ACTIVITY REPORT
2011
# Table of Contents

- Acknowledgements 3
- About ENCATC 4
- 7 Strands 14
  - Advocacy 16
  - Networking 24
- Building Capacity 30
- Research 40
- Mobility 44
- Communication 46
- Cooperation 48
Established in Warsaw in 1992, ENCATC is an independent umbrella organization, and gathers over 100 European higher education training institutions and individuals (experts, lecturers and consultants in cultural management and administration, cultural policies and funding) professionally involved in education and training for the arts and cultural sectors.

In 2011, ENCATC’s main activities included: international advocacy, representation and promotion of vocational training in the field of arts management and cultural policy; an annual conference for approximately 300 members, students and delegates; specialist focused workshops and seminars; training academies; summer schools; research, policy papers and publications relating to European and worldwide issues within arts management and cultural policy; on-line services including a monthly newsletter and a constantly updated website.

Once more ENCATC proved to be the leading European network on Cultural Management and Cultural Policy Education. As proved by our statistics, during 2011, ENCATC was directly involved in the design and implementation of 32 events and it organized for its members 8 study visits in Europe. The 3-day ENCATC Annual Conference attracted 312 participants from 37 countries. A total number of 1,514 people attended our events. The number of multipliers who benefited from results directly or indirectly was 5,456,453 people, in large part thanks to our members being sought for their expertise by radio and television producers. 564 members actively engaged in our activities by contributing to the drafting of documents, voicing our interests at major conferences as well as by implementing European projects.

New additions to the working programme in 2011 included the launch of the ENCATC Journal on Cultural Management and Policy, the Cross Atlantic Education Exchange (CAEE) programme, and the 8th ENCATC Thematic Area, “Performing Arts Management.”

In 2011, ENCATC also realized 16 videos, 27 newsletters, 1 scientific Journal, 2 e-publications, 14 press releases, 9 brochures, and it managed 2 social media channels, 8 blogs and 3 websites. Moreover, our videos were viewed 5,634 times on YouTube and 163,310 visits were registered on our website.

This very ambitious working programme was realised by ENCATC thanks to the financial support of the European Commission and UNESCO. It was also possible thanks to the priceless and invaluable intellectual support and active collaboration of the ENCATC Board, our staff and of all our members who hosted and financed our events.

Cristina Ortega Nuere
ENCATC President

Giannalia Cogliandro Beyens
ENCATC General Secretary
ABOUT ENCATC

I. WHO WE ARE

ENCATC is a membership non-profit organisation gathering over 100 members in 40 countries. It holds the status of associate partner with UNESCO and of observer to the Steering Committee for Culture of the Council of Europe.

ENCATC was established in 1992 to promote transnational educational initiatives in the field of cultural management and cultural policy. By providing educators, researchers, students, policymakers and cultural managers with a long lasting forum for debate, staff and student exchange and professional development.

ENCATC encourages its members and young researchers to pursue, publish, present, and disseminate research in arts and cultural management and cultural policy to strengthen the understanding of cultural management and cultural policy issues in the academic, political and professional field.

ENCATC also aims to contribute to future thinking by monitoring trends and developments that affect the future of arts and culture, by supporting businesses and organizations with strategy development by means of scenario planning, and by developing new educational and training curricula, services and business concepts based on these scenarios.

Our mission

“To stimulate the development of cultural management and cultural policy in Europe and beyond, engaging and responding to new developments in politics, economics, societies and technology”.

II. WHAT WE DO

In 2011, to achieve our seven objectives ENCATC worked alongside the following seven complementary strands:

Advocacy - Developing and influencing policies
By providing expertise and actively contributing to the development and implementation of policies, legislation and programs which are relevant for cultural education and training institutions, ENCATC is a key partner for constructive dialogue with UNESCO, the Council of Europe, the European Commission, the European Parliament and Member States.

To actively contribute to the shaping of their programmes and activities in the field of culture and education in 2001, ENCATC was awarded by UNESCO the status of associate partner and in 2007 the status of observer to the Steering Committee for Culture by the Council of Europe. Since 2008, ENCATC is also an active member both of the European Platform for “Cultural and Creative industries” and “Access to Culture”. Since 2011, ENCATC joined the “Alliance 3.3” set up by Europa Nostra to defend the European cultural heritage. Additionally, ENCATC provides the membership with tools to influence and create change within their own organisation and cultural administration of their countries.

Networking – Sharing and improving knowledge

By providing educators, researchers, students, cultural managers and policymakers with a number of opportunities to meet, exchange experiences, methodologies, curricula, pedagogy and best practices, ENCATC offers a unique professional forum both to further develop and cultural management learning that is rooted into practice and to initiate long lasting partnerships for the development of transnational projects.

Every year ENCATC organises a major international Conference for about 200 delegates in partnership with its members and a number of networking events around Europe and beyond.

Capacity building – Educating professionals and students

By offering its members opportunities to enhance and strengthening their knowledge, skills, competencies and abilities thought seminars, European projects, experts groups and training academies, ENCATC creates opportunities for the establishment of conditions allowing academics, researchers and professionals to engage in the “process of learning and adapting to change”. On an institutional level, ENCATC uses its knowledge and experience as a European network to facilitate other cultural organisations in becoming more established and prominent European players. ENCATC also coordinates a high level pool of experts for a peer to peer learning exchange inside and outside the network.

Research – Creating a European competitive research area

By carrying out, publishes, presents, and disseminates research in cultural management and cultural policy, ENCATC strengthens the understanding of cultural management and cultural policy issues in the academic, political and professional field. By promoting access to cutting-edge research and publications ENCATC also ensures that research feeds into policy making and decision makers have a better understanding of cultural policy and educational issues and ways to address them. As part of its commitment to cultural policy research and education, since 2008, ENCATC organises in partnership with the European Cultural Foundation the Cultural Policy Research Award and an annual Forum for young researchers.
Mobility—fostering the mobility of students, academics, researchers and cultural managers

By actively encouraging the mobility of staff and students across the sectors and among countries and by facilitating cross border dissemination of ideas and best practices ENCATC actively contributes both to the achievement of the Europe 2020 objectives and to foster the reform and modernisation of the education and training systems.

