



Choosing and Maintaining International Partners: the INTERMUSIC example

presented by

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Erasmus+



*A New Approach to Music Distance
Learning, Performance and Research*

STARTING POINT

The specific nature of the musical training is to include, in addition to theoretical disciplines, **a large part of instrumental and vocal practice**, both for individual students as well as for chamber and orchestral ensembles: these practices require **active interaction** between students and teachers

The global and highly technological context where the work of higher music education institutions is embedded imply a **technological and methodological development of music teaching** as a consequence.

Moreover, today's research and technologies are exploring new development areas that concern **enhanced environments for learning instrumental practice as well as new forms of online musical creation and performance**, such as Network Music and Network Music Composition.



(INTERActive environment for MUSIC learning and practising)

- OBJECTIVE: to create an **online shared Platform for the distance learning** dedicated to music teaching and practice that will enable **modeling and sharing the best training practices of institutions located in different countries** with the future aim to facilitate the implementation of joint courses and online projects.
- It will support **online synchronous singing, instrumental solo performance and chamber groups classes** where teachers and students interact in real time in an audio-video communication environment of the highest quality.
- It will use and **integrate methodologies and technologies of Blended Learning and Virtual Learning Environments** in music higher education. The available **online lectures will be transnational and shared**, thus providing with excellent prospects for internationalization. This will also ensure continuity, expansion and innovative development over time.

FRAMEWORK:

***ERASMUS+
KA2 STRATEGIC PARTNERSHIPS
FOR HIGHER EDUCATION***

**PROJECT APPLICATION
SUBMITTED IN CALL 2017**

INTERMUSIC

(INTERActive environment for MUSIC learning and practising)

- INTERMUSIC (INTERActive environment for MUSIC learning and practising) is a development project carried out on the basis of a strategic partnership between European Music Higher Education Institutions.
- This project, led by the Milan G.Verdi Conservatoire, is financed through the Erasmus+ Italian National Agency in the framework of the Key Action 2.
- three years, Sept. 2017 – August 2020, €. 439.012,00, 5 partners
- First project ever financed by the Italian NA led by a Music HEI
- Project code: 2017-1-IT02-KA203-036770.

ERASMUS+ STRATEGIC PARTNERSHIP:



Association Européenne des
Conservatoires, Académies de
Musique et Musikhochschulen



THE ROYAL
DANISH
ACADEMY OF MUSIC



POLITECNICO
MILANO 1863

DIPARTIMENTO DI ELETTRONICA
INFORMAZIONE E BIOINGEGNERIA

Quality Assurance by third party:



Advisory Board

Prof. Stefan Gies, AEC Chief Executive

Dr. Carol Johnson, Melbourne Conservatoire

Prof. Gualtiero Volpe, University of Genua

International Communication and Dissemination



AEC

AEC Website

Newsletter

Sessions at International Events

Partner with experience in European projects and knowledge of the network of HMEI

