ELIA Strategic Focus 2015-2019
The principle mission of ELIA is to represent Higher Arts Education as an influential voice and advocate in promoting the interests of its members. In articulating and demonstrating the value of arts education and artistic research ELIA is committed to enhancing the conditions in which Higher Arts Education can flourish within changing educational structures, nationally and internationally. Guided by a profound commitment to cultural diversity, social inclusion and the roles of art education and artists in our societies, ELIA’s mission continues to be both vital and urgent in the current era dominated by financial uncertainty, global ecological challenges and rapidly shifting political landscapes.

FIELDS OF ACTIVITIES
For the coming four years the ELIA Representative Board proposes to focus on the following four fields and identified objectives and key activities:

- Advocacy and Representation
- Research initiatives and Projects
- Communication, dissemination and marketing
- Organisational infrastructure, including long term planning

OBJECTIVES
Advocacy and Representation
1. Promote the common values of higher arts education;
2. Identify potential strategic partnerships worldwide while ensuring ELIA’s European identity;
3. Review and initiate partnerships and relationships with other networks and organisations to further develop cooperation and joint advocacy;

Research initiatives and Projects
4. Identify effective ways to articulate the value of artistic research through examples of good practice and project outcomes;
5. Initiate activities that influence the shape of the European higher education area through high quality project applications, conferences, symposia and other events for members;
6. Showcase and communicate the creativity and entrepreneurship of students and graduates from member institutions through a range of forms/formats and contribute to the development of a ‘European artistic community’;

Communication, dissemination and marketing
7. Continue to improve the effectiveness of ELIA’s dissemination and communication processes with members and to external communities;
8. Create interactive opportunities to allow the collective knowledge and experience of members to inform developments in higher arts education;
9. Identify key areas of ELIA’s activities to foreground and promote through a range of media formats;

Organisational infrastructure, including long term planning
10. Enable members to respond strategically to economic and political pressures by providing information, data, case studies and expertise to support informed decision making, policy review and development;
11. Empower members through developing services in the field of quality assurance and enhancement;
12. Establish a campaign to expand membership across all European member states and internationally;
13. Establish ELIA as a recognized archive and knowledge base;
14. Establish a Succession Plan to prepare for changes to the leadership and future management of the organisation.

To be endorsed in ELIA General Assembly meeting 15 November 2014 in Glasgow
APPENDIX

ACTIONS WILL INCLUDE:

Advocacy and Representation

1. Promote the common values of higher arts education;
   - Develop and implement strategic plans on advocacy;
   - Develop position papers;
   - Review how ELIA’s mission connects with international cultural policy agenda’s;
   - Prepare funding applications and develop partnerships addressing the value of the arts and the changing role of art schools and artists in our societies;
   - Follow politically relevant developments like ranking, the creative economy, digitalisation, cultural and educational National and European policies such as EU2020 Strategy;
   - Identify relevant issues for ELIA to address;
   - Promote ELIA’s role as a recognized voice for Higher Arts Education among policy makers, relevant agencies, media and non member institutions.

2. Identify potential strategic partnerships worldwide while ensuring ELIA’s European identity;
   - Review the relation ELIA – ALIA and ELIA – AFLIA;
   - Be actively involved in ALIA and AFLIA events and activities;
   - Develop further cooperation with international networks such as AICAD, IFACCA, Australian networks etc.

3. Review and initiate partnerships and relationships with other networks and organisations to further develop cooperation and joint advocacy;
   - Further develop and deepen the discussion and cooperation with AEC, Cumulus and Cilect and initiate think tank meetings and joint activities;
   - Develop cooperation with other networks in the education sector, nationally as well as European;
   - Further develop cooperation with national and international organizations and networks in the cultural sector.

Research initiatives and Projects

4. Identify effective ways to articulate the value of artistic research through examples of good practice and project outcomes;
   - Prepare funding applications in the field of artistic research;
   - Organise events in the field of artistic research;
   - Follow up recommendations from the General Assembly meeting.

5. Initiate activities that influence the shape of the European higher education area through high quality project applications, conferences, symposia and other events for members
   - Organise Biennial Conferences;
   - Organise Leadership Symposia;
   - Organise Teachers’ Academies;
   - Organise conferences on emerging issues;
   - Participate as partners in applications from members and other relevant organisations.

6. Showcase and communicate the creativity and entrepreneurship of students and graduates from member institutions through a range of forms/formats and contribute to the development of a ‘European artistic community’;
   - Further develop the annual NEU/NOW festival, including contacts with professional

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organisations and festivals;
- Develop a training programme promoting entrepreneurship and incubating;
- Develop a NEU/NOW alumni network.

Communication, dissemination and marketing
7. Continue to improve the effectiveness of ELIA’s dissemination and communication processes with members and to external communities;
   - Periodic review communication strategies and develop proposals for improvement;
   - Identify and develop a communication plan for each ELIA project.

8. Create interactive opportunities to allow the collective knowledge and experience of members to inform developments in higher arts education;
   - Update and improve the ELIA website;
   - Update and improve the ELIA database.

9. Identify key areas of ELIA’s activities to foreground and promote through a range of media formats;
   - Identify key ELIA outcomes that could be interesting outside the ELIA community;
   - Develop a PR strategy to promote key ELIA outcomes.

Organisational infrastructure, including long term planning
10. Enable members to respond strategically to economic and political pressures by providing information, data, case studies and expertise to support informed decision making, policy review and development;
    - Organise regional meetings and provide relevant information;
    - Develop handbooks/guides and powerpoint presentations.

11. Empower members through developing services in the field of quality assurance and enhancement;
    - Establish EQ-Arts as an independent accrediting body;
    - Offer members an opportunity to participate in a training programme in quality assurance and enhancement through EQ-Arts.

12. Establish a campaign to expand membership across all European member states and internationally;
    - Identify countries were ELIA is underrepresented;
    - Develop and implement a strategy to recruit new members, actively including board members.

13. Establish ELIA as a recognized archive and knowledge base;
    - Review and organise ELIA’s archive;

14. Establish a Succession Plan to prepare for changes to the leadership and future management of the organisation;
    - Develop a succession plan during 2015.

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