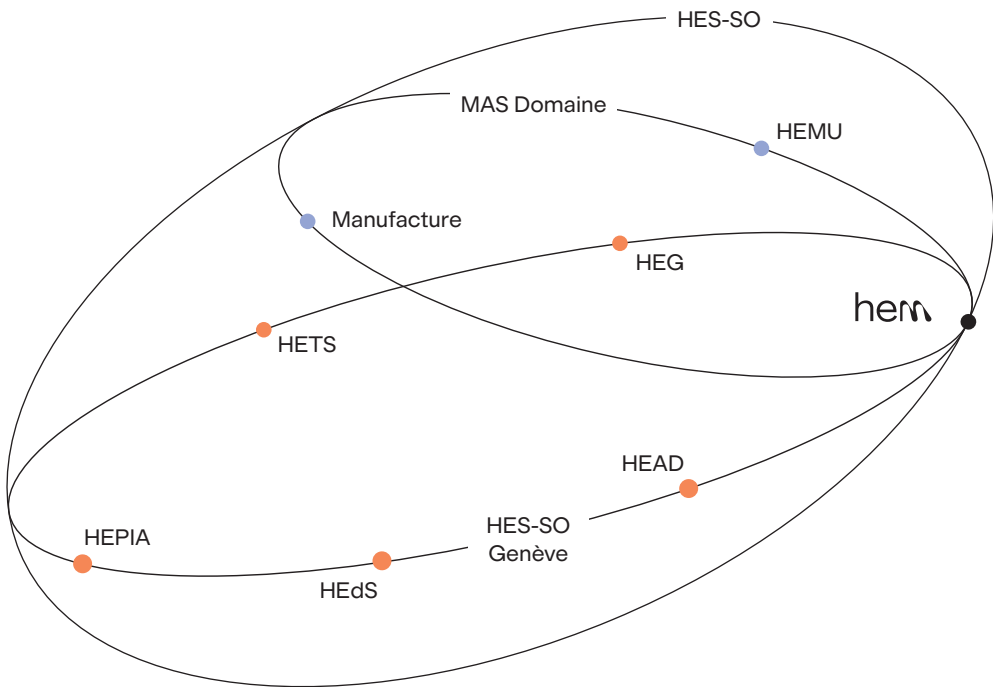
The HEM believes in the power of music to be a catalyst for the transformation of society. Through its teaching, focused on innovation and its excellent courses, it supports its students so that they can shape their own craft as the musicians of tomorrow. The demanding level and commitment required of the HEM's students aims to enable them to forge an authentic artistic personality and find their true place in a highly competitive professional environment that rewards artistic risk-taking and strong individuals.



The HEM within the HES-SO

The Strategic Plan and Vision of the HEM 2023-2032 is based on cross-disciplinary values and challenges defined by the HES-SO, the HES-SO Genève and by the music and performing arts Domaine (Domaine MAS) which are developed in the three HES missions:



