

International Strategy: 2019-2023

Introduction

Guildhall School of Music & Drama is already a highly international community, with students from over 60 different countries and faculty also representing a very wide range of nationalities. The value of this diversity to the culture of the School and to the quality of experience of its students is a fundamental part of our DNA and is something on which we want to build ambitiously over the coming years. We will lead and partner on activity which builds an internationally engaged, diverse community with global potential.

We welcome the most able students and teachers from around the world, celebrating their diversity in culture and perspective and we support the social, cultural and economic interests of the City of London Corporation through international contacts, expertise and engagement. The potential for building on these foundations is evident from our position as one of the top ten performing arts training institutions in the world.

The Internationalisation Strategy lays out a School-wide plan for cementing Guildhall's position on the global stage, supporting the high-level international work of colleagues across the School, and identifying new opportunities for further global activity. The Implementation Plan, a separate document which can be made available to Governors on request, offers greater detail to the justifications behind, and operational implementation of, these recommendations over the course of 2019-23.

Strategy

Aims and Objectives

Aims:

1. **To increase international student recruitment**
 - to ensure a globally diverse educational experience for all
 - to ensure Guildhall trains the most talented students, wherever they come from, including those under the age of 18 through the work of Guildhall Young Artists
 - to create a global community of ambassadors for Guildhall
 - to maintain sustainable tuition fee income
 - to mitigate against the potential effects of Brexit on European student recruitment

2. **To increase the quality and quantity of our international partnerships**
 - to align ourselves with the highest quality institutions in the world, to consolidate our global profile and share knowledge, expertise and opportunities
 - to produce world-class research with international scope and relevance
 - to maximise commercial opportunities within Guildhall's current/future offer
 - to ensure mutuality and reciprocity in international affairs

3. **To increase student and staff mobility**
 - to broaden the ambition and outlook of our students, and provide them with the very best educational experience during their time at Guildhall
 - to support our staff in sharing expertise and in their professional development

- to bring expertise and innovation back to Guildhall from across the globe
- to live out our values of the artist in society via socially-engaged international practice
- to maintain a prominent international profile through participation in mobility schemes such as Erasmus

4. To increase international alumni engagement

- to harness potential advocates for Guildhall across the world
- to provide opportunities for former students to 'give back' and contribute to the Guildhall community, wherever they are
- to ensure current Guildhall students can benefit from their expertise and networks
- to bolster a culture of lifelong community which ensures graduates remain engaged and welcomed throughout their careers

5. To explore the possibilities of international fundraising

- to boost fundraising income and connections to international philanthropy
- to diversify the ways in which internationally based alumni and would-be donors can give back to the School
- to increase the prospect of regionally-targeted scholarship opportunities for talented applicants

Objectives:

1. To increase international student recruitment

Phase 1 - priority in 2019-2022

- a) To increase the proportion of resident international students from 28.6% (15.9% EU and 12.7% non-EU) in 2019/20 to 32% (16% EU and 16% non-EU) by 2022/23
- b) To recruit at least 500 non-resident ('transnational') students to TNE programmes or short courses either in the UK, online, or by visiting staff abroad by 2022/23
- c) To increase international student fee income from £3,342,000 in 2019/20 to £4,210,000 in 2022/23 (subject to fee changes and full/part-time programme proportionality)
- d) To identify a list of target non-EU markets for international student recruitment. Recruitment data, staff connections, and market research indicate an initial shortlist of USA, Canada, China, Australia, South Africa, and Russia, with exploratory potential in Singapore, Brazil, Moldova, and the Middle East.

Delivering these targets will require:

- Continued delivery and development of world-class programmes at UG and PG levels, prioritising the development of programmes that are relevant and attractive to the international market, responding to market needs and trends
- Expansion of transnational, exchange, and short course provision
- A strong, distinctive identity with global reach
- A School-wide acknowledgement of, and investment in, international activities with inter-departmental coordination
- Accessible, rapid, responsive and compliant application and audition systems/processes

- Exploring the development of effective agreements with partners who recruit both resident and non-resident students on our behalf or actively promote our offer to potential students
- A fee structure (including scholarships and waivers) which is competitive and attractive
- Appropriate investment of budget and resource in the student recruitment function – proposed 2020 budget circa £40,000.
- Continued high quality targeted support for international students once they enrol to ensure an excellent international student experience