Communication—building of knowledge societies through information and communication

By creating, collecting and disseminating information ENCATC improves the quality and efficiency of education and training thought a number of tools including a monthly newsletter, a constantly updated website, blogs, social networks, a Journal and a bulletin. Through engagement with its partners, ENCATC provides a two-way flow of knowledge related to new learning strategies, employment competencies and attributes for future cultural policy makers and managers.

Cooperation—create dynamic partnerships with major stakeholders

By sharing with others, ENCATC proves its string belief that meaningful partnerships are the foundation for success and enable people and institutions to make continuous improvements. Thought its strategic partnerships ENCATC directs its resources and capabilities to projects we consider most important. Among our major partners we count UNESCO, the Council of Europe, the European institutions, the European Cultural Foundation, ESEF, AAAE, IFACCA, Intearcts, EFA, EUROPA NOSTRA, ELIA, etc.,

III. THE ENCATC OFFICE

The ENCATC office is based in Brussels close to the European quarter in the very prestigious Flagey building. The Brussels office carries out policy, human resources, finance, administration and communication work.

As in previous years, on an ad hoc basis, specialised support (lawyer, webmaster, translator, etc.) was also associated to the permanent staff for activity and project development.

With the objective to actively contribute to the mobility of students, in 2011 ENCATC hosted 4 students from Belgium, Spain, Italy and the United States. For these students, working in Brussels in the ENCATC office headquartered was a great opportunity to discover the European institutions and cultivate experience in a professional multicultural environment.

ENCATC also played an important role in finding placements for 30 students in other cultural offices in Brussels through its PRAXIS newsletter and Marie-Claire Ritome programme.

Once more, in 2011, ENCATC also had the privilege to rely on the strong commitment and generous time of the voluntary Board and its members.

IV. GOVERNANCE

ENCATC has a democratic decision-making structure. The most important decisions are made during the Annual General Assembly (GA).

ENCATC General Assembly

In 2011, the General Assembly took place on 14th October 2011 in Helsinki, Finland, during ENCATC’s 19th Annual Conference. The ENCATC Annual General Assembly, GA, is a statutory body, which generally meets once a year and is open to all ENCATC members. During the GA, ENCATC members review, discuss and approve the overall work programme, budget, membership report, strategic developments and membership fees for the year ahead. In 2011, the General Assembly held board elections and welcomed three new members from Belgium, Finland and France.

The ENCATC Board

The ENCATC Board consists of seven people, representing his/her institution, elected by the General Assembly for a two years mandate. The Board is responsible for the network’s policy and for the design and implementation of the ENCATC annual working programme in collaboration with the ENCATC Secretary General.

The members of the board are also extremely active in implementing a number of activities and projects for the network. Each member of the board takes over a specific responsibility and he/she replaces the Secretary General, when necessary.

In 2011, the Board of Directors met once in Brussels, once in London and twice in Helsinki.
A year of great impact

ENCATC by the numbers

From organising events, providing expertise, disseminating information, publishing communication products, reaching out to TV and radio, and developing partnerships, ENCATC’s activities have had a ripple effect in the cultural management and cultural policy sector. Here’s a look at the network’s

Who did ENCATC reach in 2011?

168,606
Online followers

53,259
Publication audience readers

15,705
ENCATC students and young cultural policy researchers

1,135
Higher education institutions receiving information from ENCATC

1,514
Participants attending ENCATC events and activities in 2011

248
Partners in ENCATC activities

240,048
Professionals at International organisations

40,153
Artists

405,814
General public audience

670
Researchers and academics at ENCATC member institutions

683,483
Cultural organisation followers

4,243,132
Press & Media

5,453,453
The number of multipliers who benefited from results directly or indirectly. See the ENCATC impact assessment 2011 for full details.

In 2011, ENCATC was directly involved in the design and implementation of 32 events.

Participants attending ENCATC events represented 40 countries in Europe and beyond.

In 2011, ENCATC kept nurturing and growing its online community. Communication channels like Facebook and Twitter saw a follower increase of over 100%. Our website traffic also increased by over 80%.

Participants attending ENCATC events represented our member institutions.

4004
video views on our YouTube channel

893
Facebook followers

192
Followers on Twitter

163,310
visits to the ENCATC website
VI. MEMBERSHIP IN 2011

Armenia
Anna Panoian

Australia
University of South Australia, Adelaide

Austria
Christian Henner-Fehr Kulturmanagement
Institute of Culture Management and Culture Studies
Institute für Kulturkonzepte in Vienna
KulturKontakt Austria

Belgium
ICHEC
Fondation Marcel Hicter
Observatoire des Politiques Culturelles
SmartBE Association des métiers de la création
University of Antwerp

Brazil
University Federal Fluminense

Bulgaria
ESSBTI (Ecole Supérieure Spécialisé de Bibliologies et Technologies Informatiques)
SWU - South West University 'Neofit Rilski'

Canada
HEC Montreal
University of Toronto - Scarborough

Croatia
Prokultura
University of Dubrovnik

Cyprus
Kokia Castelli

Czech Republic
Janacek Academy of Music and Performing Arts
University Hradec Kralove

Denmark
Copenhagen Business School

Estonia
Estonian Academy of Music and Theatre

Finland
Helsinki Metropolia University of Applied Sciences
Humak University of Applied Sciences
Mikkeli University of Applied Sciences
Novia University of Applied Sciences
Seinäjoki University of Applied Sciences
Sibelius Academy
The Art & Cultural Professionals Trade Union
Turku University of Applied Sciences
University of Jyväskylä

France
AGECIF

Germany
BBW - Akademie für betriebswirtschaftliche Weiterbildung GmbH
Fachhochschule Potsdam
Institut für Kulturkonzepte Hamburg e.V
Institut KMM Hamburg
Pädagogische Hochschule Ludwigshburg
University of Hildesheim
Hochschule Heilbronn, University of Applied Sciences

Greece
Mesogelako SymvoulEfiko Systema LTD

Hungary
Budapest Observatory

Iceland
Bifröst University

Ireland
National University of Ireland at Galway

Italy
Fondazione ATER Formazione
Fondazione Fitzcarraldo
Monti & Taft
University of Bologna
University of Catanzaro
University of Ferrara
Istituto Luigi Sturzo
Libera Università di Lingue e Comunicazione IULM

Japan
National Graduate Institute for Policy Studies

Lithuania
Lithuanian Cultural Administration Training
Vilnius Academy of Fine Arts

