Choosing and Maintaining International Partners: 
the INTERMUSIC example

presented by
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and Sara Primiterra, AEC (Project Partner)

AEC Annual Meeting for International Relations Coordinators
Prague, 21 September 2019
A New Approach to Music Distance Learning, Performance and Research
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.
➢ **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:
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
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)
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**

**INTERMUSIC Work Connections**

- **1**° - INTERMUSIC Platform
  Development and Technological support for Moodle module productions

  - Developing digital skills in music: creating guides and add...

- **2**° - Moodle Module Content Production for the Music Distance Learning
  - 2.1 Learning Content
  - 2.2 Learning activity and methodology
  - 2.3 Moodle Tools Request

- **3**° - Research on Live Musical Interaction via Network
  - 3.1 Ideas, tools and plugins for an e-learning platform dedicated to music
  - 3.2 Research Report on Musical Interaction in Live Performance and Training, both in the presence or at a distance

- Mastering music literature in original language
- Chamber Music and the Baroque Violin Techniques (CONSMI)
- Selected加剧 course: "Composers" (CONSMI)
- Biennial Music Practice Composition and Live Performances

- Ideas, tools and plugins for an e-learning platform dedicated
**TIMELINE**

### PROJECT TIMETABLE

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<td>Project activity*</td>
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</table>

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
- **Eo** - 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)
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.
<table>
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<tr>
<th>Potential criticism</th>
<th>Activity</th>
<th>Resulting risk</th>
<th>Possibility of risk</th>
<th>Danger level of risk</th>
<th>Corrective actions taken to limit the likelihood of the risk or the severity of its consequences</th>
<th>Residual risk</th>
<th>Corrective actions taken in case the risk occurs despite the preventive actions implemented</th>
<th>Final level of risk acceptability</th>
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<tr>
<td>Unpredictable absence / impossibility to hold the meeting for the absence of one or more components of the appointed people (management group + advisory board)</td>
<td>Meeting</td>
<td>Impossibility to make the necessary decisions</td>
<td>Low</td>
<td>Medium</td>
<td>Low</td>
<td>Low</td>
<td>Unpredictable absence / impossibility to hold the meeting of both the appointing and replacing staff</td>
<td>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 another institution</td>
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<td>Organizational issues that can affect compliance with the implementation times of FAI platforms</td>
<td>FAI platform development and platform development for disease musical performance</td>
<td>Overrunning of planned execution times for the two Platforms (ST and G2)</td>
<td>Low</td>
<td>Critical</td>
<td>Low</td>
<td>Low</td>
<td>Unpredictable lack of multiple resources / appreciations of documents concering the handover between researchers</td>
<td>Experts will be appointed, possibly also with partner extra budgets, to ensure the development of platforms within the milestones</td>
</tr>
<tr>
<td>Organizational issues that can jeopardize the timely implementation of the brainstorming of the external research activity</td>
<td>Research development</td>
<td>Overrunning of planned time for the research (ST)</td>
<td>Low</td>
<td>Critical</td>
<td>Low</td>
<td>Low</td>
<td>Unpredictable lack of multiple resources / appreciations of documents concering the handover between researchers</td>
<td>Experts will be appointed, possibly also with partner extra budgets, to ensure the development of research within the milestones</td>
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<td>Organizational issues related difficulties and / or incompatibilities between the teaching staff of the programming group</td>
<td>Design and development of Blended pilot courses</td>
<td>Complete and / or partial sharing of course objectives</td>
<td>Low</td>
<td>Critical</td>
<td>Low</td>
<td>Low</td>
<td>Unpredictable multifunctioning of the roles needed to flow content from the speakers at such times as not to allow them to be replaced / replicated</td>
<td>The Academic Institutions will appoint substitute professors with roles compatible with the objectives of the course</td>
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<tr>
<td>Unpredictable absence of speakers or lack of equipment (projector, teacher, etc.)</td>
<td>Conferences, Congresses and Multiples Events</td>
<td>Lack of components in the Conference/Congress schedule / inadequate illustration of components to participants</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Unpredictable multifunctioning of the roles needed to flow content from the speakers at such times as not to allow them to be replaced / replicated</td>
<td>The Academic Institutions will appoint substitute professors with roles compatible with the objectives of the course</td>
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<tr>
<td>Organizational issues such as lack or absence of dedicated staff for that may result in a delay of the scheduled time for the development of guidelines on online courses</td>
<td>Creation of guidelines for online courses for teachers and technicians</td>
<td>Unexpected overrunning of planned time for the creation of guidelines and on the courses</td>
<td>Low</td>
<td>Critical</td>
<td>Low</td>
<td>Low</td>
<td>Lack of substance staff</td>
<td>Experts will be appointed, possibly also at the expense of the Partner's budget, so as to ensure the delivery of online guidelines and courses within the milestones</td>
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<td>Unexpected absence of speakers or equipment malfunction (projector, teacher, etc.)</td>
<td>Delivery of training activities for staff (teachers and technicians)</td>
<td>Unexpected impossibility to deliver a speech by the absent speaker, major difficulty / inability to fully illustrate arguments to participants</td>
<td>Medium</td>
<td>Medium</td>
<td>Low</td>
<td>Low</td>
<td>Lack of effectiveness due to substitution of the assigned teacher</td>
<td>The activity will be rescheduled in accordance to the timeline and contents may be readapted</td>
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<td>Issues on behalf of students such as difficult access to the platform for technical reasons, unexpected absence / poor performance etc.</td>
<td>Delivery of training activities for students in Blended Pilot Courses</td>
<td>Partial acquisition of expected skills</td>
<td>Medium</td>
<td>Medium</td>
<td>Low</td>
<td>Low</td>
<td>Lack of effectiveness due to substitution of the assigned teacher</td>
<td>The activity will be rescheduled in accordance to the timeline and contents may be readapted</td>
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<tr>
<td>Accident of a student / a teacher</td>
<td>Delivery of training activities for students in Blended Pilot Courses</td>
<td>Depending on the kind / severity of the accident and its course</td>
<td>Low</td>
<td>Critical</td>
<td>Low</td>
<td>Low</td>
<td>Accident of a student / teacher caused by a behavior contrary to the implementation provided</td>
<td>Management of the accident so as to minimize negative impacts on the students’ participation</td>
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<td>Prolonged absence / resignation of internal staff</td>
<td>Management of administrative tasks</td>
<td>Loss of specific skills / information not recorded on the expected IT media</td>
<td>Green</td>
<td>Medium</td>
<td>Medium</td>
<td>Medium</td>
<td>Inability to reach targets on behalf of the student</td>
<td>Relevant teachers will adopt compensatory measures to fill the gaps so as to avoid student dropouts</td>
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<tr>
<td>Delays and / or defaults in managing payments to partners</td>
<td>Management of administrative tasks</td>
<td>Failure to carry out the activities</td>
<td>Medium</td>
<td>Critical</td>
<td>Low</td>
<td>Low</td>
<td>Payment delays / resignations of a significant number of internal staff resources</td>
<td>Acceptable</td>
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<td>Delays and / or defaults in submitting the accounts by the partners</td>
<td>Management of administrative tasks</td>
<td>Failure to meet the deadlines set by the Italian National Agency resulting in a possible sanction</td>
<td>Low</td>
<td>Medium</td>
<td>Low</td>
<td>Low</td>
<td>Unexpected delay beyond the second deadline</td>
<td>The Italian National Agency will carry out the required procedures in case of delay</td>
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Rev: 03/01/2017
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