



Univerza v Ljubljani
Akademija za glasbo

Strategija UL AG



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Uvod

1 Poslanstvo

Akademija za glasbo Univerze v Ljubljani (UL AG) je edina visokošolska univerzitetna izobraževalna institucija za celotno področje glasbene umetnosti v državi, zato je nacionalnega pomena za razvoj slovenske glasbene ustvarjalnosti, poustvarjalnosti in glasbenopedagoške stroke.

Njeno osnovno poslanstvo je izvajanje dodiplomskih in podiplomskih univerzitetnih izobraževalnih programov prve, druge in tretje stopnje ter izvajanje izpopolnjevalnih programov in programov permanentnega izobraževanja za glasbenoumetniške in glasbenopedagoške poklice.

Ob tem izvaja tudi glasbenoumetniško dejavnost, saj je neločljivo povezana z izvajanjem glasbenoizobraževalne dejavnosti. UL AG v sodelovanju z drugimi fakultetami Univerze v Ljubljani izvaja in razvija raziskovalno dejavnost na področju humanistike in družboslovnih ved in si prizadeva za uveljavljanje umetniškega raziskovanja.

S svojo dejavnostjo skrbi za razvoj slovenske glasbene stroke in primerljivost z razvojem glasbene stroke v evropskem in svetovnem prostoru.

2 Vrednote UL AG

UL AG utrjuje akademsko skupnost visokošolskih učiteljev, visokošolskih sodelavcev, nepedagoških delavcev in študentov ter si prizadeva za svojo uveljavitev doma in v svetu. Svoje izobraževalno, umetniško, znanstveno in strokovno delo ter vse javno delovanje utemeljuje na naslednjih vrednotah:

- akademska odličnost oziroma zagotavljanje čim višje kakovosti,
- akademska svoboda sodelavcev in študentov, posebno svoboda ustvarjalnosti,
- avtonomija v odnosu do države, političnih strank, korporacij in verskih skupnosti,
- humanizem in človekove pravice, vključujoč enakost možnosti in solidarnost,
- etičen in odgovoren odnos do sveta.

3 Vizija

UL AG bo do leta 2020 priznana kot odlična, mednarodno odprta in uveljavljena univerzitetna glasbena institucija. Njena dejavnost in kakovost bosta primerljivi z dejavnostjo in kakovostjo najboljših tovrstnih ustanov v evropskem prostoru.

Introduction

1 Mission

The Academy of Music of the University of Ljubljana (UL AG) is the only Slovenian higher learning university institution for the entire field of music, and as such it has a national significance for the development of Slovenian music composition, performance and education fields.

The basic mission of the UL AG is offering bachelor's, master's and doctoral university learning programmes as well as offering further education and permanent education programmes for musical arts and music education professions.

In addition, the UL AG promotes music performance and composition, as these are immediately connected with music education. In collaboration with other members of the University of Ljubljana, the UL AG conducts and develops research activity in the fields of humanities and social sciences and endeavours to promote artistic research.

With its work, the UL AG promotes the development of the Slovenian music field, making it comparable with Europe and the rest of the World.

2 Values of the UL AG

The UL AG builds an academic community of university teachers, collaborators, non-teaching staff and students, aiming to gain recognition home and abroad. It grounds its educational and scientific work and all public activity in the following values:

- Academic excellence to provide highest quality education,
- Academic freedom of co-workers and students, and especially creative freedom,
- Autonomy from the state, political parties, corporation and religious societies,
- Humanities and human rights, including equal opportunity and solidarity,
- Ethics and responsibility towards the world around it.

3 Vision

By the year 2020, the UL AG will be recognized as an excellent, internationally minded and internationally acclaimed university music institution. Its activities and quality will be comparable to the best academic institutions Europe-wide.