**2. To increase the quality and quantity of our international partnerships
Phase 1 - priority in 2019-2022**

- a) To develop at least four new high-quality partnerships which bring multiple benefits by the end of the academic year 2021/22
- b) To leverage further activity from our existing partnerships through effective relationship management
- c) To have a curated list of partnered institutions under two categories: Strategic Partners and Mobility Partners

Delivering this will require:

- Identifying potential partners based on alignment of quality, scale, sustainability and values
- Effective relationship management and leadership at senior level
- Robust processes for evaluating prospective partners, approving agreements and monitoring performance.
- A centralised database of international partners, including both those with whom formal agreements are in place and those with whom collaborative activity, visits, and exchanges are conducted on a more informal basis
- Proactive and responsive engagement with mobility schemes such as Erasmus in the wake of a potential Brexit.

**3. To increase student and staff mobility
Phase 2 - 2022-2023**

- a) To increase the proportion of Guildhall students engaging in international projects or programmes (KPI tbc)
- b) To increase and improve opportunities for staff to gain international experience (KPI tbc)
- c) To increase inward student mobility where appropriate (KPI tbc)

Assigning numerical targets to the above will be difficult in the short term due to:

- The unpredictable impact of Brexit on the availability of Erasmus
- The need for a board response to the level of priority afforded to, and internal demand for, mobility in particular for specific programmes

- The results of the internal review of international activity, which might require a focus on maintaining/improving the quality of international mobility rather than the amount

Delivering this will require:

- More partnerships with high-quality international institutions (depending on future of Erasmus)
- Internal and external funding streams to support student and staff mobility
- Systems for assessing, reviewing, and informing international activity to target funds effectively (*see: Appendices*)
- Operational support and management to ensure high-quality student experience
- HR training/development structures which support staff mobility
- Building a robust Erasmus (or similar mobility) function for incoming students

4. To increase international alumni engagement

Phase 2 - 2022-2023

- a) To develop new alumni connections and networks in strategic locations (KPI tbc)
- b) To increase the number of internationally-located contactable alumni (KPI tbc)
- c) To maximise philanthropy, volunteering, and advocacy from Guildhall graduates across the world

Delivering this will require:

- Well-resourced Alumni Relations office
- Engagement of senior staff across the School and data sharing between departments and alumni relations in order to identify potential ambassadors
- Coordination with international corporate partners (e.g. Eversheds) and ambassadors abroad to deliver international receptions and events

5. To explore the possibilities of international fundraising

Phase 2 - 2022-2023

- a) To develop a detailed 'case for international support', focussing on Guildhall's reputation as a global centre of excellence, its commitment to international partnerships and its ambitions to attract the very best talent from around the world irrespective of financial circumstances
- b) To build relationships with international foundations, with global companies and with (particularly US-based) philanthropists.

Delivering this will require:

- Enhanced prospect research function
- Consultation with relevant government departments, embassies, and cultural bodies to explore limitations and legality of international fundraising activity (e.g. China)
- Senior cross-School engagement
- Key academic staff who engage with donors or potential donors abroad to be familiar with the intricacies of higher education philanthropy

A detailed timeline projection is included in the Implementation Plan.

Market Selection

Staff at the School undertake international visits to a wide variety of global destinations for the purpose of academic exchange, event participation, and recruitment. The academics and Advancement team conduct specific recruitment activity in carefully selected markets, usually in the form of masterclasses, auditions, and more recently recruitment fair attendance. These markets are chosen on the bases of various quantitative and qualitative sources:

- a) Guildhall's internal data for enquiries, applications, offers, and enrolments
- b) Data obtained from HESA, British Council, Universities UK, UKCISA, and other sources which can be broken down by study level, subject, source countries, and year on year trends.
- c) Academic links: a primary driver of market selection is the access and renown of Guildhall staff abroad. Good links with institutions abroad can be, and have been, exploited for student recruitment, academic and creative partnership, and exhibition opportunities.
- d) In-country intelligence can also be useful. Discussions with the British Council, international networks like DIT, UKIBC, CBBC, etc.

This strategy recommends a review of activities and data according to the market and selection of appropriate target markets for supporting ongoing work and developing new opportunities.