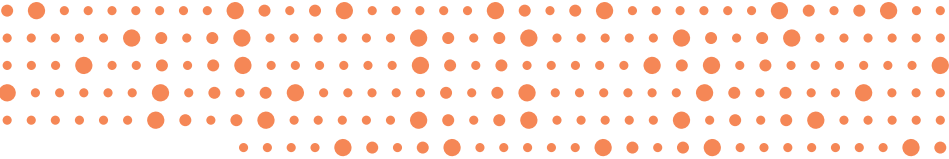


La HEM en chiffres

→ 7 BA/MA Pathways



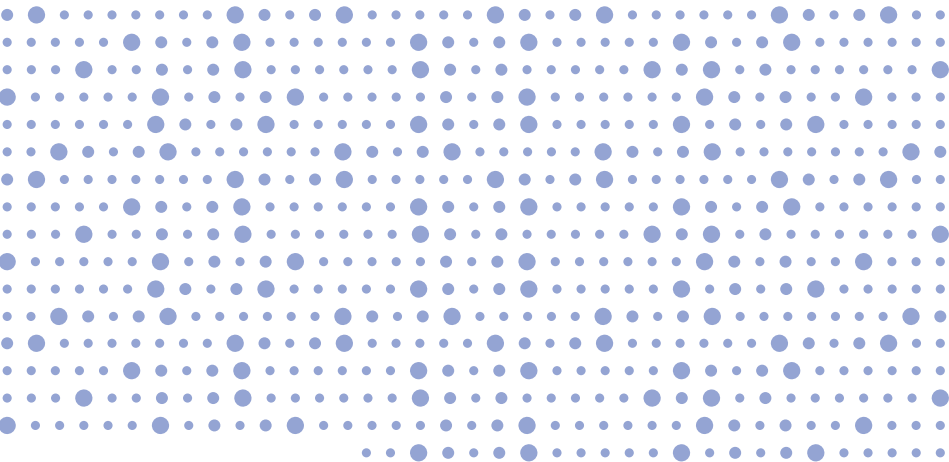
→ +250 annual public events



→ 250 teachers



→ 615 students



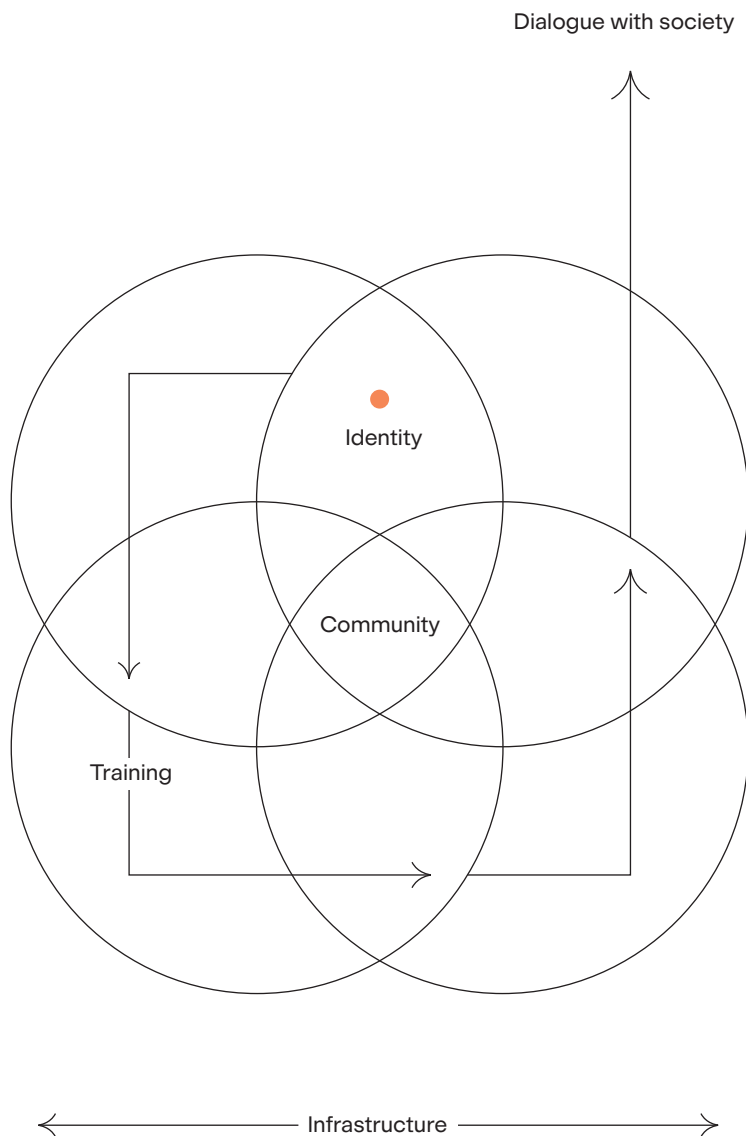
→ Annual budget

32 million Swiss francs

Five axes

Five strategic axes

1. Enhance the training programmes offered at the HEM
2. Strengthen the HEM community
3. Modernise HEM's image
4. Increase dialogue with society
5. Optimise the infrastructure



1. Enhance the training programmes offered at the HEM

The 1st strategic axis concerns the training programmes offered at the HEM – basic training and also the further education offer. In both cases, one must meet the requirements of the job of the professional musician which are constantly changing, by developing particularly the skills related to the profession of performer or teacher. The great challenges to come concern the revision of the Master courses, delivered jointly with the HEMU, but also the development of efficient digital tools for use in teaching and creativity.