1 Analiza položaja UL AG

1.1 Uresničevanje ciljev strateških dokumentov od leta 2009 do leta 2014

UL AG je uresničila naslednje cilje, ki so bili opredeljeni v strateških dokumentih do leta 2014:

1.1.1 Študijska dejavnost

Uresničeni cilji

- Akreditacija in implementacija bolonjskih programov prve, druge in tretje stopnje
- Akreditacija novih smeri harmonika, čembalo, kljunasta flavta in zborovsko dirigiranje na prvi in drugi stopnji
- Akreditacija izpopolnjevalnega programa Pedagoško-andragoška izobrazba na področju glasbe
- Uvedba vrste strokovnih izbirnih predmetov s področja jazz, stare glasbe, muzikologije in glasbene pedagogike ter splošnih izbirnih predmetov, predvsem v sodelovanju s FF, ALUO in AGRFT
- Reakreditacija prvostopenjskih programov

Neizkoriščene možnosti

- Tretjestopenjski študij na področju umetnosti
- Izpopolnjevalni program Umetniško izpopolnjevanje
- Uvedba programa Jazz
- Uvedba krajših izpopolnjevalnih programov
- Uvedba poletnih šol

1 The Analysis of the Situation of the UL AG

1.1 The Effectiveness of Strategic Planning From 2009 to 2014

The following goals of the UL AG (set out in strategic documents) were achieved by the year 2014:

1.1.1 Study-Related Activities

Achieved goals

- To accredit and implement the first, second and third cycle degrees in accordance with the Bologna Agreement
- To accredit new principal studies at the bachelor's and master's degree levels (the accordion, harpsichord, recorder and choral conducting)
- To accredit the further education programme of Pedagogy and Andragogy in the field of music
- To introduce a number of technical elective courses from the fields of jazz, early music, musicology and music education as well as general elective courses, mostly in collaboration with the Faculty of Arts, the Academy of Fine Arts and Design, and the Academy of Theatre, Radio, Film and Television
- To reaccredit the bachelor's degree programme

Unexploited possibilities

- To establish a doctoral degree programme in the field of musical arts
- To establish a further education programme in the field of musical arts
- To establish the jazz programme
- To introduce short-term further education programmes
- To establish summer school programmes

1.1.2 Umetniška dejavnost

Uresničeni cilji

- Razširitev umetniškega delovanja UL AG na nova cikla Nova in Stara glasba
- Nadaljevanje in razširitev sodelovanja z domačimi kulturnimi zavodi
- Skrb za kakovostno delovanje pihalnega orkestra UL AG
- Dodatna (pogodbena) zaposlitev za koncertno dejavnost
- Izvajanje interdisciplinarnih projektov v sodelovanju z obema akademijama UL in zunanjimi partnerji
- Video- in avdioevidentiranje umetniških dogodkov, vključno z vzpostavitvijo tehničnih možnosti za izvedbo neposrednih videoprenosov

Neizkoriščene možnosti

- Koncertna poslovalnica
- Profesorski koncerti
- Več mednarodnega sodelovanja
- Medijska podpora in promocija

1.1.2 Artistic Activities

Achieved goals

- To expand the artistic activity of the UL AG into new concert series featuring contemporary music and early music
- To continue and expand the collaboration with Slovenian cultural institutions
- To nurture the quality work of the UL AG's wind orchestra
- To create an additional (contract) employment for the organization of concerts
- To run interdisciplinary projects in collaboration with the other two academies of the University of Ljubljana and other external partners
- To video and audio record artistic events and to provide technology for live streaming of such events

Unexploited possibilities

- To establish a concert booking agency
- To organize concerts of the teachers
- To expand international collaboration
- To increase media support and promotion

1.1.3 Organizacija dela in delavci

Uresničeni cilji

- Posodobitev pravil UL AG
- Uvedba dveh polno zaposlenih delavcev v referatu
- Vzpostavitev mednarodne pisarne
- Podpora poučevanju profesorjev tudi na srednji stopnji
- Okrepitev službe za habilitacije
- Pomladitev pedagoškega osebja z rednimi in honorarnimi zaposlitvami mlajših sodelavcev
- Vzpostavitev strateškega sveta
- Uvedba skrbnikov programov

Neizkoriščene možnosti

- Izboljšanje položaja strokovnih sodelavcev
- Boljša komunikacija – redni sestanki nepedagoškega osebja
- Pogostejše sestajanje na razširjenem kolegiju ter večja angažiranost nekaterih predstojnikov oddelkov
- Dodatna zaposlitev tehničnih sodelavcev
- Dodatne redne zaposlitve pedagoških in nepedagoških delavcev
- Boljša skrb za primernost in urejenost prostorov