Netherlands
Hogeschool van Amsterdam
Kodex Advisory
Kunstenaars&CO Amsterdam
Utrecht School of the Arts

Norway
Norwegian School of Management BI

Poland
ICC - International Cultural Centre in Krakow
Jagiellonian University
National Centre for Culture in Warsaw
The Maria Curie - Sklodowska University Lublin

Portugal
Catarina Van Pinto
SETEPES FORMACAO / EDUCATION
Universidade Lusófona

Romania
Centre of Professional Training in Culture

We are a growing network
16 new members in 2011
Our network expanded in 2011 to include 16 new members from 12 countries expanding beyond Europe to include members from: Japan, Singapore, Syria, the United Arab Emirate, the United States. ENCATC increased its geographical presence to include 40 countries.
ABOUT ENCATC

**Russia**
- ICP - Institute for Cultural Programmes
- INTERSTUDIO in St. Petersburg

**Serbia**
- Arts Academy Belgrade
- University of Arts in Belgrade

**Singapore**
- LASALLE College of the Arts

**Slovakia**
- Academy of Music and Dramatic Arts (VSMU)

**Spain**
- Diputació de Barcelona. Area de Cultura
- Fundación Autor
- Pedro García Cabrera Foundation
- University of Barcelona
- Universitat Internacional de Catalunya
- University of Deusto in Bilbao
- Xabide, Gestión Cultural y Comunicación

**Sweden**
- DIK Association
- Nätverkstan
- Södertörn University College Högskola in Huddinge

**Switzerland**
- Université de Genève
- Universität Zürich

**Syria**
- The Syria Trust for Development

**Turkey**
- Cekül Foundation
- Istanbul Bilgi University
- Cultural Policy and Management Research Centre (KPY)

**Ukraine**
- Centre for Cultural Management

KusiCreavision

**United Arab Emirates**
- Odehiren Amaize
- Higher Colleges of Technology

**United Kingdom**
- Anglia Ruskin University
- City University in London
- Geoffrey Brown
- Goldsmiths, University of London
- London South Bank University
- Queen Margaret University
- University of Leeds
- University of Kent
- University of Warwick
- University of the Arts London

**United States**
- Columbia College Chicago
- Constance D'Vereaux
- J. Dennis Rich
- Southern Methodist University
- University at Buffalo

**WHO DO ENCATC MEMBERS REPRESENT?**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher education</td>
<td>62%</td>
</tr>
<tr>
<td>Other training organisations</td>
<td>13%</td>
</tr>
<tr>
<td>Arts/Cultural organisations</td>
<td>10%</td>
</tr>
<tr>
<td>Individual members</td>
<td>5%</td>
</tr>
<tr>
<td>Regional agencies</td>
<td>4%</td>
</tr>
<tr>
<td>Consultancy</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
</tbody>
</table>

**ENCATC MEMBERSHIP BY GEOGRAPHICAL REGION**

- Europe: 62%
- Middle East: 3%
- South America: 4%
- South Pacific: 3%
- North America: 10%
- Asia: 5%

**Members in 2011**

- 30 members outside the EU
- 40 countries represented
- 16 new members in 2011

**Members in the EU**

- 97 members

**Members in 2011**

- 127 members

**Countries Represented**

- 40 countries

**Countries Represented**

- 40 countries
ENCATC STRANDS provide the framework for the network’s actions and activities. They represent our priorities and organise all of the events, projects, and interventions realized by the ENCATC in 2011. These “individual” strands are in fact interconnected, influencing and strengthening the overall aims of ENCATC.
ENCATC has a voice in Europe & beyond
Influencing policy beyond Brussels
From the north of Africa, to the Middle East, all across Europe, and to Asia, ENCATC and its members provide expertise to influence policy and developments in the field of cultural management and cultural policy.

I. PROVIDING EXPERTISE AT THE EU LEVEL

ENCATC has established itself as an important partner for constructive dialogue with European institutions and regularly contributes to the European policy debate. ENCATC actively supports the European Commission in achieving the European Agenda for Culture’s three strategic objectives: Promotion of cultural diversity and intercultural dialogue; Promotion of culture as a catalyst for creativity; and Promotion of culture as a vital element in EU external relations.

In 2011, ENCATC concentrated its energy to support the EU cultural agenda and objectives in 5 main areas: participation in the European Platform on the “Potential of Cultural and Creative Industries”; participation in the European Platform “Access to Culture”; support of the European Heritage Alliance 3.3; support of the European Commission’s Agenda 2020; and expertise contributions at EU meetings and conferences when called on by EU officials.

Unlocking the potential of cultural and creative industries

In 2008, ENCATC was selected by the European Commission to join the Platform on “Potential of Cultural and Creative Industries.” ENCATC has been an active member of this European Platform providing expertise to platform members that include more than 40 European organisations representing hundreds of thousands of cultural and creative actors from all fields. The aim of this platform is to unlock the potential of the European cultural and creative industries and deliver recommendations designed to be implemented by decision-makers at the EU, national and local level. The endeavor is to create the optimum conditions in Europe to ensure cultural and creative industries can deliver their full potential in cultural, economic and social terms.

In 2011, ENCATC continued to support the platform through a continuous debate with its members, the European Commission and EU national governments, as well as main actors involved in this issue. ENCATC assisted in the preparation of ad hoc meetings, plenary sessions, and the co-organisation of a one-day workshop.

Workshop on education, skills and professional training for CCI professionals

22 September 2011
Brussels, Belgium

On 22 September in Brussels, ENCATC co-organised with six other PCCI platform members a one-day workshop on education, skills and professional training with the aim to identify best partnership practices between CCIs and the educational sector from different artistic and creative disciplines. The platform knows it is essential for artists, managers and creative professionals to keep their knowledge and skills up-to-date in a constantly changing profession. The 50 workshop participants represented authors, artistic creators and practitioners alike from the arts and cultural sector. The discussion turned around the changing roles of artists and creators, the perceived “mismatch” between the needs and responsibilities of the cultural labour market and education, and the importance of continued professional development and lifelong learning. The workshops resulted in two key messages for the European Platform and major stakeholders: ‘Artists and creators are the creative capital of Europe. Use it!’ and ‘Towards shared responsibilities. Scrap the ‘mismatch.’” The outcomes and recommendations of this workshop were integrated into a final 2011 report sent to policy makers and main stakeholders.