1. Offer high quality teaching

The attraction of the HEM lies in the excellence of the teaching staff, whose members are recognised both for their artistic and teaching skills. The HEM wishes to keep its recruitment policy at the same requirement level, whilst also being aware of the diversity of the desired skills and backgrounds, in relation to the developments in the music profession and teaching. An equitable allocation of staff in terms of gender and diversity will also be strived for.

2. Propose greater flexibility of training pathways

The HEM encourages personal projects from its students offering them a learning environment conducive to expressing their individuality and creativity. This concerns facilitating the emergence of innovative interdisciplinary projects, blending different styles of music, little-known repertoires and improvisation, always with the same level of artistic, technical and musical standards.

3. Meet the new requirements of the profession

Facilitating the professional integration of the students implies the broadening of the training provision by developing their skills in the fields of mediation, cultural management, entrepreneurial skills, and the promotion of oneself or social cultural action. The students are encouraged to develop these attributes as part of school projects, personal projects or work experience placements, in musical and paramusical professions.

4. Develop artistic research and the 3rd cycles

The HEM actively pursues its initiatives for a recognition of artistic research, jointly with the Music and Performing Arts Domaine (MAS) and the Design and Visual Arts (DAV) so as to include the third cycle in its training offer. This recognition involves encouragement of research projects in collaboration with other Hautes écoles at international level and the creation of a network of partner institutions who can award doctorates.



5. Enhance the further education offer

The HEM is committed to developing its further education training. In particular, this means, on the one hand, rethinking in depth the CAS and DAS training to better meet the needs of professional environments, and on the other, designing and deploying an offer of short training courses, which will permit practising musicians and teachers to broaden the scope of their professional skills.





The transformation of the profession of musician

The exercise of the musician's profession is undergoing a very rapid transformation. Arts institutions are endeavouring to understand and support these rapid changes in real time. However, this is not without its challenges, as the lack of necessary hindsight can sometimes make it difficult to distinguish between circumstantial phenomena and passing fashions on the one hand, as opposed to more in-depth changes on the other.

The development of the freelance musician

The change in artistic professions is accompanied by a growing number of freelance musicians. This new way of practising the profession, which renews the relationship of the musicians with the art institutions by creating new ways of intervention, undermines training frameworks which are currently in place. Such is the case, for example, when the urgent desire expressed by a certain student for training which is both transversal and specialised clashes with the necessary deadlines for structural reform

Versatility also concerns classical music

Repertoires and practices are affected by unprecedented modifications. The concept of the multi-faceted, versatile musician emerged in the 1980s and spread widely leading to a greatly increased number of "classical" musicians who developed skills in areas a long way from their original training (early music, traditional music, contemporary music etc.) which sometimes secures a large part of their salaries.

A difficult but necessary adaptation for teaching institutions

These recent changes invite schools training music professionals to solve a tricky equation: how do you demonstrate reactivity, imagination, and versatility in a rapidly changing world, while not losing what up to now has been the life-blood of European music schools: a high level of technical expertise, the development of the artistic dimension of the profession of musician, linked with often ancient traditions and an amateur world eager for quality artistic experiences?

“The changes in artistic professions are accompanied by a growing number of freelance musicians”.

2. Strengthen the HEM community

The HEM community constitutes the heart of the institution. It is composed of students, teaching and research staff (PER), intermediate staff (CI), and administrative and technical personnel (PAT), but also numerous temporary staff, famous artists, inspiring teachers and guests. The wider HEM community is composed of alumni, people attending our events, and also people who interact with the institution via social media.

1. Develop skills

The HEM wishes to develop the skills of all the members of the community, not only those skills at the heart of the role held, but also their complementary skills, in a transversal manner and in a dynamic process of shared responsibility with the student. The background of our students and particularly their cultural diversity, gives added value which can enrich the teacher-pupil relationship and generate creative competition.