1.1.4 Prostori in oprema

Uresničeni cilji

- Pridobitev dodatnih najetih prostorov Glasbene matice
- Pridobitev koncertne dvorane v Kazini in ureditev sanitarij
- Nakup nekaterih nujno potrebnih inštrumentov za izvajanje pouka (tolkala, baročni inštrumenti ...)
- Skrb za računalniško podporo in posodabljanje računalniške opreme

Neizkoriščene možnosti

- Gradnja treh akademij oziroma pridobitev ustreznih prostorov za delovanje
- Nadaljnje izpopolnjevanje nakupa opreme in zlasti glasbenih instrumentov za potrebe pouka
- Akustična in vizualna ureditev Kazinske dvorane

1.1.3 Work Organization and Employees

Achieved goals

- To update the UL AG's regulations
- To create two full-time job positions in the council
- To establish an international office.
- To support the work of music school teachers, including those at the secondary school level
- To expand the habilitation office
- To rejuvenate the teaching staff by full-time and contract employments of younger teachers
- To establish a strategic council
- To introduce programme administrators

Unexploited possibilities

- To improve the working situation of the teaching staff
- To improve communication by organizing regular meetings of the non-teaching staff
- To organize more frequent meetings of the expanded expert committee and to encourage greater involvement of some heads of departments
- To increase technical staff
- To create new full-time job positions for teaching and non teaching staff
- To provide more appropriate and improved facilities

1.1.4 Premises and Equipment

Achieved goals

- To acquire additional rented premises from the Glasbena Matica music society
- To acquire a concert venue in the Kazina building and upgrade sanitary facilities
- To purchase some necessary instruments used in the classroom (percussion instruments, baroque instruments etc.)
- To provide IT support and to regularly update IT equipment

Unexploited possibilities

- To carry out the project of building the Three Academies or to acquire more appropriate facilities for the UL AG's work
- To continue to upgrade equipment, especially musical instruments needed in the classroom
- To carry out an acoustic and a visual renovation of the Kazina Hall

1.1.5 Spremljanje kakovosti

Uresničeni cilji

- Delovanje komisije za kakovost
- Vzpostavitev elektronsko izvedenih anket
- Vključitev v projekt KUL
- Uspešna reakreditacija UL AG
- Izvedba pilotnega projekta posve- tovalnih obiskov

Neizkoriščene možnosti

- Celoletno delovanje komisije za kakovost in s tem stalno spremljanje kakovosti
- Uvedba anket zaposlenih pedagoških in nepedagoških delavcev
- Mednarodna akreditacija

1.1.6 Internacionalizacija

Uresničeni cilji

- Rast mednarodne mobilnosti (Basileus, Erasmus)
- Rast števila vpisanih tujih študentov (7,6 % v letu 2014/15)
- Izvedba mednarodnih seminarjev in mobilnosti profesorjev
- Udeležba študentov na mednarodnih tekmovanjih in osvojitve številnih nagrad
- Mednarodna umetniška dejavnost (izmenjalni koncerti, gostovanja)
- Vključenost v mednarodne projekte (Tempus)

Neizkoriščene možnosti

- Dodatna rast mobilnosti
- Povečanje števila tujih študentov na 10 %
- Podpora udeležbi najboljših študentov na mednarodnih tekmovanjih
- Povečanje števila seminarjev
- Uvedba mednarodne poletne šole
- Mednarodna akreditacija

1.1.5 Quality Management

Achieved goals

- To establish a quality assurance committee
- To introduce electronic surveys
- To become part of the KUL project (Quality – University of Ljubljana)
- To successfully reaccredit the UL AG
- To launch a pilot project of consulta- tive visits

Unexploited possibilities

- To establish a full-time quality assur- ance committee, and with it a constant quality control
- To carry out surveys for the teaching and non-teaching staff
- To gain international accreditation

1.1.6 Internationalization

Achieved goals

- To increase international mobility (Basileus, Erasmus)
- To increase the number of foreign stu- dents (7.6% in the study year 2014 15)
- To conduct international seminars for the teachers and improve teaching staff mobility
- To promote the students' participa- tion in international competitions and help them win numerous prizes
- To promote international artistic col- laboration (exchange concerts, guest concerts)
- To engage in international projects (Tempus)

Unexploited possibilities

- To achieve additional growth in mobility
- To increase the number of foreign students to 10 %
- To financially support best students in international competitions
- To increase the number of seminars
- To organize an international summer school
- To gain international accreditation