Factors Impacting Internationalisation

The following is a summary of the identified external and internal barriers to internationalisation, real and anticipated, which inform the Internationalisation Strategy and the Implementation Plan. A more thorough analysis is provided in the Implementation Plan, which can be made available to Governors on request.

External:

- ❖ Government Policy (BREXIT, visas and immigration)
 - **BREXIT:** lack of clarity around the future of EU students in the UK. Impact on fees, postgraduate and undergraduate loans, visa bureaucracy, research funding, and desire to study in the UK is unclear.
 - **Desirability of UK:** Despite new post-study work visa developments and campaigns like #LondonIsOpen, European students in particular have developed a more negative impression of the UK since the BREXIT referendum.
- ❖ Socio-economic/geo-political (exchange rates, political instability, natural disasters)
 - **Recruitment Markets** can perform badly in the face of geo-politics and financial market fluctuations.
- ❖ Rankings (inform reputation, scholarship lists)
 - **Ranking visibility:** Due to our specialist nature, we do not appear in most overall HE rankings (Times, QS, Guardian). Appearance on subject-specific rankings does not showcase all faculties.
 - **Scholarship lists:** Published by overseas governments and Education Ministries, inform access to funding for certain international students.

- ❖ Reputation
 - **Competitor advantages:** Royal colleges benefit from significant associated prestige and have monopoly on certain areas of the conservatoire landscape abroad.
- ❖ Market forces (saturation, maturation)
 - **Saturation:** Guildhall is late to the majority of established overseas markets, besides certain European countries and the US. Among the conservatoires, the Royal colleges benefit from the ABRSM monopoly. Work should be done at establishing new opportunities in markets with less competition (e.g. Africa or Latin America)
 - **Maturation:** Global trends in international markets (e.g. China/Japan slow-down with ageing population, growth and improvement of local education offerings).
 - **Recruitment practices:** Most HEIs have assistance in recruitment of international students by developing contracted relationships with student recruitment agencies on a commission basis. This is not always effective or appropriate for Guildhall programmes.

Internal:

- ❖ Schools
 - **Admissions:** Scope and accessibility of auditions and interviews.
 - **English requirements:** The School is clear (and correct) that it expects a high standard of English in order for students to benefit from its training.
- ❖ Recruitment
 - **Budgets and resource:** Comparatively low for the sector.
- ❖ Financial
 - **Student fees and living costs in London**
- ❖ Marketing and Communications
 - **Social media reach:** International reach is limited in some markets
 - **Web content and Entry Requirements:** Ongoing review of international-facing web content and published entry requirements.
- ❖ Alumni & Development
 - **Alumni Relations:** Coordinating with internationally-strewn alumni can be difficult.
 - **Alumni budget:** Small budget is a hindrance to meeting high expectations of alumni networking events, particularly in markets such as USA with a culture of academic philanthropy.
 - **Data access:** alumni often prefer to stay in contact with academic contacts. Data is not always shared between departments.

It is essential to continue working to mitigate these barriers in order to continue and sustain growth.

Recommendations

The following is a summary of the recommendations which feature in the Implementation Plan, a separate document to be discussed within Senior Management and managed on an ongoing basis through the International Steering Group. The Implementation Plan contains more detail on how these will be achieved, the resource and budgetary requirements, and the estimated timeline of when they will be implemented. It will also feature appropriate KPIs in response to ongoing discussion of the Strategy and incorporating the advice of the Board.

Academic Departments, Research and Guildhall Young Artists

- Internal audit of international contacts and partnerships, identifying Strategic Partners; Potential Strategic Partners
- Review ongoing and prospective international activity against the internationalisation aspirations (see: *Appendices*)
- Regular attendance at the International Steering Group, to discuss and guide international activity in a cross-departmental forum.
- Clear reporting of international visits, research projects, classes given, and other work conducted to maximise PR
- Investigate expanding international auditions to new markets and expanded capacity for Skype interviews or remote applications
- Explore the potential for full-time pre-university programmes in the 16-18 category which can cater to international students
- Coordinate with Innovation to explore in-country short courses for pre-university learners