2. Develop a more transversal dynamic

The implementation of new governance associated with new collaborative work tools encourages a more transversal dynamic in the organisation of the HEM with the aim of avoiding systemic overload of collaborators. The advance planning, the clarification of roles and responsibilities, the optimisation of internal communication tools, are part of this same dynamic. The adoption of a common theme linking the different seasonal events constitutes another tool to unite the HEM community. By inviting each one to explain the theme in the classes, seminars and projects, it creates truly creative competition.

3. Let members of the community have their say

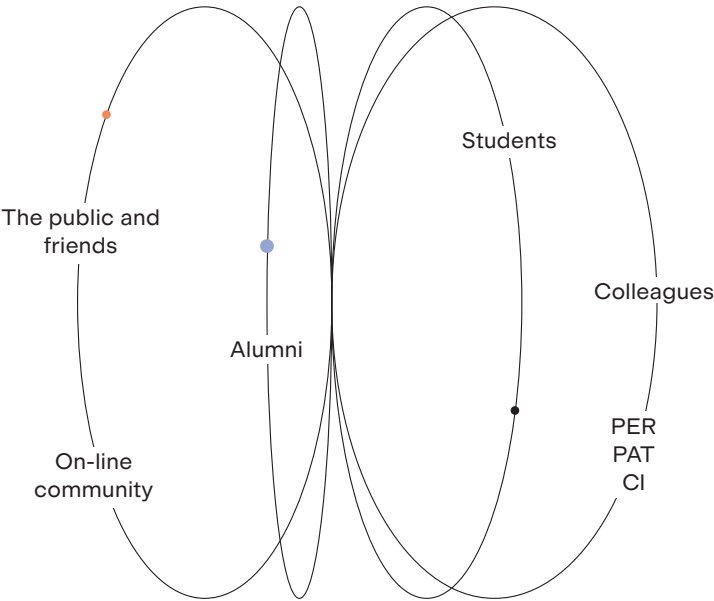
The HEM promotes the role of representative bodies and encourages dialogue with all members of the institution, consulted regularly through surveys and polls. Moments of encounter are created to strengthen mutual understanding and encourage the emergence of new synergies. The HEM continues this policy on its social media, considered a sort of digital ecosystem, by supporting interactions and contributions between its on-line community.

4. Safeguard the health of the community

Top level music practice may cause physical or mental health problems. The HEM is developing measures for raising awareness and prevention intended for all members of the community, particularly its students and teachers.

5. Create and facilitate a network of alumni

The creation and facilitation of a network of alumni aims to strengthen the feeling of belonging to the HEM community, and to contribute in a significant way to the students' professional integration.



3. Modernise HEM's image

The third strategic axis concerns the identity of the HEM: The development of the HEM "brand" is in line with the renewal and modernisation of the HEM's image. This means both stressing its double dimension of academic institution and cultural actor and also promoting the richness and diversity of its sphere of activity, from historical music to contemporary creation, including music connected to movement.

1. Confirm its brand identity

A process of extensive reflection and consultation, has clarified the elements which constitute the identity of the HEM brand. Its vision: music in a world in motion; its mission: basic and continuous training of professional musicians, applied research and a place as a cultural actor in its own right; its values: humanism, creativity and boldness.

2. Modernise its visual identity

The new visual identity of the HEM embodies the attributes of the brand. It includes a new logo, a new colour palette, as well as an array of typographical, iconographical and photographic elements, as many elements which distinguish and modernise the HEM's image. It includes a sound signature designed within the school.

3. Optimise its communication materials

The renewal of the visual identity goes hand in hand with an in-depth overhaul of the HEM's communication materials and a large-scale transfer to digital format. Entirely redesigned, the HEM's internet site constitutes the heart of its communication system. More dynamic, it promotes the different aspects of the institution and gives enhanced clarity to the training offer and its public activities.