OUTPUTS ARTICULATION 1/2

4 STRUCTURAL OUTPUTS:

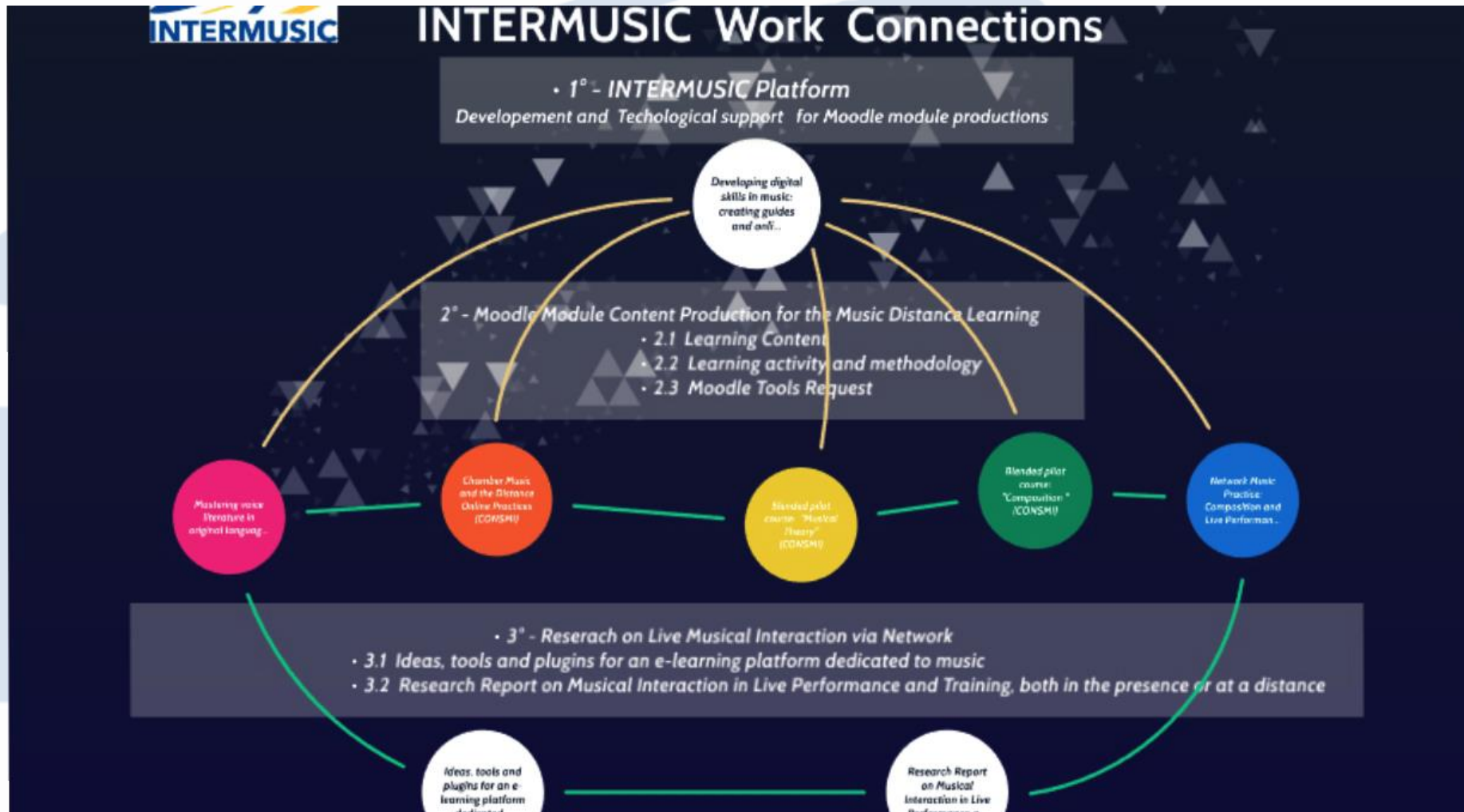
- O1 ONLINE PLATFORM (Moodle)+ O4 GUIDES & MANUALS (Vilnius)
- O2 RESEARCH/ TECHNICAL IMPLEMENTATION (Milan Politechnic)
- O3 RESEARCH ON DISTANCE MUSICAL INTERACTION (Milan Conservatory)

OUTPUTS ARTICULATION 2/2

3 **CONTENT** OUTPUTS (BLENDED COURSES):

- O5 : MUSIC THEORY & COMPOSITION (Milan Conservatory)
- O6 : CHAMBER MUSIC ON LINE PRACTICE(Milan Conservatory)
- O7 : MASTERING VOICE LITERATURE IN ORIGINAL LANGUAGES (Copenhagen)

Output Articulation



TIMELINE

PROJECT TIMETABLE

Project Activity*	MONTHS	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
		set	ott	nov	dic	gen	feb	mar	apr	mag	giu	lug	ago	set	ott	nov	dic	gen	feb	mar	apr	mag	giu	lug	ago	set	ott	nov	dic	gen	feb	mar	apr	mag	giu	lug	ago
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Please insert rows as needed

*Project Activity types:

- An - PROJECT MANAGEMENT AND IMPLEMENTATION ACTIVITIES
- On/An - INTELLECTUAL OUTPUTS/ACTIVITIES
- Mn - TRANSNATIONAL PROJECT MEETINGS
- En - MULTIPLIER EVENTS
- Cn - LEARNING/TEACHING/TRAINING ACTIVITIES
- n - Number of the activity
- *AA1 - Advisory Board meetings
- *AA2 - Advisory Board evaluation report

Please enter all main project activities and meetings, intellectual outputs and related activities, multiplier events and training/teaching/learning activities. Use the reference numbers as they appear in the application form. Where no numbers exist in the application form (i.e. for activities included in project management and implementation), use reference numbers A1, A2, etc. For each activity, meeting or event, indicate the month(s) in which they will be produced/take place by colouring the corresponding cells.