International Relations

- Formation of an International Steering Group, to meet termly to monitor progress of this strategy, and working with academic colleagues to identify priority markets and strategic partners.
- Greater engagement with operational staff and international offices at institutions abroad to explore potential partnership activities.
- Establishment of a designated international budget to fund business development, event support, membership and event fees, and international travel conducted on behalf of the International and Marketing and Communications teams.
- Appointment of an International Coordinator, whose duties would include administrative support for international staff and student visits; collating post-visit reports and data; managing a database of external institutional contacts; and supporting Registry and academic departments in mobility programmes such as Erasmus and exchange agreements.
- Regular participation in regional roundtables, networking events, and business development delegations in the education and arts sectors to build visibility. Greater engagement with public and private bodies such as British Council, Department for International Trade, Department for Digital, Culture, Media and Sport, Universities UK International, and region-specific trading organisations (BABC, CBBC, UKIBC, etc)

Marketing and Communications

- Explore possibility of in-country staff member/representative in the US for sustained local activity.

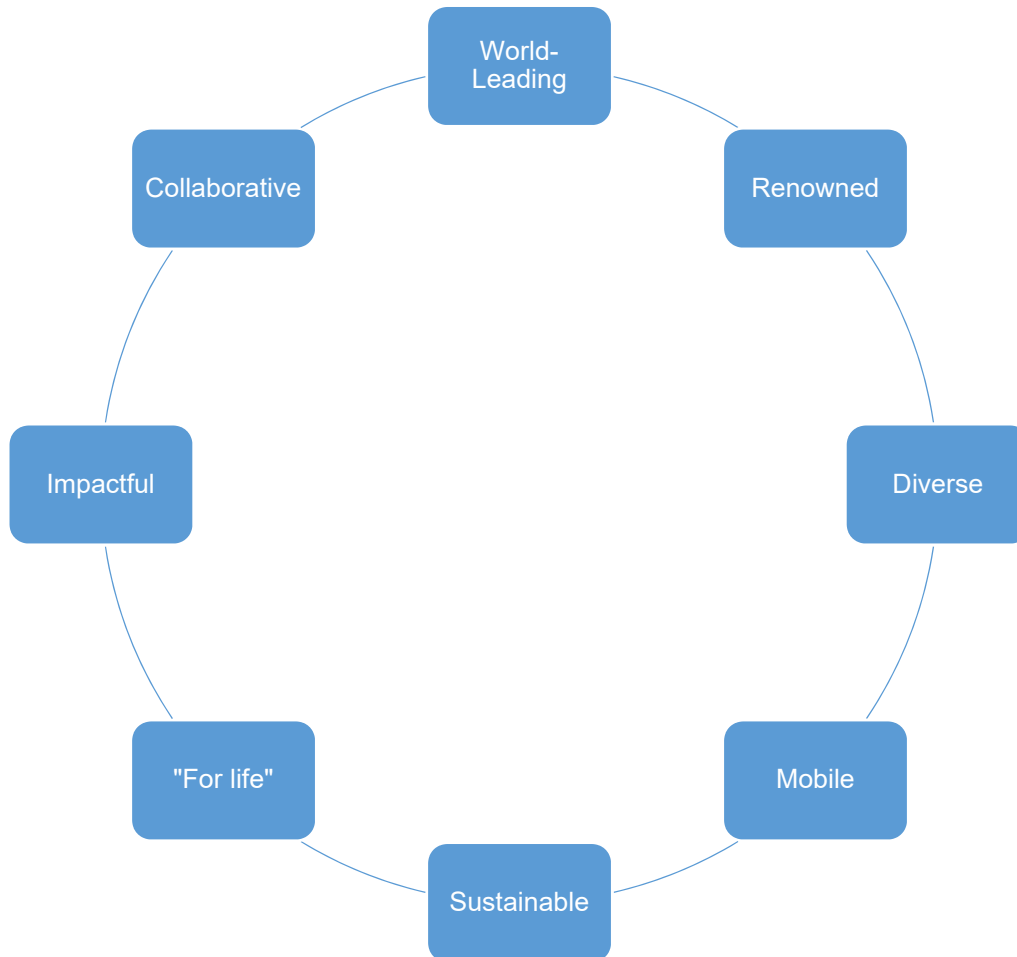
- Long-term recommendation to employ an additional member of staff and/or develop paid student and alumni ambassadors for presence at international events.
- Establishment of international student recruitment agency contract for suitable programmes.
- Proactively identify opportunities for in-country PR activity to boost Guildhall profile.
- The creation of a more easily accessible International portal on the website, including 'Global Guildhall' for showcasing international news, blogs, events, alumni stories, etc. and 'International Students' for signposting important information to prospective students, as well as a series of pages for countries with significant numbers of international applicants.
- Long-term recommendation to invest in a dedicated CRM and employ an additional member of staff to manage enquirer and applicant communications as recruitment activity grows.