1.2 Prednosti in slabosti

Prednosti

- Dobro organizirano glasbeno šolstvo v Sloveniji in s tem kakovostni kandidati za študij
- Nacionalno pomembno področje delovanja
- Kakovosten pedagoški kader
- Brezplačen študij (za Slovence in državljane EU)
- Vključenost v UL in s tem možnost interdisciplinarnega delovanja
- Sorazmerno dobre zaposlitvene možnosti diplomantov
- Številni uspešni in mednarodno prepoznavni diplomanti alumni
- Visoka prehodnost študija in število diplomantov
- Primerna velikost glede na zaposlitvene možnosti

Slabosti

- Slabe materialne razmere (prostori in oprema)
- Podfinanciranost in slabo razmerje med redno zaposlenimi in pogodbenimi delavci, prevelik delež honorarnih sodelavcev, ki delajo za neustrezno plačilo, in premalo možnosti za redno zaposlitev visokošolskih učiteljev
- Premajhna podpora oziroma premajhno število nepedagoških delavcev
- Diskriminiranost diplomantov na pedagoškem področju glede na zaposlitvene možnosti zaradi zakonodaje EU in tolmačenja MIZŠ
- Vključenost v UL in s tem povezano nerazumevanje specifik umetniškega študija z vidika drugih članic UL
- Želje in težnje drugih univerz po podvajanju programov, ki se izvajajo na UL AG
- Nerazumevanje znanstvene stroke za potrebe umetniških študijev
- Slabša motiviranost pedagoškega osebja in študentov zaradi slabih materialnih razmer
- Slaba medijska prepoznavnost

1.2 Advantages and Disadvantages

Advantages

- Good applicants as a result of the well-organized Slovenian educational system.
- The field of study of national significance
- Quality teaching staff
- Free education (for Slovenian and EU citizens)
- Integration into the University of Ljubljana, and with it the possibility for interdisciplinary work
- Relatively good employment opportunities of the graduates
- Numerous successful and internationally renowned graduates
- High promotion and graduation rates.
- An adequate number of students considering employment opportunities

Disadvantages

- Poor working conditions (facilities and equipment)
- Poor financial situation and poor ratio between regular and contract employees; too large a share of part time employees, working for insufficient payment; limited opportunities for offering regular employment to university teachers
- Insufficient support and an insufficient number of non teaching staff
- The disadvantage of the graduates of the teaching field regarding employment opportunities because of the interpretation of the EU legislation by the Ministry of Education, Science and Sport
- Integration into the University of Ljubljana, and with in the incomprehension of the specificity of studying art from other members of the University
- Endeavours of other universities to introduce similar study programmes
- Incomprehension of the scientific field towards the specificity of studying art
- A lack of motivation of teachers and students because of poor working conditions
- A lack of media support

1.3 Priložnosti in tveganja

Priložnosti

- Napovedano povečevanje proračunskih sredstev za visoko šolstvo na 2 % BDP-ja do l. 2020 – UL AG mora pri tem sodelovati vsaj v enakem obsegu kot preostali visokošolski prostor – to je priložnost za vzpostavitev kadrovske primerne strukture ter prostorsko in materialno ustreznih razmer za delovanje
- Krepitev primerjalnih prednosti nasproti tujim bogatejšim visokošolskim institucijam – dobro sodelovanje z domačimi kulturnimi institucijami, izkoriščanje možnosti štipendiranja za svoje diplomante za izpopolnjevanje v tujini (Thornton School of Music ...), interdisciplinarnost, številni umetniški projekti, partnerstva s šolami, mreženje med šolami, s katerimi sodelujemo pri izvedbi pedagoških praks
- Politična podpora prostorski rešitvi UL AG s selitvijo v Kazina in izgradnjo prizidka
- Okrepitev in širitev raziskovalne skupine UL AG

Tveganja

- Vse večja odprtost in konkurenca številnih visokih šol v neposredni bližini (Avstrija, Italija) lahko ob stagnaciji kakovosti povzroči odhod najboljših maturantov konservatorijev in srednjih glasbenih šol v tujino, kar bi pomenilo upad kakovosti
- Nadaljevanje krize in anomalije v visokem šolstvu pri izplačilu avtorskih honorarjev lahko ogrozijo povečanje sredstev, namenjenih visokemu šolstvu, in povzročijo nenaklonjenost javnega mnenja
- Nekateri deležniki v visokem šolstvu ne prepoznavajo potrebe po spremembi visokošolskega zakona in specifik umetniškega študija
- Naša področja raziskovanja so težko primerljiva z naravoslovnimi in nekaterimi družboslovnimi področji v smislu problematike veljavnih norm vrednotenja znanstvenoraziskovalnega dela