IMPLEMENTED ACTIVITIES

PROJECT SITE:

www.intermusicproject.eu

DEVELOPMENT SITE:

<https://intermusic.lmta.lt>



Choosing partners

- Shared Vision and Goals
- Institutional commitment and expertise on common shared targets (distance learning)
- Sub-targets: based on the specificity and interest of each partner
- Cooperation already consolidated in past years through minor projects (i.e. erasmus student/staff mobility, shared productions etc.)
- Last but not least: IRCs personal acquaintance (key role)

Choosing the coordinator

- Milan chosen as the coordinator because of more chances for the project to be financed by the Italian N.A. (first SP in Music approved in Italy)
- Mutual agreement of partner on choosing Milan as project coordinator
- Staff not already engaged in running other big projects – availability of human resources

Shaping the project – application writing phase

- Starting idea and basic text – materials from previous project application attempt
- Relation to the National Agency
- Choice of the teachers to involve
- Involvement of external experts for specific skills
- Sharing of texts about intellectual outputs with the output leaders
- Choice of double coordination model: one main coordinator + partners as output leader

Managing the project

Complexity project factors:


- Ambitious targets: many outputs, few resources, limited time
- Few partners of different nature (HMEI and Politechnic University)
- Need to make the different outputs «talk» and be functional to each other
- Assure the transnational character of each output and the whole project while putting one of the partners in charge of each output
- The coordinator should both be in control of its output and check and follow up the overall progression of all the activities + take care of the financial management (supported by the Mobility Tool)



Erasmus+

Common issues & risk management

- Tuning WGs working methods: Skype is fine, but meeting in person is often more effective
- Tuning different working calendar (northern vs southern Europe)
- Use of different internal communication strategies case by case
- Paperwork: much work required (templates, questionnaires, reports, etc.). Reducing to a minimum is possible until a certain extent but still...
- Meet the deadlines
- Format and effectiveness of the minutes of the meetings
- Major issues should be managed through an accurate risk management plan integrated in a partnership agreement.