4. Increase its visibility in the public sphere and on line

The HEM is implementing a multi channel strategy suited to different public targets: future students and their families, students, alumni, teachers and artists, researchers, public authorities, the wider public etc. It enables its visibility to grow in the public sphere, in traditional media or on line, and also on social media.



4. Increase dialogue with society

The fourth strategic axis consists of strengthening and widening the dialogue with society: it includes not only local presence, relationships with the public, music schools, public and private schools, universities, the other schools of the HES-SO Genève, cultural sectors, but also links with national and international partners. This also means anticipating artistic and societal challenges in the short and long term to answer questions concerning the environment, type, diversity and access to culture for the greatest number.

1. Apply fully the concept of “artistic citizenship”

The HEM considers music as an essential public asset, the cement of society. In this fashion, it encourages its students to consider themselves as an integral part of society and to reach out to the public in an inclusive, integrative and participative manner. It means developing and promoting their artistic, social and pedagogical commitment to society.

2. Strengthen its local presence and international influence

Through the number of public events it organises, the HEM is an important actor in the cultural life of French-speaking Switzerland. The HEM strengthens this local presence by developing its links with amateur musicians and the voluntary sector, and also projects involving other schools of the HES-SO. The international influence of the institution involves the consolidation of the net-

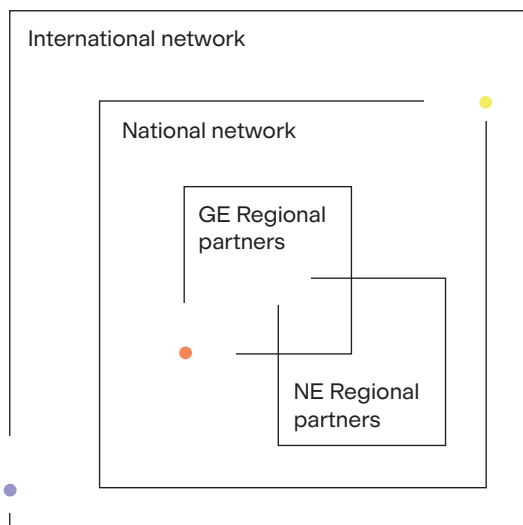
work of existing colleagues and an improved promotion of the cultural diversity of its students and teachers.

3. Widen and attract new audiences

The HEM is developing “extension activities” aimed at different audiences, so as to attract them again and be more open to individuals who are restricted or consider themselves “not legitimate”. This dialogue between the public combines with the reinvention of formats and forms of concerts, encouraging the addition of multidisciplinary, intercultural and participative aspects.

4. Support the next generation of young local talent

The HEM commits strongly to the support of the next generation of young local talent coming from Genevan, Neuchâtelois and Swiss conservatoires and schools, by strengthening collaboration and actions targeted at pupils on intensive and pre-professional courses. The HEM coordinates the Geneva based “precollege” course, an important benchmark to implement this new dynamic.



International network

- NEOJIBA – Brazil
- National Conservatoire of Palestine
Edward Saïd (University of Birzeit,
Jerusalem)
- Aga Khan Music Programme (AKMP)
- RET international
- ConNext
- International Benchmark Exercise (IBE)
- Global Music Education League
- European Association of
Conservatoires (AEC)

National network

- Conference of Swiss Universities
of music. (CHEMS)
- Swiss musicians' Association

GE Regional partners

- Grand Théâtre de Genève
- University of Geneva
- Orchestre de la Suisse Romande
- Contrechamps
- Public/private schools
- CEGM
- CMG, CPMDT, IJD
- Archipel Festival
- Geneva Chamber Orchestra
- Uni 3

NE Regional partners

- Neuchâtel Music Society
- New contemporary ensemble
- University of Neuchâtel
- Neuchâtel Music Conservatoire
- Ensemble Symphonique Neuchâtelois

→ See the complete list of our partners
on hemg.ch

5. Optimise the infrastructure

Developing and optimising its infrastructure constitutes the 5th strategic axis of the HEM. This axis is closely coordinated with the 4 other axes. In fact, the strengthening of the community necessarily includes a building spacious enough to assemble all its members under one roof, and to meet the specific needs of a music institution with premises suitable for musical practice and concert halls. The quality of the training offer is closely correlated to that of the facilities. The dialogue with society shows that the public can be hosted under good conditions. Finally, the HEM's image will be strengthened by its association with a unique and distinctive physical space, clearly recognised by the population.