1.3 Opportunities and Risks

Opportunities

- The national budget for higher education is expected to increase to 2 % GDP by 2020 – the UL AG has to collaborate at least in the same scope as other higher learning institutions – this is an opportunity to establish an appropriate staff structure and to upgrade the facilities and equipment
- In order to gain a competitive advantage over wealthier (foreign) higher education institutions, the UL AG needs to foster good collaboration with Slovenian cultural institutions, take advantage of scholarship opportunities for the graduates to extend their education abroad (e.g. at USC Thornton School of Music), engage in interdisciplinary projects, numerous artistic projects, work in partnership with schools, network with schools with which it collaborates on apprenticeships
- A political support for the UL AG to move to new premises, to the Kazina building, and to build an annex
- Enhancement of the UL AG's study group

Risks

- If the UL AG fails to constantly improve its quality, the growing openness and competition of numerous higher learning institutions nearby (Austria, Italy) could force the best high school students to go to study abroad, which would reduce the quality of work at the UL AG
- The continuation of the crisis in higher learning regarding freelance fees could jeopardize the increase of public funds for higher learning and could generate unfavourable public opinion
- Some participants in higher learning do not acknowledge the importance of adapting the legislation to the specificity of the artistic study
- Concerning current norms regarding the evaluation of scientific research, it is difficult to make meaningful comparisons between the research fields of the UL AG with those of the natural sciences and some fields of the social sciences

2 Strateška prednostna področja do leta 2020

2.1.1 Ustvarjanje znanja na področjih glasbene umetnosti in glasbene pedagogike za trajnostni razvoj družbe in posameznika

| Strategije | Kazalniki uspešnosti |
|--|--|
| <p>Kompetenten in mednarodno uveljavljen učiteljski zbor</p> <ul style="list-style-type: none"> • Kadrovska izpopolnitev sistematiziranih nezasedenih mest • Pridobitev dodatnih sistematiziranih delovnih mest na pedagoškem področju • Pomlajevanje profesorskega kadra (predlog za spremembo rektorjevih navodil s starostno mejo 65 ali 67 let namesto izpolnjevanja pogojev za upokojitev) • Spodbujanje in podpiranje glasbene ustvarjalnosti in poustvarjalnosti ter umetniškega raziskovanja visokošolskih učiteljev in sodelavcev • Spodbujanje znanstvenoraziskovalnega in strokovnega delovanja profesorjev • Spodbujanje mednarodnih pedagoških in umetniških sodelovanj • Spodbujanje mednarodnih projektov z udeležbo mednarodnih strokovnjakov (pedagogov, umetnikov) | <ul style="list-style-type: none"> • Zaposlitev 10 dodatnih pedagoških delavcev do leta 2018 • Največ 20 % kontaktnih ur izvesti s honorarnimi sodelavci • Hitrejša nadomestitev honorarnih upokojenih sodelavcev z mlajšimi • Ustanovitev koncertnega posredovanja, prirejanje koncertov profesorjev, založniška dejavnost – najmanj pet audio- ali videoizdaj letno, vpis področja umetnosti pri ARRS do leta 2017 • Založniška dejavnost – izdaja dveh števil Glasbeno-pedagoškega zbornika in njegova uvrstitve v relevantne bibliografske indekse ter dveh visokošolskih učbenikov letno, izdaja najboljših raziskovalnih projektov oz. znanstvenih monografij, povečanje znanstvenoraziskovalne skupine in vpisa članov v ARRS, izdaja monografij, organizacija najmanj enega znanstvenega simpozija in organizacija mednarodnih znanstvenih srečanj • 20 % profesorjev naj izkoristi Erasmus ali druge podobne programe mobilnosti • Organizacije poletne šole (vsako leto), sodelovanje v različnih mednarodnih projektih |