Development & Alumni Relations

- Work with departments to identify ring-fenced scholarship support for EU recruitment post-Brexit.
- Continued integration between alumni and development services and other departments for shared activity and data.
- Identify individual alumni in priority countries to host international networking and act as ambassadors for recruitment.
- Prospect research undertaken to identify international fundraising potential.
- Explore mechanisms for support in receiving international donations in countries with barriers.
- Develop a plan for relationship management on an international scale, which includes identifying/selecting, training, and briefing travelling staff on philanthropy.

Appendix A: Internationalisation Aspirations

Aspirations:



The 'aspirations' of the Internationalisation Strategy are seven identified values which function as criteria against which international activity can be judged. This will allow us to identify which potential projects represent the highest overall value for the School, and provide a template which can guide project development and evaluation.

World-leading:

Guildhall is committed to maintaining and to continue advancing its globally influential expertise as a modern music conservatoire and drama school.

Guildhall is already recognised as one of the world's leading music conservatoires and drama schools, with TEF Gold, consistently performing exceptionally in national and international rankings. The School participates in numerous influential committees, research groups, and local and international networks.

Accordingly, Guildhall attracts some of the top students in music and drama from the UK and internationally. Activities, such as participation in international performances or visits to highly renowned partners, can create opportunities for the very best students to showcase their skills and make contacts which can accelerate their careers. High quality partnerships and participation in high profile events caters to the best students we have.

Parity of opportunity is also important. While high achievers and future industry leaders ought to be supported and encouraged to excel, the School should also commit to developing opportunities which reach all students across the institution. Where this is incompatible with the format (minimal spaces, for example, or only suited to a particular profile of student), projects should be examined for how they can be adapted, complemented, or matched in ways which benefit a wider reach of the student population.

A huge benefit of widening and improving our international network is the access to external expertise and resources that can allow our own staff to gain new skills and knowledge. It also could provide us with access to high-quality facilities, equipment, and performance venues. Projects which incorporate high level, internationally impactful research could enhance and showcase the expertise of academic staff.

World-leading
Criteria

Caters to the top students but provides opportunities for all students

Enhances staff expertise

Improves network of high-quality facilities and performance venues

Renowned:

Guildhall aims to find more, and bigger, platforms to publicise its accomplishments and build its reputation in the international creative and higher education industries.

It is important that the School is not only *performing* as a world leader in music and performance education, but also that it is acknowledged for its successes. Building the reputation of the School will have tangible benefits on student recruitment/fee income, funding investment, and opportunities for staff, students and alumni.

With a limited marketing and recruitment operation and only one member of staff dedicated specifically to international activity, Guildhall is reliant on strategic approaches to building reputation in international markets. The School is also in competition with other conservatoires benefiting from positive (and often free) brand association with their royal or university affiliations.

International activities should aim to create a positive name and established brand for Guildhall in the local market by creating a strong local presence. High-profile partnerships with well-renowned local institutions, well-attended performances at prestigious venues, investment in local projects, and visibility at committees and conferences will help to draw positive attention in regions where marketing activity cannot reach.

Strategic activity in a particular market is also a good opportunity to demonstrate international expertise across our network. A successful academic collaboration with a school in Beijing, for example, can attract a good number of Chinese applicants and improve brand awareness in China. If effectively publicised across our network of partners in the higher education and creative industries, it can also establish us as a prominent contributor to international collaborative education. This improves our metrics in academic rankings such as QS, The Guardian, TEF, and REF, especially those which are (or include sections which are) peer-reviewed.

In order to get the most from such activity, Guildhall staff involved in such projects should ensure that all opportunities are taken to publicise successes internally and externally. Attendance at the International Steering Group will promote internal visibility, and regular engagement with the Advancement Department and external PR contacts will ensure this work is promoted across our networks and made visible to the public.