In 2011, the platform published a summary report of workshops and recommendations designed to encourage dialogue and exchange between public decision makers and sectoral operators, but also to identify practical solutions to key issues relating to culture and creation. Recommendations resulting from the platform’s thematic workshops were presented during the 2011 European Culture Forum that took place in Brussels on 20-21 October. ENCATC also gave visibility to the platform’s discussion outcomes and recommendations through the network’s various communication channels.

Read more about the recommendations:

Improving access to culture

ENCATC has been an active member of the “Access to Culture” Platform since it was created in June 2008 in the framework of the structured dialogue process launched by the European Commission – Directorate General for Education and Culture. This Platform has structured its work under three working groups: Audience Participation, Creativity & Creation, and Education & Learning. The Platform’s mandate is to produce concrete political recommendations on how to enable, sustain and increase participation in culture
and diverse avenues of artistic expressions at all levels.

In 2011, ENCATC attended ad hoc meetings, plenary sessions and working group meetings organised by the platform’s secretariat. In addition, ENCATC member Anne Krebs, from the Louvre Museum in Paris and chair of the ENCATC Thematic Area ‘Museums in Europe’, was invited twice to the platform’s Working Group of Member States Experts Open Method of Coordination meetings attended by members from the 27 EU countries. She was asked to share her expertise and the results of the Thematic Area’s 2011 publication “Museums and Municipalities” which outlines the key findings, synergies and differences between the missions of museums and their municipalities. ENCATC also provided expertise on how the economic crisis may help cultural organizations to make key choices, create innovative approaches for audience development and how to provide cultural heritage operators with key principles and concrete methods for implementation in order to better develop an active and consistent policy for cultural inclusion and diversity.

To learn more about the Museums and Municipalities recommendations given during the OMC meetings, visit the ENCATC website:


How do ENCATC’s actions match those of the EU’s cultural agenda?

ENCATC invited to join Access to Culture’s advisory board

July 2011 Brussels, Belgium

Recognising ENCATC for its continuous contribution of high quality expertise and its strong position with EU policy makers, in July 2011 the Platform “Access to Culture” members elected ENCATC’s Secretary General, Giannalia Cogliandro Beyens, to be member of the Platform’s advisory board. ENCATC attended two meetings in 2011 to define the platform’s future strategy. The ACP’s working group “Education and Learning” put out a study on “Untraditional Creative Partnerships – Seven wonders of Arts and Culture in Education.” ENCATC contributed to this study that presents seven best practice examples of untraditional creative partnerships between learning and culture. The research undertaken stems from the first paper prepared by the working group earlier in 2010 that gathered 60 examples. ENCATC also provided expertise to the drafting articles for the platform, one on the impact of digital policies on education and access to culture and a second that mapped ENCATC: Our diverse network has representatives from 40 countries worldwide, 23 in Europe. We foster intercultural dialogue through the exchange of information, practices, curricula and knowledge about issues important to culture, cultural management and cultural policy education.

European Heritage Alliance 3.3

In July 2011, ENCATC joined the newly launched “European Heritage Alliance 3.3.” Gathering more than 25 European and International representatives and organisations active in the wider field of cultural heritage, this new Platform coordinated by Europa Nostra aims to put cultural heritage prominently into the European agenda and to secure necessary funding for it. The name of this newly created Alliance refers to the article 3.3. of the consolidated version of the Lisbon Treaty of the European Union which stipulates that “[The Union] shall respect its rich cultural and linguistic diversity, and shall ensure that Europe’s cultural heritage is safeguarded and enhanced.” The participating organisations and networks bring together Europe’s civil society organisations, historic cities and villages, museums, heritage professionals and volunteers, (private) owners of collections of artifacts, historic buildings and cultural landscapes, educators, town planners, etc., representing a very large constituency composed of tens of millions of Europe’s citizens.

ENCATC was among the organisations and networks represented at the Alliance’s constitutive meeting organised by Europa Nostra in July 2011 in Amsterdam. ENCATC organising a forum workshop on volunteering during the Europa Nostra plenary, 8-11 June 2011 in Amsterdam and attended Alliance 3.3 ad hoc meetings and provided expertise to the platform. ENCATC participated in meetings organised by the Alliance and agreed to prepare a joint position paper on the contribution which Europe’s cultural and natural heritage brings to a series of topical agendas of the European Union, and in particular the Agenda 2020, the Digital Agenda, the Sustainable Development Agenda, the Creative Europe Agenda, the Research & Innovation Agenda, the Climate Change Agenda and the Territorial Cohesion Agenda of the Union.

European Agenda 2020

Europe 2020 is the EU’s growth strategy for the coming decade. In a changing world, the EU wants to become a smart, sustainable and inclusive economy. These three mutually reinforcing priorities should help the EU and the Member States deliver high levels of employment, productivity and social cohesion.

For its contribution to the Europe 2020
Let's enlarge the dialogue

Going beyond the voice of the cultural sector

ENCATC invited Karel De Gucht, the European Commissioner for Trade to give the opening speech at the policy debate in July 2011. ENCATC believes it is vital to bring different sectors together to discuss key issues and cooperate to find solutions to common challenges.

II. PROVIDING EXPERTISE TO PROFESSIONALISE THE SECTOR

As of 2011, ENCATC had 19 years of experience has a European and International cultural network. To transfer its knowledge and contribute to the professionalization of the cultural sector, ENCATC provided expertise to two young networks looking to establish themselves: Future Religious Heritage Association and a second one, the Asia Pacific Network for Cultural Education and Research (ANCER), looking to build a network of higher education institutions in Asia.

III. PROVIDING AD HOC EXPERTISE IN EUROPE AND BEYOND

ENCATC members were solicited for their expertise in specific fields of culture, but also for their expertise in cultural management curricula. In 2011 ENCATC was also asked to provide expertise to other cultural organizations. ENCATC members travelled to Belgium, Egypt, France, Jordan, Italy, Lebanon, Morocco, the Netherlands, Singapore, Slovakia and the United Arab Emirates.

strategy, ENCATC organised a cultural policy debate in Brussels in July 2011. This was the first year ENCATC organised a policy debate in partnership with CIVA, the Centre International pour la Ville, l'Architecture et le Paysage, located in Brussels.