2 Strategic Priority Areas By 2020

2.1.1 Improving Knowledge Of Musical Arts and Music Education For the Sustainable Development Of Society and Individuals

| Strategies | Performance Indicators |
|--|---|
| <p>Competent and Internationally Renowned Teaching Staff</p> <ul style="list-style-type: none"> • To employ staff to fill systematized vacancies • To create additional systematized vacancies in the teaching field • To rejuvenate teaching staff (a proposal for the amendment of the rector's instructions on the age limit of 65 or 67 as opposed to meeting criteria for retirement) • To encourage and support music performance and composition as well as the research of university teachers in the artistic field • To encourage scientific research and professional engagement of teachers • To encourage international collaborations among teachers and artists • To encourage international projects attended by international experts (teachers, artists) | <ul style="list-style-type: none"> • To employ 10 additional teachers by 2018 • To employ no more than 20 % of contact hours with contract employees • To replace retired contract employees with younger ones as quickly as possible • To establish a concert booking agency, to organize teachers' concerts, to engage in publishing activity (issuing at least five audio or video recordings per year), to register the field of art at the Slovenian Research Agency by the year 2017 • The publishing activity – to publish two issues of the Journal of Music Education per year and to have it listed in relevant bibliographic indexes; to publish two higher learning textbooks per year; to publish best research projects and monographs; to expand the scientific research group and register its members at the Slovenian Research Agency; to organize at least one scientific symposium; to organize international scientific meetings • To promote the participation of at least 20% of the teachers in the Erasmus Programme and other related mobility programmes • To organize an annual summer school; to collaborate in various international projects from the field |

| Strategije | Kazalniki uspešnosti | Strategies | Performance Indicators | | |
|--|--|---|---|--|---|
| Bogata in kakovostna študijska izkušnja | <ul style="list-style-type: none"> • Načrtovanje izvajanja študijskih programov • Nadzor izvajanja študijskih programov • Analiza izvajanja študijskih programov • Posodabljanje študijskih programov • Poglobljanje izbora izbirnih predmetov • Razvoj predmetnega področja sodobne glasbe • Razvoj novih študijskih programov | <ul style="list-style-type: none"> • Prehod na dolgoročno načrtovanje, pravočasna in posodobljena priprava ob začetku študijskega leta • Redno sestajanje vseh deležnikov, ki sodelujejo pri nadziranju študijskih programov (predstojniki oddelkov, skrbniki programov, študenti) • Vsakoletna zbrana poročila pedagogov, predstojnikov in skrbnikov programov z najpomembnejšimi dosežki, obravnava rezultatov anket na pristojnih telesih UL AG, izdaja zbornika na pet let • Vsakoletno evidentiranje želja in potreb po posodobitvah na podlagi obravnave izvajanja študijskih programov po oddelkih z vključitvijo študentov • Razvoj novih predmetov s področja umetniškega raziskovanja (metodologija umetniškega raziskovanja ...), vključevanje strokovnih predmetov, ki jih izvajajo druge članice na osnovi medsebojnih sporazumov (kulturni menedžment...) • Priprava izpopolnjevalnih programov in širšega izbora izbirnih predmetov iz omenjenega področja • Akreditacija izpopolnjevalnega umetniškega programa in tretjestopenjskega umetniškega študijskega programa | Rich and Quality Learning Experience | <ul style="list-style-type: none"> • To plan the implementation of academic programmes • To control the implementation of academic programmes • To analyze the implementation of academic programmes • To upgrade academic programmes • To extend the offer of elective courses • To implement the field of contemporary music • To introduce new academic programmes | <ul style="list-style-type: none"> • To make the transition to long-term planning; to do timely and up-to-date planning in the beginning of an academic year • To organize regular meetings of all participants involved into the supervision of the academic process (heads of departments, programme administrators, students) • To gather yearly reports from teachers, heads of departments and programme administrators covering significant achievements; to analyze the results of surveys in the competent bodies of the UL AG; to publish a journal every five years • To do a yearly review of academic programmes on the basis of the desires and needs of specific departments by including the students • To develop new courses from the field of artistic research (the methodology of artistic research etc.); to include courses of other university members on the basis of mutual agreements (cultural management etc.) • To outline further education programmes and a wider range of elective courses from the field • To accredit a further education artistic programme; to accredit a doctoral artistic academic programme |
| Individualna študentska podpora | <ul style="list-style-type: none"> • Razvoj platforme VIS • Razvoj podporne službe za umetniško dejavnost • Večje vključevanje študentov v procese odločanja | <ul style="list-style-type: none"> • Povezava posameznih evidenc (kadrovska, diplomanti, študenti ...), izdelava najav • Pridobitev dveh delovnih mest tehničnih sodelavcev do leta 2018, razvoj koncertnega posredovanja • Usposabljanje za sodelovanje pri odločanju, vključevanje na sestanke oddelkov vsaj dvakrat letno | Personalized Student Support | <ul style="list-style-type: none"> • To develop the VIS platform • To develop a support service for artistic activities • To include the students more actively in the decision-making processes | <ul style="list-style-type: none"> • To link individual registries (staff, graduates, students etc.); to issue announcements • To create two job positions of technical collaborators by 2018; to establish a concert booking agency • To provide decision-making training; to invite students to department meetings at least twice a year |