Renowned
Criteria

Builds reputation of Guildhall in the local market

Builds reputation of Guildhall in the creative and higher education industry

Activity is publicised effectively through all channels for maximum benefit to branding and PR

Diverse:

Guildhall is committed to maintaining and increasing the diversity of students and staff at the institution to provide a multicultural, cosmopolitan environment reflective of its culture and values, and which draws from sufficiently diverse sources so as to mitigate against the risks of market reliance.

In 2019, 66.6% of the university's intake were UK nationals, and 71% were domiciled in the UK at the time of application. 20.8% were EU nationals, and 15.9% were domiciled in non-UK EU countries. Non-EU nationals represented 12.7% of the intake.

Looking at all successful applications, of those who withdrew their offers, 18% were EU domiciled, 33% international, and 50% EU.

	Accepted		Withdrew		Total	
UK	468	71.5%	50	50%	518	68.5%
EU	104	15.9%	18	18%	122	16.1%
International	83	12.7%	33	33%	116	15.3%
Total	655		101		756	

We can interpret from this that conversion has a small impact on the proportion of international students eventually enrolling on courses. The proportions, according to the Complete University Guide, do not differ wildly from other conservatoires in the UK. The targets set in 2015 to reach a proportion of 15% International (Non-EU) students have not been met.

Important context is that English language requirements for acting-related programmes in particular will be high for the sector, and the access to musical instruments and necessary equipment could also impact the number and range of international students eligible to apply to Guildhall, favouring wealthier and English-speaking countries. Much of Guildhall's training focuses on the Western canon, which by its nature is not a tradition of performing arts in some areas of the world.

HEIs with an over-reliance on good performance in specific international markets have historically struggled in the wake of geopolitical and economic developments. The Nigerian oil price crash, government changes to visa policies from specific countries, and fluctuating currencies in South America are some examples which have proven challenging for HEIs dependent on these markets. This means true diversity from multiple sources is very important.

With a potential Brexit fast approaching (at the time of writing), EU student recruitment to the UK is considered to be at risk. The falling pound means a cheaper degree for international students, which may offset some of this impact, however uncertainty over migration rules, fees, funding, etc. means European recruitment may be severely affected. This means that international (non-EU) recruitment may be a very important source of this diversity. Projects should ideally encourage and prioritise regular, sustainable recruitment that mitigate such risks.

Diversity offers benefits not only in terms of financial security but also cultural exposure and collaborative learning. Closed-group programmes and short courses offer good financial incentives but often fail to bring the educational benefits of a diverse student body, because students are not given the opportunity to work together. Commitments should be made to maximise the chances of UK, EU, and international students to study alongside one another.

With these challenges in mind, a commitment to creating a diverse student body which aspires to represent the best global talent, as well as international cultural exposure for our UK students, remains a priority for Guildhall School.

**Diversity
Criteria**

Offers a tangible benefit to diversity in student recruitment

Mitigates risks to international or EU Recruitment

Provides opportunities for students of different backgrounds to integrate

Mobile:

The staff of Guildhall believe in the international multilateral mobility of staff and students and aim to build a culture of exchange and migration to provide access to the best of our international network.

A big challenge for Guildhall in encouraging student mobility and supporting balanced partnerships is the proportion of inbound to outbound students participating in exchanges. Local British students are traditionally less active participants in study abroad than those at foreign institutions, and international students who have travelled from other countries specifically to study at Guildhall tend to prefer to spend their whole time here. Exchange agreements based on mutual fee exemption are net losses for Guildhall due to this imbalance.

Activities which offer students the chance to study, work, or perform abroad should accommodate for this. This might mean shortening the length of the programme, restricting it to out-of-semester timings like summer schools, or simply tailoring the experience to make it a desirable choice for those who are more reluctant to participate (for example adding performance opportunities at, or visits to, international venues within the wider network; or introducing students to successful alumni in-country).

In-bound student mobility should also be considered in order to attract the best students and increase fee income. Fee-paying semester-based students do not upset the balance of resource in exchanges. Non-degree and short course programmes also can be income generators that welcome students to Guildhall and are a good source for future full-time enrolments at postgraduate level. International pre-18 provision in this manner is also a valuable undergraduate recruitment tool.

Mobility of staff and students helps to generate interest in the School and expose us to a wider audience, as well as contributing to the important exposure it provides to the resources, venues, expertise, and potential career opportunities accessible through a global network.