<div>  Preliminary risk analysis </div>									
Potential criticality	Activity	Resulting risk	Possibility of risk occurrence	Danger level of risk	Resulting risk level	Corrective actions taken to limit the likelihood of the risk or the severity of its consequences	Residual risk	Corrective actions taken in case the risk occurs despite the preventive actions implemented	Final level of risk acceptability
Unpredictable absence / impossibility to hold the meeting for the absence of one or more components of the appointed people (management group or management group + advisory board)	Meeting	Impossibility to make the necessary decisions	Low	Medium	Low	At the project start each partner identifies the people who can replace the members of the management team in case they are absent. The replacing staff will need to be promptly informed of the progress of the project	Unpredictable absence / impossibility to hold the meeting of both the appointed and replacing staff	When decisions are to be made, the management team meets, even via Skype, either with people who have been unable to participate personally or with their responsible manager from each institution	Acceptable
Organizational issues that can affect compliance with the implementation times of FAD platforms	FAD platform development and platform development for distance musical performance	Overrunning of planned execution times for the two Platforms (O1 and O2)	Low	Critical	Low	Partners responsible for these Outputs (LMTA of Vilnius and Politecnico di Milano) identify the experienced developers by providing a team with more people for each Platform and any replacement should take place in due time with a regular handover	Simultaneous lack of multiple resources / imprecision of documents concerning the handover between researchers	Experts will be appointed, possibly also with partner extra-budgets, to ensure the development of platforms within the timescale	Acceptable
Organizational issues that can jeopardize the timing of implementation of the foreseen research activities	research development	Overrunning of planned time for the research (O3)	Low	Critical	Low	Partners responsible for this Output (Consilano) identifies the experienced developers by providing a team with more people for each Platform and any replacement should take place in due time with a regular handover	Simultaneous lack of multiple resources / imprecision of documents concerning the handover between researchers	Experts will be appointed, possibly also with the partner extra-budgets, to ensure the development of research within the timescale	Acceptable
Organizational issues relational difficulties and / or incompatibilities between the teaching staff of the programming group	Design and development of Blended pilot courses	Complete and / or partial sharing of course objectives	Low	Critical	Low	The coordinators of the international relations offices, which are a well-tuned team, whose interpersonal relationships are already consolidated through a collaboration of several years, will be the interface to facilitate dialogue and the achievement of the goals of the teaching staff groups.	Poor collaboration between course teachers	The Academic Authorities will appoint substitute Professors with a profile compatible with the objectives of the course	Acceptable
Unpredictable absence of speakers or lack of equipment (projector, teacher, etc.)	Conferences, Congresses and Multipliers Events	Lack of components in the Conference/Congress schedule / inadequate illustration of contents to participants.	Medium	Medium	Low	The Partner in charge for the Conference organization will TRY TO FIND A SUBSTITUTE IF NECESSARY OR INVESTIGATE POSSIBLE REMOTE PRESENCE	Unpredictable malfunctioning of the media needed to draw content from the speakers at such times as not to allow them to be repaired / replaced	The organizing Partner (Conservatory of Milan) will ADJUST THE REPORT IN CASE OF ABSENCES	Acceptable
Organizational issues such as: lack or absence of dedicated staff for that may result in a delay of the scheduled time for the production of guides and on-line courses	Creation of guides and online courses for teachers and technicians	Unexpected overrunning of planned time for the creation of guides and on-line courses	Low	Critical	Low	The Partner in charge for this activity (LMTA) identifies the experienced developers by providing a team with more people and any replacement should place in due time with a regular handover	Lack of substitute staff	Experts will be appointed, possibly also at the expense of the Partner's budget, so as to ensure the delivery of online guides and courses within the timescale	Acceptable
Unexpected absence of speakers or equipment malfunction (projector, teacher, etc.)	Delivery of training activities for staff (teachers and technicians)	Unexpected impossibility to deliver a speech by the absent speaker; major difficulty / inability to fully illustrate arguments to participants	Medium	Medium	Low	The organizing Partners will find a possible substitute in delivering the activity	Lack of effectiveness due to substitution of the assigned teacher	The activity will be rescheduled in accordance to the timeline and contents may be readapted.	Acceptable
Issues on behalf of students such as: difficult access of the platform for technical reasons, unexpected absences, poor performance etc.	Delivery of training activities for students in Blended Pilot Courses	Partial acquisition of expected skills	Medium	Medium	Low	Each Institution will monitor the functionality of the course module provided and the learning process through feedback procedures. At the same time tutors and IT staff will be the main point of contact for the student in case of difficulties.	Inability to reach the goals on behalf of the student	Relevant teachers will adopt compensatory measures to fill the gaps so as to avoid student drop-outs	Acceptable
Accident of a student / a teacher	Delivery of training activities for students in Blended Pilot Courses	Depending on the kind / severity of the accident and its causes	Low	Critical	Low	Implementation of safety measures in the activities venues; dissemination of information about the potential risks for the participants' safety	Accident of a student / teacher caused by a behavior contrary to the indications provided	Management of the accident so as to minimize negative impacts	Acceptable
Prolonged absence / resignation of internal staff	Management of administrative tasks	Loss of specific skills / information not recorded on the expected IT media	Low	Medium	Medium	Training activities aimed at the cross-sectoral diffusion of skills	Prolonged absences / resignations of a significant number of internal staff resources	Activation of procedures for staff substitution	Acceptable
Delays and / or defaults in managing payments to partners	Management of administrative tasks	Failure to carry out the activities	Medium	Critical	Low	Accounts and timeliness of payments will be constantly monitored by the International Relations Office which, in the event of an emergency or delays due to unforeseeable reasons, may have autonomous and privileged access to payment procedures.	Delay in the allocation of funds by the Italian National Agency	Appropriate procedures will be implemented in the Coordinator Administration Council to allow the anticipation at least partially, and reimbursement of expenses to partners with own funds and, if necessary, through the Italian national co-financing.	Acceptable
Delays and / or defaults in submitting the accounts by the partners	Management of administrative tasks	Failure to meet the deadlines set by the Italian National Agency resulting in a possible sanction	Low	Medium	Low	The International Relations Office of Milan will agree with all the partners project administrators on a timesheet and set the criteria for standardizing and simplifying the transmission of accounting data as much as possible. The timesheet will be fixed in such a way as to ensure a sufficiently wide margin to secure a second mandatory deadline.	Unexpected delay beyond the second deadline	The International Relations Office of Milan will systematically urge the project administrators of the relevant partners through the contact points. The opportunity to involve the Rectors will be evaluated just in case.	Acceptable

Mantaining cooperation

- Find the right balance between controlling and choking
- Diplomacy → the coordinator has a key role
- IRCs are the drive belt between the coordinator and the partners
- Foster cooperation beyond the project life: develop new common targets & ideas inspired by the project

Thank you!

PROJECT WEBSITE:

<http://www.intermusicproject.eu>

info@intermusicproject.eu