| Strategije | Kazalniki uspešnosti | Strategies | Performance Indicators | | |
|--|--|---|--|---|---|
| Prenos znanja v prakso | <ul style="list-style-type: none"> • Sodelovanje s profesionalnimi institucijami s področja glasbene umetnosti • Sodelovanje z vzgojno-izobraževalnimi zavodi s področja glasbe • Javna umetniška praksa študentov • Pridobivanje novega občinstva • Ustanovitev koncertne poslovalnice | <ul style="list-style-type: none"> • Sodelovanje s SF, RTV SLO, SNG Opera in balet Ljubljana in Maribor, orkestrom Slovenske vojske in Policije) • Zveza slovenskih glasbenih šol, konservatorija Ljubljana in Maribor, umetniških gimnazij Velenje, Celje, Koper, Nova Gorica in Novo Mesto, sodelovanje s splošnim osnovnim in srednjim šolstvom ter institucijami za predšolsko vzgojo, vodenje delavnic za različne starostne populacije otrok • Prirejanje simfoničnih, komornih in solističnih koncertnih ciklov ter umetniških projektov (najmanj 100 letno ...) • Prirejanje koncertov za mladino (glasbeni abonma za otroke in mladino?), vključevanje v evropske projekte s tega področja, sodelovanje s turističnim sektorjem (hoteli, turistične organizacije) • Posredovanje tudi za študente, razvoj kariernega centra | Transforming Theoretical Knowledge Into Practical Knowledge | <ul style="list-style-type: none"> • To collaborate with professional institutions working in the field of music • To collaborate with educational institutions working in the field of music • To open opportunities for the students' public performances • To attract new audiences • To establish a concert booking agency | <ul style="list-style-type: none"> • To collaborate with the Slovenian Philharmonics, the RTV Symphony Orchestra, the Opera and Theatre Orchestras of Ljubljana and Maribor, the Slovenian Army and Police Orchestras • To collaborate with the Association of Slovenian Music Schools, the Ljubljana and the Maribor Conservatories, the Velenje, Celje, Koper, Nova Gorica and Novo Mesto Secondary Music Schools, primary and secondary schools and preschool institutions; to hold workshops for children of different ages • To organize symphonic, chamber and soloist concert series and artistic projects (at least 100 yearly) • To organize concerts for the youth (concert series for children and the youth); to engage in European projects of this type; to collaborate with the tourism industry (hotels, tourist organizations) • To find jobs also for the students; to develop a career centre |
| Ustvarjalne razmere za delo in študij | <ul style="list-style-type: none"> • Pridobitev in ureditev primernih novih prostorov • Pridobitev in posodobitev opreme, vključno z glasbenimi instrumenti • Obogatitev in nabava knjižničnega gradiva • Skrb za urejene prostore | <ul style="list-style-type: none"> • Postopna selitev v stavbo Kazina, izgradnja prizidka ob njej • Nabava manjkajočih instrumentov: orgel, pihalnih, trobilnih in tolkalnih instrumentov, instrumentov za izvajanje stare glasbe, jaza, nakup dodatnih klavirjev, harmonike, skrb za posodabljanje trenutnih instrumentov, nabava kombija za prevoz instrumentov • Skrb za redno in ažurno posodabljanje strokovne literature • Ozaveščanje osebja in študentov pri skrbi za urejeno okolje | Productive Conditions For Work and Study | <ul style="list-style-type: none"> • To obtain and upgrade appropriate new facilities • To obtain and upgrade equipment, including musical instruments • To expand the library collection • To responsibly manage facilities | <ul style="list-style-type: none"> • To gradually move to the Kazina building; to build an annex to the Kazina building • To obtain missing instruments: the organ, wind, brass and percussion instruments, early music instruments, jazz instruments, additional pianos, an accordion; to regularly maintain the available instruments, to purchase a van for transporting the instruments • To take care for a regular upgrade of scientific literature • To promote environmental awareness among the personnel and the students |