Mobile
Criteria

Encourages outbound student mobility

Offers sustainable inbound student mobility
(non-degree, exchange, short course)

Offers staff mobility (outbound or inbound)

Financially sustainable:

Guildhall's international activities should offer both cultural and financial benefit, where possible, to the School in order to be self-sustaining or profit-generating.

The financial stability of the institution requires that activity conducted is not only appropriately budgeted but also, where possible, contributes directly or indirectly to profit-making initiatives or other sources of income generation. In the current climate of marketised higher education, the School is increasingly reliant on a competitive and diverse portfolio of income streams including City of London funding, student fee income, philanthropic donations and fundraising, and external funding bodies such as arts councils, research councils, government initiatives and private investments.

Student recruitment, in particular international student recruitment with their higher fee status, is among the most easily influenced sources and feeds directly into many of the other aspirations. Activities supporting student recruitment directly might include meeting with prospective students at study abroad fairs or public-facing events, masterclasses in other conservatoires, contracts with external recruiters, targeted sample lectures, or the establishment of collaborative programmes or pathway agreements which include full-time enrolment at Guildhall. Additionally, fee income can come from other sources. Short courses, summer programmes, CPD, exchange programmes, Erasmus or semester visits, and commercial training can be profitable in themselves, drive interest for attendees toward full time programmes, and also create in-market familiarity which indirectly fuels the reputation of the institution. Indirect contribution to student recruitment, which can be more difficult to quantify, comes from general renown-building activities where it can be shown that the intended audience includes potential students or their influencers. Coordinated efforts between International Relations, Marketing and Communications, academic faculties, Development and Alumni Relations, and other externally-facing departments should benefit from market research and be backed up with data to both inform and assess the relationship between activities, applications, and enrolments.

Additional monetization can come in the form of profit-generating events, access to additional external funding including joint bids with international institutions, financial investment from partners, scholarship programmes and donations, and discounts at performance events or venues which provide access for the School and its staff.

Financially Sustainable Criteria

Direct income generation (tangible benefit to student recruitment)

Has considered impact on full-time, short programmes, and/or summer programmes

Additional monetization has been considered

“For life”:

Guildhall commits to building a culture of sustained engagement with alumni which extends to the global graduate community.

Creating a “for life” culture means ensuring that students feel a part of the community from the minute they encounter Guildhall, until they apply, while they study, and right the way through their successful careers. This will have a strong impact on brand awareness, loyalty, and ultimately good will among alumni which can help to strengthen the international network, support alumni giving, and benefit international student recruitment.

For younger people, this means encouraging activity that reaches out to potential students through public performances, recruitment activities, and pre-university initiatives such as Guildhall Young Artists, in particular exploring how this can be featured on a global scale.

While studying at Guildhall, international students should be encouraged to participate in all the opportunities that are made available to our local students, and the School should be actively involved in advocacy for the rights of these students to work during, and after, their studies in relevant fields. Successful integration of international students, in particular short term visiting students, into the wider student body will also aid diversity and allow them to feel part of the Guildhall community. This has tangible benefits on students returning from short term study at undergraduate or pre-university to full time programmes in future.

Once students have graduated, we must be sure not to lose contact and isolate them from the Guildhall community. This means coordinating efforts between internationally-visiting staff and students to consider alumni engagement, maintaining strong and consistent communication with up to date information, and ensuring that relationships are built and managed effectively and sensitively, particularly in relation to potential donors and volunteers.

**"For life"
Criteria**

Builds a culture of lifetime community

Encourages alumni giving

**Creates opportunities for alumni engagement
with current and prospective students**

Impactful:

Guildhall aspires to lead not only through influence, but also through investment in international educational development opportunities.

The 'impactful' aspiration is a leadership commitment to using resources and expertise to encourage educational and creative development abroad. In 2015 an independent internationalisation review found that "The School is ideally placed to be in the vanguard of globalisation in its sector", and recommends "forming developmental partnerships with parts of the world which do not have an established or prominent conservatoire culture, but which have the resources, prestige, and enthusiasm to be key players in the future development of conservatoire culture".

This is particularly compatible with Guildhall's strategic vision for the '*artist in society*', meaning that projects which encourage students and staff to consider aspects such as education and arts accessibility, social projects and educational development, and the potential for inspirational artistic work within the School is not only conducted locally but taken to select global destinations. With increasing demand from international governments for coordinated artistic endeavours developing cultural districts and artistic cities, Guildhall's work on Culture Mile and ongoing contribution to the development of London's artistic scene can serve as a source of expertise and inspiration for global projects.

