

The challenges at play

Institutional Development Plan

2025–2030

**CONSERVATOIRE
NATIONAL SUPÉRIEUR
DE MUSIQUE ET
DE DANSE DE PARIS**

Editorial

The Conservatoire de Paris's institutional development plan for the period 2025–2030 is a continuation of the one implemented between 2020 and 2025. Based on an in-depth consultation process with our entire community — students, teachers and staff — it is aligned with the vision I have promoted since joining the institution in 2020.

This programme provides a dynamic framework that is designed to be shared, scrutinised and adapted as necessary. Everyone is invited to embrace it, contribute to its implementation, and develop it further where appropriate.

This new institutional development plan begins with a definition of the Conservatoire's purpose, which is a first for us. This foundational exercise enables us to reaffirm what binds us, what drives us and what obliges us — particularly at a time when the role of culture in society is sometimes called into question.

The challenges facing the Conservatoire de Paris extend far beyond the future of our institution. It is about contributing responsibly, ambitiously and determinedly to creating a desirable future in which art can reach, inspire and bring together as many people as possible.

Émilie Delorme, director (July 2025)

Following extensive consultation and workshops held throughout the 2024–25 academic year, the institutional development plan was approved by the Teaching Council and the Social Administration Committee. It was then ratified by the Board of Governors on 2 October 2025.

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The challenges at play

The Conservatoire de Paris was founded during the French Revolution, in a nascent democracy.

Artists played a key role in public celebrations, composing anthems and bringing people together through music.

Today, as a national institution of higher education, the Conservatoire de Paris remains actively engaged, fuelled by the vibrancy of a world-class cultural capital. It trains students in all disciplines of the musical and choreographic arts, from generation to generation.

Boasting a wide range of sensibilities and styles, the Conservatoire provides extensive opportunities for research and creation in dance and music. Through the careful transmission of knowledge and practices over time, and by continuously exploring the repertoire and new forms, it strikes a balance between mastery and challenge, operating from the stage in all areas.

Supported by a wide array of teaching artists, the Conservatoire is an open and fruitful space, a vibrant hub for artistic and cultural connections. It is a generous and supportive environment conducive to study, experience, and developing listening skills and stage presence. It nurtures personalities, works, and the ways in which they are passed on.

It is a space that promotes personal engagement and interaction with others, and uses artistic excellence to serve society as a whole.

The Conservatoire de Paris trains artists to bring the possibilities of the present moment to life.



1. *Adapting and expanding the range of courses for the future*

The CNSMDP is adapting its educational offering in response to changes in artistic practices within the performing arts sector, as well as to the requirements of regulatory frameworks. Notably, it must complete the transition of its educational structure towards the common framework applicable to higher education institutions. The main objective of this strategic priority is to support changes in professions that align with students' aspirations and ambitions. During the 2025–2030 accreditation period, this approach will be combined with a greater focus on supporting career entry.

3. *Accelerating the Conservatoire's internationalisation*

To internationalise the CNSMDP, all of its activities must be imbued with this ethos. As well as student mobility, this means structuring our activities at a European level, notably through our involvement in the IN.TUNE alliance. It also means strengthening collaborations with other continents to improve our creative production and promotion approaches. By doing so, we can also benefit from the practices of other institutions. Internationalisation provides students with an opportunity to acquire the intercultural skills necessary for an international career, while contributing to a more resilient society.

5 *strategic priorities*

2. *Strengthening research and innovation*

The Conservatoire's new Research and Innovation Department is seeking to revitalise and organise its research and publishing policy. This approach will produce research of the highest standard in all the disciplines taught at the Conservatoire, supporting world-class educational practices. The Conservatoire will also diversify its research in order to address societal challenges, promote its research outputs and explore new areas of innovation.

4. *Addressing societal and environmental challenges*

The Conservatoire is committed to integrating societal and environmental challenges into its operations. This includes reducing its environmental impact in light of the current climate emergency, and promoting a culture of diversity, equal opportunities and inclusion. Combating all forms of violence and welcoming people with disabilities are two key shared objectives that foster cohesion within the Conservatoire.

5. *Supporting an ambitious digital strategy*

The CNSMDP is pursuing an ambitious digital strategy that combines data protection, technological innovation, and support for all users of the provided tools. Priority will be given to ensuring easy access to information. Furthermore, teachers will receive increased support in using digital teaching methods. Furthermore, the development of new tools within the Augmented Conservatoire will enhance the institution's teaching and research capabilities.

1. *Adapting and expanding the range of courses for the future*



Adapting courses to reflect developments in artistic and teaching practices whilst meeting the requirements set by the authorities.

Providing more effective support to students in transitioning to their careers by strengthening professional training programmes and fostering alumni networks.