1. Promote the centrality of our teaching establishments

The centrality of the HEM campus, both in Geneva and Neuchâtel, constitutes a major advantage, which should be better showcased. This centrality gives the students and teachers the advantage of the facilities found in the inner city and the immediate physical proximity of the great regional cultural institutions.

2. Take the best part of the existing infrastructure

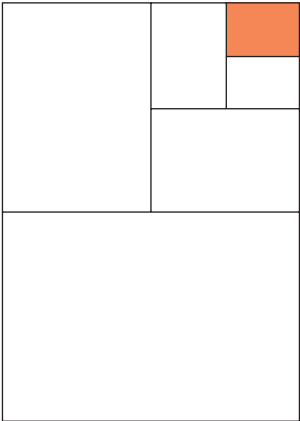
The two-storey administrative buildings of the rue de la Synagogue allow for the streamlining of exchanges between the different departments. The CMG-HEM library reception encourages new synergies with research, teachers and students. With its Dufour building, the new heart of the Genevan campus, the HEM is developing a proactive welcoming policy for events of various sizes (concerts, conferences, ciné-clubs, exhibitions) and is strengthening its status as actor in its own right in the cultural life of the region.

**3. Find a unique building for the
Genevan site**

At present spread over nine different buildings, the Genevan site does not offer optimal conditions for the exercise of its missions. The essential requirements for the Genevan site are still numerous in terms of large halls:

- practice rooms for the numerous instrumental and vocal groups
- concert rooms fit for staging numerous institutional projects and final recitals
- blackbox, of a size to accommodate more people and interdisciplinary projects
- multi-purpose room to accommodate the whole HEM community, even organise international conferences.

The HEM is doing everything possible to find more suitable premises and finally create a Genevan campus which can unite, in just one place, all its activities. The free flow of exchanges between members of its community will thus be strengthened to increase efficiency in support of training. For that, the HEM must continue its work with the public authorities and pursue its efforts to raise awareness and provide information to the general public.





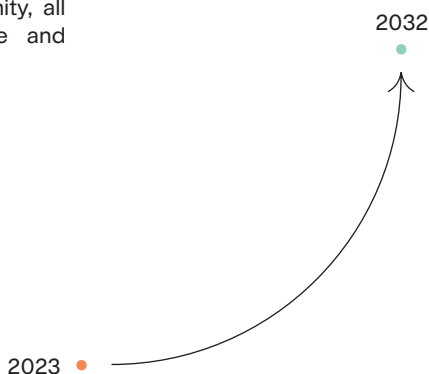


Conclusion

The implementation of this strategic vision document, which traces the route to be followed for the next 10 years, ensures that the HEM can tackle with confidence and energy the challenges which lie ahead.

Changes regarding the place of music in society and the organisation of the world of music itself prompt one to give particular attention to the different spaces in which the school must operate and develop. Apart from the necessary development of courses to best prepare the students for professional life and the awareness of societal and economic aspects, the HEM must strengthen its positioning as an internationally recognised institution of excellence whilst reaffirming its strong regional roots. These ambitions are coming to fruition thanks to highly qualified teachers, a quality administrative framework supporting training and the community, all within an institutional, collaborative and human dynamic process.

When these efforts are complete, the HEM will have consolidated its place in society without renouncing the standards of excellence which characterise the top European music schools. This balance constitutes a strong pull factor for the students and teachers who will be recruited in the coming years, as well as for the artistic and institutional partners of the school.



Reference and basis for discussion documents

- Management's vision
- Discussions with management of tertiary music institutions in Switzerland and abroad
- Discussions with members of the Board of Trustees
- Discussions with department management and department assistants
- Summary of discussions about the HEM brand with the agency Miind
- Corporate retreats for the Board of Directors
- 2025 strategy of the HES-SO Geneva
- Academic strategies of the HES-SO and of the Domaine MAS

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