Results from this policy debate were disseminated to ENCATC members via the ENCATC Newsletter along with an online video of the keynote speech. Due to the great success of this debate, ENCATC and CIVA decided to continue collaborating together to organise a yearly policy debate in Brussels that would bring to the forefront for the most pressing issues confronting the cultural sector.

The EU calls on ENCATC and ENCATC responds!

2011 was quite a year for advocacy at ENCATC. In addition to its contribution to European Platforms, their OMC meetings and workshops, ENCATC and its members were asked to share their expertise and knowledge on key EU cultural issues at other major EU meetings and conferences.

From online public consultations on the future of the Culture Programme and invitations to attend EU Culture Sectoral Council and Stakeholder Consultation meetings, ENCATC was an active contributor to the European policy debate. The network's input during these meetings helped to shape EU policy and express the values of ENCATC's members. ENCATC was also asked for its opinion on issues such as the proposal to set up an "EU Level Sector Skills Council in the field of Culture", funding of EU cultural projects, and the future of the EU Cultural Programme.

ENCATC members were also solicited for their expertise and selected to be jury members to select the European Capitals of Culture in Slovakia 2013 and Spain 2016.

Professor Sacco discussed the non-markets channels of culture for smart growth. He looked at the direct and indirect impact of culture, and how they can affect the social well-being, thereby describing culture as social software.

ENCATC's active participation and contributions to ad hoc EU meetings and conferences were communicated via the monthly ENCATC Newsletter and Digest to ENCATC members and over 3 000 followers comprised of policy makers, academics, professionals, cultural operators and cultural management students. Related news and photos was made available on the ENCATC website and through its social media channels for public consultation.

ENTC was strongly represented at the 2011 European Culture Forum which took place on 20-21 October in Brussels. In addition to the participation of ENCATC President Cristina Ortega Nueres and ENCATC Secretary General Giannalia Cogliandro Beyens, three ENCATC Members were invited to speak in their capacity as experts in the cultural field.

Anne Krebs from the Louvre Museum was a key speaker in first panel on "Digitalisation—How to fully exploit opportunities?" Ms. Krebs also took the opportunity to promote the White Paper "Museums and Municipalities" which was drafted in the framework of the ENCATC Thematic Area “Museums in Europe” which she has chaired since 2008.

ENCATC Board Member Gerald Lidstone, Director of the ICCE Institute for Creative and Cultural Entrepreneurship at Goldsmiths, University of London participated in the second panel on “Which skills for culture in a globalised and digitized world?” Professor Lidstone presented to the audience the determinants of employability as well a taxonomy of graduate attributes.

Pier Luigi Sacco, Dean of the Faculty of Arts, Markets and Heritage at IULM University Milan and a then new member of ENCATC, intervened in the third panel focused on “Culture—a smart investment for European regions?”
Where did ENCATC provide expertise in 2011?

International Meeting on Management Action and Culture

24-26 October 2011
Rabat, Morocco

ENCATC’s President, Cristina Ortega Nuere, was invited to speak on panel for “Cultural Action: Society, Identity, Gender” in a panel with Guillermo Escribano, Cultural Counsellor of the Spanish Embassy in Rabat, Morocco. For her intervention, Ms. Ortega Nuere spoke on “Cultural Action Abroad. New challenges of cultural policies: Cultural Observatories.” This international conference brought together a number of specialists from both sides of the Mediterranean. The conference aimed at gathering contributions of joint actions to strengthen and build a professional knowledge platform that would support the creators, workers, professionals, managers and researchers in the world of action and cultural management.

1. BELGIUM

26 January - Brussels // EU Sectorial Council Meeting “An EU Level Sector Skills Council in the field of Culture”
16 February - Brussels // Culture in Motion Stakeholder Consultation Meeting
8 March - Brussels // Working group of Member States experts (OMC)
10 March - Brussels // Access to Culture

Education and Culture Working Group Meeting
April - Brussels // Meeting with Future of Religious Heritage network
14 June - Brussels // Working Group of Member States Experts (OMC)
7 July - Brussels // ENCATC and University of Antwerp Policy Debate “Opportunities of Crisis”
19 September - Brussels // Meeting with Future of Religious Heritage network
20-21 October - Brussels // European Culture Forum
27 October - Antwerp // Eurocities Cultural Forum

2. EGYPT

March - Alexandria // European policy on culture and Creative and Cultural Industries and presentation of ENCATC at l’Université Senghor d’Alexandrie

3. FRANCE

21 March - Angers // Meeting to discuss current and future cultural and external relation strategy for the Université Catholique de l’Ouest
3-4 May - Strasbourg // 10th Plenary Session of the Steering Committee for Culture

30 November - Brussels // EUNIC Conference “Getting Smaller: Perspectives on a Shrinking Europe”
19 September - Brussels // Council Meeting with Future for Religious Heritage Association
18 December - Brussels // European Parliament at the ICD Annual Academic Conference on Cultural Diplomacy 2011

4. GERMANY

13-16 February - Potsdam // “To Culture with Love: Management 2011” Conference

5. ITALY

01 December - Ferrara // Report “Mail Cultural” on Rai 3 Television

6. JORDAN

1-2 June - Amman // International Symposium “Mobility Around the Mediterranean”

7. LEBANON

June - Beirut // European policy on culture and Creative and Cultural Industries and presentation of ENCATC at Saint Joseph University

8. MOROCCO

24-28 October - Rabat // International Meeting on Management Action and Culture

9. NETHERLANDS

8-9 June - Amsterdam // Europa Nostra European Heritage Congress and Liaison Meeting
7 July - Amsterdam // Europa Nostra European Heritage Congress and Liaison Meeting and European Heritage Alliance 3.3

10. SINGAPORE

Meetings with the ANCERT network

11. SLOVAKIA

Slovakian European Capital of Culture

12. SPAIN

28 June // Spanish European Capital of Culture

13. UNITED KINGDOM

30 June - London // EUNIC Cultural Diplomacy Seminar
10 November - London // Making Change: Social Entrepreneurship within the creative and cultural industries
ENCATC provides educators, researchers, students, cultural managers and policymakers with a number of opportunities to meet, exchange experiences, methodologies, curricula, pedagogy and best practices. We offer a unique professional forum to further develop theory and cultural management learning that is rooted into practice. The results of these meetings and exchanges contribute notably to improving knowledge, but also initiate long lasting partnerships for the development of transnational projects.