Additionally, scholarships, grants, and fellowship programmes which benefit disadvantaged international applicants, who might not have the opportunity to study at a renowned conservatoire for financial reasons, demonstrate a commitment to access and excellence regardless of background.

Impactful Criteria	Leads internationally in developing access to arts, music, and performance education
	Educational development, social projects, investment
	Improves access for disadvantaged international applicants (scholarships, fellowships, grants)

Collaborative:

Through widening and curating its international network, Guildhall commits to a culture of global exchange in research, knowledge, and expertise.

Without strategic and organised planning, partnership opportunities can fail to reach their potential. Formalising the collaboration with a contract which fully outlines the responsibilities and expectations of all parties helps to ensure that the work produced meets its potential.

Unidirectional partnerships are common in the UK, and there is an increasing acknowledgement of the imbalance of such collaborations. India and China, in particular, have been rejecting international partnership efforts which they perceive to be benefiting only the UK institution and encouraging only the flow of money and talent in the direction of the UK partner. Inward mobility generates fee income, and is often exchanged for expertise, research, teaching, and associated prestige. A more balanced and respectful partnership involves parity of knowledge exchange and mutual benefit which acknowledges the value of both partners.

Maximum benefit for both parties involves multilateral mobility, parity of knowledge exchange, and mutual cooperation benefiting from respective specialisms.

Collaborative Criteria

Has a formalised MOU/MOA/contract

Exploits effectively the expertise of both/all partners
or parties including expanded networks

Represents parity of knowledge exchange and
mutual benefit

Additional Checklist

- Have environmentally sustainable ideas been considered?
- What quality assurance and monitoring is in place?
- Is the project in a programme 'Gold Copy' or an optional extra?
- What is the legacy of the project? Is it fixed-term, and can it be expanded upon, replicated, or handed on to other staff after its lifecycle?

Appendix B: Aspirations Assessment

<u>General Information</u>		
<i>Department</i>	<i>Project Description</i>	<i>Key Contacts</i>

<u>World-leading</u>			
<i>Caters to the top students</i>	<i>Provides opportunities for all students</i>	<i>Enhances staff expertise</i>	<i>Improves network of high-quality facilities and performance venues</i>

<u>Renowned</u>		
<i>Builds reputation in market</i>	<i>Builds reputation in industry</i>	<i>Publicised effectively through all channels for maximum benefit to branding, marketing, and PR</i>

<u>Diverse</u>			
<i>Tangible benefit to diversity in student recruitment</i>	<i>Opportunities for students of different backgrounds to integrate</i>	<i>Mitigates risks to international or EU recruitment</i>	<i>Contributes to diversity of staff</i>

<u>Mobile</u>		
<i>Offers outbound student mobility</i>	<i>Offers inbound student mobility</i>	<i>Offers staff mobility</i>

Sustainable

<i>Direct income generation (tangible benefit to student recruitment)</i>	<i>Additional monetization has been considered (ticketed events, grants)</i>	<i>Associated fundraising opportunities have been considered (funding bodies, corporate sponsors, alumni)</i>	<i>Incorporates growth strategies for short courses; innovation; Guildhall Young Artists.</i>

'For life'

<i>A culture of lifetime community</i>	<i>Encourages alumni giving</i>	<i>Creates opportunities for alumni engagement with current and prospective students</i>

Impactful

<i>Leads internationally in developing access to arts, music, and performance education ('socially engaged practice')</i>	<i>Provides students and staff with opportunities to exercise the Guildhall's thematic aim of 'artist in society'</i>	<i>Improves access to disadvantaged international applicants (scholarships, fellowships, in-country delivery)</i>	<i>Incorporates strategies, research, and opportunities from the Institute for Social Impact</i>

Collaborative

<i>Has a formalised MOU/MOA/Contract with an established partner</i>	<i>Exploits effectively the expertise of both/all partners and parties, and represents parity of knowledge exchange for mutual benefit</i>	<i>Involves cross-departmental and cross-faculty collaboration</i>	<i>Existing local partners (Barbican, LSO, ROH, etc.) and international partners (where applicable) have been incorporated where possible</i>