Empowering the various parties involved *to contribute to the Conservatoire's educational dynamic.*

Keeping up the quality and efficiency of our courses by introducing teaching evaluations and striving to optimise student engagement.

2. Strengthening research and innovation

Promoting a culture of research and innovation.

Developing key mechanisms to diversify standards of excellence while addressing societal challenges.

Establishing more intimate connections between creative practice, pedagogy, production, research and innovation.

Implementing a PhD preparatory programme to support the development of funded thesis projects.

Raising the profile of research by using outreach tools such as an interdisciplinary digital journal dedicated to artistic practices.

Building an immersive studio and integrating it into teaching, programming and research.

3. Accelerating the Conservatoire's internationalisation

Facilitating the international mobility of students, staff and teachers.

Improving language teaching.

Taking advantage of the opportunities offered by the IN.TUNE European University, particularly with regard to trialling new teaching methods.

Elevating the internationalisation of pedagogical content by diversifying the artistic practices and repertoires taught.

Strengthening international partnerships.

Facilitating the admission and integration of foreign students, teachers and staff.

4. *Addressing societal and environmental challenges*

Taking into account the repercussions of decision-making regarding quality of work life.

Strengthening existing measures to combat all forms of violence.

Reducing the Conservatoire's environmental impact by prioritising travel, energy consumption and collective catering services.

Continuing to promote equal opportunities, diversity and inclusion through tangible actions to support professional equality.



5. *Implementing a consistent digital strategy*

Establishing digital governance by maintaining a risk management policy that balances security and innovation, and promoting ethical responsibility in the use of technology.

Improving digital accessibility by providing high-performance infrastructure and resources that are accessible to all users to bridge the digital divide and promote inclusion.

Assisting those wishing to adopt digital teaching tools by providing training modules tailored to each individual's learning needs.

Using the new tools developed by the Augmented Conservatoire (an online campus and resource platform) for teaching and research within the institution.

Introducing innovative, optimised solutions for communication, process management, and collaboration by integrating new technologies to improve efficiency.

Launching a dedicated artificial intelligence initiative to support teams in exploring its educational and organisational applications, incorporating monitoring and raising awareness while encouraging ethical reflection on its impacts in the arts and education sectors.

Innovating. Collaborating. Making an impact.

As part of its institutional strategy, the Conservatoire is actively committed to promoting excellence in the arts, science and education. Three projects reflect this ambition, each with its own distinct approach. At a national level, the partnership with PSL University fosters a fruitful interdisciplinary dynamic where research, creation and knowledge transfer converge. At a European level, the IN.TUNE alliance, which is funded by the European Union, unites eight institutions with the aim of creating a transnational, inclusive and innovative arts campus. Finally, at a more sector-specific level, the Augmented Conservatoire, a subsidiary of the CNSMDP, supports the digital transition and continuing education of professionals in the performing arts. Together, these initiatives enable the Conservatoire to anticipate changes in the sector, while also asserting its leading role by combining excellence, innovation and openness.

PSL University (Paris Sciences et Lettres)

Since 2014, the CNSMDP has been a partner member of PSL University, alongside the ENSBA art school and La Fémis film and television school.

The CNSAD national drama academy, the ENSAD school of decorative arts and the Paris Malaquais School of Architecture are constituent members of PSL.

PSL University was the first French university to be recognised as a 'Grand Etablissement', or major national institution, in 2022. The university is governed collegially, allowing its constituent institutions to retain a high degree of autonomy. PSL's status as a Public Experimental Institution (EPE) will end in 2028, meaning the structure must be finalised by that date. Before the end of 2026, the Board of Governors will have to decide whether to join PSL as a constituent institution. The years 2025 and 2026 will allow the CNSMDP to assess the pros and cons of this status.

IN.TUNE

IN.TUNE has been chosen as part of the European Commission's 'European Universities' initiative, which is providing €8.64 million in funding over four years (2024–2028). The project brings together eight higher education institutions. This funding is supplemented by the French government via the national research agency, the ANR.

The partners are developing a joint strategy for excellence in higher education, research and innovation. Building on numerous existing collaborations, they have divided their work into eight areas: governance, mobility, educational innovation, research, skills development, social impact, quality assurance and communication. The European Commission is currently examining options for more sustainable funding for European universities.

The Augmented Conservatoire

The single-shareholder simplified joint-stock company, a subsidiary of the Conservatoire known as the 'Conservatoire augmenté', will continue to follow its roadmap for the period 2025–2030. This includes:

- The launch of the online campus in 2026, a platform for the Conservatoire's continuing education programmes, followed by the gradual expansion of its offerings.
- In 2026, the launch of a resource platform based on partnerships with major stakeholders in the performing arts.
- From 2028 onwards, operation of the immersive studio when it is not being used for teaching purposes by the Conservatoire.

The subsidiary aims to break even financially by 2030.





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Égalité
Fraternité*