***19th ENCATC Annual Conference “Culture Forecast”***

12-14 October 2011 Helsinki, Finland

Over 300 academics, researchers, students, arts and culture decision makers, community leaders, cultural operators and artists, from over 39 countries participated in the 19th ENCATC Annual Conference “Culture Forecast” from 12-14 October in Helsinki. It was a privilege for ENCATC to bring together many interesting people to share their ideas, research, curricula, methods, projects and working realities.

This major international event was co-organized by five Finnish Universities of Applied Sciences (HUMAK, Metropolia, Novia, Mikkeli and Seinäjoki) with the support of three local organizations (Cupore Foundation for Cultural Policy Research, TAKU Art and Culture Professionals Trade Union and To Culture With Love). This collaboration resulted in a diverse 3-day programme that included the grand opening reception at Helsinki’s city hall, the Cultural Policy Research Award Ceremony, 3 keynote speeches, contributions from 17 invited speakers and experts, 6 seminars, 6 cultural study visits, 5 parallel research sessions, 2 parallel working group sessions, 1 project presentation session, 1 networking dinner, and rich artistic programme.

**Opening Reception**

The 19th ENCATC Annual Conference was officially opened by ENCATC President Cristina Ortega on the evening of Wednesday 12 October at the beautiful Helsinki City Hall. She was joined by the Acting Cultural Director of the City of Helsinki, Mr. Veikko Kunnas. Mr. Kunnas, warmly welcomed the international audience in attendance and was accompanied by Professor Pekka Vartiainen, Head of the local Finnish team organising the conference.

The official opening of the conference was a grand occasion to announce the winners of the Cultural Policy Research Award and the Mark Schuster Prize for comparative cultural policy research. After the opening remarks and ceremonies, ENCATC members were treated to a cocktail reception hosted by the City of Helsinki to meet and network in a relaxed and convivial atmosphere.

**Transferring Knowledge**

One of the main aims of the ENCATC Annual Conference is to provide members and conference participants the opportunity to learn from experts and discuss hot issues within the vast field of cultural management.

To this end, conference organizers invited 3 keynote speakers and organised 2 parallel working group sessions that divided conference participants into more than 8 groups to exchange ideas, perspectives and best practices with one another.

The 2011 Annual Conference welcomed three keynote speakers and cultural experts: Dr. Saara L. Taalas from the Linnaeus University of Sweden; Dr. Lidia Varbanova from Concordia University in Canada; and Dr. Katri Halonen from the Helsinki Metropolia University of Applied Sciences in Finland. Each keynote speaker shared their expertise with conference participants and brought new perspectives to three important issues:

- “From global hype to local participation - Creative economy re-visited”
- “Cultural Networking: Sustainable Strategies and Innovative Actions”
- “How do cultural intermediaries see the future of cultural production?”

ENCATC organised two parallel “Future Workshops” giving participants the opportunity to dive further into the three conference themes: Culture and Cities; New Audiences; and Networking in the Cultural Field. Groups were instructed to choose one theme and discuss how it will influence the future work of cultural managers. Keeping in mind the European Union’s 2020 Agenda for culture and its objective for innovation as a stimulant for job growth, workshop participants were asked to make a portrait of the cultural manager in 2020 and explore how education should evolve to meet the needs of cultural managers in the future.

The groups reconvened for a final plenary session chaired by Dr. Kati Halonen to conclude the “Future Workshops” and to share final results. From the discussion emerged a holistic picture of the cultural manager, a person acting with one’s whole personality, one that does not get stuck on individual tasks and takes responsibility for the overall process. The role of the 2020 cultural manager will be to bring people together, network and create synergies within and outside the cultural sector (i.e. healthcare), and facilitate a stronger role for cultural audiences through community engagement. As for the need to adapt education practices, conference participants encouraged cultural management education.
presentations divided into 5 parallel Research Session was made up of 25 Cultural Center, YLE – the Finnish National Helsinki on the afternoon of Wednesday, 12
ENCATC organised 6 study visits in years of substantial expertise in their Thematic Area field. Seminars were also saw this as an opportunity to involve local students in the planning of the Annual Conference. A total of 14 cultural management students from the five organizing universities participated in a course entitled “Planning and implementation of an international conference”. This was to give students a “hands-on” experience, acquire practical skills of conference production, planning and organising resulting in in the organisation of the 6 study visits. Students felt it was very useful for their future in the fields of cultural management or event management and to grow their own professional networks.

Involving Students: Tomorrow’s cultural managers This year ENCATC chose to integrate the Annual Student Conference with the main ENCATC Annual Conference. Conference organizers thought it was important to bring in the opinions and experiences of students to learn about their perspectives and expectations as they will soon begin their careers as cultural managers. Organisers also saw this as an opportunity to involve local students in the planning of the Annual Conference. A total of 14 cultural management students from the five organizing universities participated in a course entitled “Planning and implementation of an international conference”. This was to give students a “hands-on” experience, acquire practical skills of conference production, planning and organising resulting in in the organisation of the 6 study visits. Students felt it was very useful for their future in the fields of cultural management or event management and to grow their own professional networks.

Parallel Research Events The 19th ENCATC Annual Conference was the setting for the 2nd ENCATC Annual Research Session was made up of 25 presentations divided into 5 parallel sessions. In addition to this Research Session, the ENCATC Annual Conference was the umbrella for a series of other research events taking place in Helsinki. These included the 5th Young Cultural Policy Researchers Forum, the 5th Cultural Policy Research Award Ceremony and the 1st Mark Schuster Prize for Comparative Cultural Policy Research Ceremony.

ENCATC integrated these events into the Annual Conference programme with the aim to stimulate networking between young researchers attending the YCRP Forum and ENCATC members participating in the ENCATC Research Session and Annual Conference. We take a specific interest in supporting the young research community and work with other institutions like the European Cultural Foundation to realize such goals to create successful exchanges between established and young researchers. The young researchers were invited to attend the ENCATC opening reception and ceremonies. Both target groups benefited from the cross disciplinary, cross cultural and cross generational exchange that result from bringing all these research events under one umbrella.