| | Strategije | Kazalniki uspešnosti | Strategies | Performance Indicators |
|--|--|--|--|--|
| Internacionalizacija | <ul style="list-style-type: none"> • Skrb za mednarodno prepoznavnost • Skrb za mobilnost • Podpora mednarodnemu uveljavljanju največjih dosežkov | <ul style="list-style-type: none"> • Povečanje števila redno vpisanih tujih študentov na 10 % • Posodabljanje spletne strani v angleškem jeziku • Vzpostavitev mednarodno dostopnega digitalnega arhiva (knjižnica) • Povečanje mobilnosti študentov na 10 % • Povečanje mobilnosti profesorjev na 20 % • Povečanje števila vabljenih predavateljev, mojstrskih tečajev in delavnic • Podpora udeležbi na pomembnih mednarodnih tekmovanjih | <ul style="list-style-type: none"> • To aspire for international acknowledgement • To aspire for mobility • To support the promotion of greatest achievements internationally | <ul style="list-style-type: none"> • To increase the number of foreign regular students to 10 % • To update the webpage in the English language • To establish an internationally accessible digital archive (a library) • To increase the students' mobility to 10 % • To increase the teachers' mobility to 20 % • To increase the number of guest lecturers, master classes and workshops • To support the participation in important international competitions |
| Prepoznavnost | <ul style="list-style-type: none"> • Medijska promocija • Celostna grafična podoba | <ul style="list-style-type: none"> • Sodelovanje s PR-službami UL • Sodelovanje z ALUO, izdelava promocijskega gradiva, majic, vrečk, CD-jev ipd. | <ul style="list-style-type: none"> • To aspire for promotion in the media • To create a corporate identity | <ul style="list-style-type: none"> • To collaborate with the PR team of the University of Ljubljana • To collaborate with the Academy of Fine Arts and Design in creating promotion material, T-shirts, bags, CDs etc |
| Zadovoljni, visoko-usposobljeni in uspešni diplomanti | <ul style="list-style-type: none"> • Klub alumnov • Spremljanje diplomantov po diplomi | <ul style="list-style-type: none"> • Porast članov kluba alumnov na 100, ugodosti, prirejanje koncertov, vključevanje diplomantov v delovanje UL AG • Letno izvedene ankete diplomantov | <ul style="list-style-type: none"> • To establish an alumni association • To be in contact with the graduates | <ul style="list-style-type: none"> • To increase the number of members of the alumni association to 100 by offering different benefits, organizing concerts, integrating graduates into the work of the UL AG • To conduct yearly surveys for graduates |

3 Zagotavljanje pogojev za uresničevanje strategije in akcijski načrti

Pogoji za izvajanje strategije so opisani v strateškem dokumentu MIZŠ Drzna Slovenija, kjer se predvideva povečanje deleža BDP za visoko šolstvo na 2 % do leta 2020.

Akcijske načrte za izvajanje strategije pripravijo vodstvo, oddelki in katedre ter organi AG na podlagi te strategije. Akcijski načrti naj imajo čim bolj merljive cilje, podrobnejše ukrepe za doseg ciljev, kazalnike doseganja ciljev, odgovorna telesa in posameznike ter potrebne vire za uresničitev.

3 Satisfying the Conditions For Implementing Strategy And Action Plan

The conditions for implementing the strategy are described in the strategic document of the Ministry of Education, Science and Sport *Drzna Slovenija* ("Daring Slovenia"), which foresees a 2 % increase of GDP for higher learning by the year 2020.

Action plans for implementing the strategy should be prepared by the UL AG's leadership and departments and should be based on the strategy. The action plans should contain measurable goals and detailed strategies for achieving those goals and list responsible bodies, individuals and other necessary sources for the successful implementation.

Strategija UL AG

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