To read more about these research initiatives, see page 40.

Supporting local artists Continuing a tradition of supporting local artists, the ENCATC Conference invited artists to participate in the conference's cultural programme. ENCATC members and conference participants were treated to performances from local artists such as the musical group MALTTI, a traditional Finnish folk and rhythm music band, and musical duo Niillas Holmberg and Roope Mäenpää, who entertain with a unique style, mixing their cultural and musical backgrounds. The cultural programme also included a visit to Cartes Flux 2011, an international festival of new media arts consisting of short films, installations and performances. Finally, attendees were welcomed by Marianna Kajantie, Deputy Director of Culture for Helsinki to a private film viewing of "Ambush" (Rukajärven tie) at Bio Rex, Finland’s only historically restored cinema.

Conference Outcomes The main result of the Annual Conference is the ENCATC Final Report Publication and the second edition of the ENCATC Journal of Cultural Management and Policy to be published in 2012. The aim of the Final Report publication is to reflect the activities of the ENCATC Conference, to share findings and ideas resulting from the exchanges and debates with eminent politicians, academics, and cultural operators around the topics tackled during the event. By publishing the Final Report, ENCATC strives to enhance the debate on cultural management and cultural policy, and to further contribute to boosting creativity and innovation in Europe through education and culture. Finally, it serves as a source for up to date material ENCATC members and major stakeholders can use as a reference document in their professional and academic work.

To read the final Annual Conference report, visit our website:
Internationally renowned and upcoming researchers in cultural management and cultural policy presented papers. Participants travelled to Helsinki in 2011 to attend the 19th ENCATC Annual Conference. For the 2nd edition of the ENCATC Annual Research Session, 5 parallel sessions were organised in Helsinki. 25 internationally renowned and upcoming experts in cultural management and cultural policy presented papers. Study visits to cultural organisations across the Finnish capital provided participants with new insights and fresh ideas. Cultural seminars co-produced with the ENCATC Thematic Area chairs and included guest experts who shared their knowledge and experience for the benefit of all participants.}

**ENCATC Annual Conference 2011 in numbers**

- **40** Countries represented
- **312** Participants travelled to Helsinki in 2011 to attend the 19th ENCATC Annual Conference.
- **40** Countries represented
- **6** Cultural seminars co-produced with the ENCATC Thematic Area chairs and included guest experts who shared their knowledge and experience for the benefit of all participants.
- **25** Internationally renowned and upcoming researchers in cultural management and cultural policy presented papers.

**NETWORKING**

**ENCATC Annual Conference 2011 in numbers**

- **40** Countries represented
- **312** Participants travelled to Helsinki in 2011 to attend the 19th ENCATC Annual Conference.
- **40** Countries represented
- **6** Cultural seminars co-produced with the ENCATC Thematic Area chairs and included guest experts who shared their knowledge and experience for the benefit of all participants.
- **25** Internationally renowned and upcoming researchers in cultural management and cultural policy presented papers.

**ENCATC Annual Conference 2011 in numbers**

- **40** Countries represented
- **312** Participants travelled to Helsinki in 2011 to attend the 19th ENCATC Annual Conference.
- **40** Countries represented
- **6** Cultural seminars co-produced with the ENCATC Thematic Area chairs and included guest experts who shared their knowledge and experience for the benefit of all participants.
- **25** Internationally renowned and upcoming researchers in cultural management and cultural policy presented papers.

**ENCATC Annual Conference 2011 in numbers**

- **40** Countries represented
- **312** Participants travelled to Helsinki in 2011 to attend the 19th ENCATC Annual Conference.
- **40** Countries represented
- **6** Cultural seminars co-produced with the ENCATC Thematic Area chairs and included guest experts who shared their knowledge and experience for the benefit of all participants.
- **25** Internationally renowned and upcoming researchers in cultural management and cultural policy presented papers.

**NETWORKING**

**ENCATC Annual Conference 2011 in numbers**

- **40** Countries represented
- **312** Participants travelled to Helsinki in 2011 to attend the 19th ENCATC Annual Conference.
- **40** Countries represented
- **6** Cultural seminars co-produced with the ENCATC Thematic Area chairs and included guest experts who shared their knowledge and experience for the benefit of all participants.
- **25** Internationally renowned and upcoming researchers in cultural management and cultural policy presented papers.

**ENCATC Annual Conference 2011 in numbers**

- **40** Countries represented
- **312** Participants travelled to Helsinki in 2011 to attend the 19th ENCATC Annual Conference.
- **40** Countries represented
- **6** Cultural seminars co-produced with the ENCATC Thematic Area chairs and included guest experts who shared their knowledge and experience for the benefit of all participants.
- **25** Internationally renowned and upcoming researchers in cultural management and cultural policy presented papers.
BUILDING CAPACITY

ENCATC offers its members opportunities to enhance and strengthen their knowledge, skills, competences and abilities through seminars, experts groups and training academies. In these environments, academics, researchers, professionals and students are encouraged to engage in the process of learning and adapting to change.

Since 2007, ENCATC also coordinates a high level pool of experts for peer to peer knowledge transfers inside and outside the network through eight Thematic Areas covering a range of topics in the wide field of cultural management and cultural policy.

I. TRAINING FOR PROFESSIONALS

ENCATC is not only focused on offering its members the opportunity to learn how to better prepare the next generation of cultural managers, but is also committed to providing training and skill development for cultural professionals already active in the labour market. This commitment not only professionalises the sector but also makes it more sustainable.

When ENCATC organises training opportunities, it is important that skills and knowledge gained are transferred to more than just those who attended. Participants are encouraged to share their acquired knowledge and experiences through such activities with their superiors, colleagues, trainees and/or students. For its part, ENCATC conducts interviews with participants and expert contributors in order to widely disseminate information about the training sessions through its media and communication tools.

ENCATC / University of Kent Summer School

17-22 July 2012
Brussels, Belgium

The first International Art Professionals Summer School, organised by the University of Kent, School of Arts, in partnership with ENCATC, took place in July 2011 in Brussels. The program attracted twelve cultural professionals from Europe, Australia and Asia, currently working in theatre, dance, opera, museums and cultural festivals. It was an intensive week of presentations, workshops and group discussions on key issues in arts management including: European cultural policy frameworks, economic sustainability, entrepreneurship, fundraising and funding ethics, audience research and development, and models for cultural programme evaluation. Participants welcomed the practical focus of the summer school and the chance to discuss new practices and thinking in the sector. The programme also included an excursion to the Ghent Festival and a tour of the BOZAR Centre for Fine Arts in Brussels with its Director, Paul Dujardin. Finally, the summer school was an excellent opportunity for young/early career cultural managers to network and establish partnerships.

II. EUROPEAN PROJECTS

In 2011, ENCATC was involved in one European project and the continued promotion of previous projects. Through participation in these European projects, ENCATC fosters exchanges with new partners on practice and research. ENCATC plays an important role in the dissemination of project outcomes and results. It's vast network of members and followers in Europe and beyond is an added value to these projects, raising their visibility to an international level.

ENCATC knows the exploitation of project results is a necessity to ensuring a project’s sustainability long after it has officially closed. As a network of academics, educators, trainers and cultural operators, ENCATC’s membership base is in constant reflection and debate about key issues explored in these European Projects thus ensuring that project results are revisited, discussed and exploited.

CREA.M
Creative Blended Mentoring for Cultural Managers

December 2011 - October 2013

CREA.M, Creative Blended Mentoring for Cultural Managers, officially kicked off in December 2011 with its first partner meeting in Rome. CREA.M aims to map the skills and competences needed in the cultural sector by elaborating a creative blended mentoring system deployed into learning outcomes to foster creativity, entrepreneurship, and intercultural competences for cultural managers. CREA.M is targeted at professionals of the cultural sector, who have experience but can’t find solid placement in the labour market nor have access to C-VET.

The project will run for a period of 24 months, from December 2011 until November 2013. The project’s final results will be disseminated during an international conference to be held in October 2013 in Brussels. The CREA.M consortium of eight partner organisations includes three ENCATC members: Istituto Luigi Sturzo, University of Deusto and Goldsmiths, University of London. Their involvement serves as further proof that ENCATC plays an important role not only as a communication provider in these types of projects, but also as a provider of expertise.

The project also serves the European Agenda’s 2020 objective to boost jobs in the cultural sector. CREA.M will contribute to job growth by helping cultural managers update their skills and competencies so they can find stable employment or create their own job opportunities. All of this is made possible thanks to CREA.M’s support from the European Commission’s Leonardo da Vinci programme which funds innovative projects in the field of vocational education training.
Although the European project “Artists Moving & Learning” ended in 2010, this doesn’t mean that ENCATC’s work is done. In 2011, ENCATC continued to communicate and promote the project’s findings outlined in the project’s European report. In Amman, Jordan on 1-2 June 2011, the “Artists Moving and Learning” report was present by Xavier Llandabidea from the University of Deusto, a member institution of ENCATC and a project partner, at the Symposium exploring “Mobility Around the Mediterranean”. This Symposium, which aimed to expand on and develop a renewed understanding of contemporary mobility with a special focus on artistic mobility, was an attempt to respond to the evident shortage in literature on mobility as a tool for learning, dialogue, and artistic exchange and as a new-old paradigm around the Mediterranean basin. For this occasion, the “Artists Moving and Learning” report was translated into Arabic and represents an important milestone for ENCATC and the Thematic Areas now have Google Groups to receive weekly updates, share experiences, enhance collaboration, keep in touch with peers, ad research, make new contacts, and announce events.

“Artists Moving & Learning” (October 2008 - October 2010) was financed by the European Commission under the European project “Artists Moving & Learning” (October 2008 - October 2010) was financed by the European Commission under the EUROCITIES Culture Forum and expert meeting which took place in Antwerp, Belgium on 27 October to present the White Paper from the Museums and Municipalities policy analysis grouping. Whereas the Forum was open to representatives and officers from the cities, the restricted meeting was reserved for elected politicians as well political advisors. The politicians’ discussion focused on relations between cities and museums. High profile attending this meeting included vice Mayors from Antwerp (Belgium), Nantes (France), Vilnius (Lithuania) and Tampere (Finland). Speaking to mayors from around Europe was key to getting the project results in the hands that could most benefit and exploit from the project findings. The White Paper was drafted in the framework of the ENCATC Thematic Area E=MU² – Museums & Municipalities.

III. ENCATC PROJECTS

ENCATC offers a unique Bibliography on Arts Management and Cultural Policy. This database helps members and students to find useful texts and articles in different area such as Arts funding, Arts festivals, Cultural industries, etc. So far in 2011, this database included more than 950 publications and is growing. One of the major resources for teaching all areas of Arts Management and cultural policy is texts, books reports, and articles. All university courses compile bibliographic reading lists for their students. As a resource large lists themselves are useful but also can become a challenge to negotiate. They become more useful if there is some guidance from teachers as to which might be a priority. By pooling its resources ENCATC’s bibliography database gains considerable value.

IV. ENCATC THEMATIC AREAS

With the aim to better structure the transfer of knowledge, methodologies, experiences and comparative research programmes taking place within the network, ENCATC launched 6 Thematic Areas in 2007. Each Thematic Area addresses a specific topic, selected after a wide consultation amongst ENCATC members and thus they represent the interests and priorities of the network.

By the end of 2011 the ENCATC Thematic Areas had grown to 8 with the addition of the “Performing Arts Management Thematic Area. The other 7 Thematic Areas are:

- Creative Industries & Arts Management
- Understanding Heritage
- Monitors of Culture
- Museums in Europe
- Europe International
- Urban Management and Cultural Policy of Cities
- Arts and Health.

The Thematic Areas are open to non-members from external bodies and institutions, i.e. organizations with expertise, and legitimacy in the area addressed. Throughout the year, Thematic Area chairs were active in organising seminars, publishing articles and reports, providing expertise, and facilitating the transfer of practices, knowledge and methodologies. Each year, the hold an annual meeting and co-produce major seminars and study visits in the framework of the ENCATC Annual Conference. To learn more about the ENCATC Thematic Areas and to receive weekly updates visit the ENCATC website.

Download full publication on the project-dedicated website:

www.encatc.org/moving-and-learning


To read the recommendations in English or in French, visit the ENCATC website.
Creative Industries & Arts Management
Chair: Lotta Lekvall, Nätverkstan, Sweden

Europe is watching a new industry take form and figures from the EU Commission show that the cultural and creative sector is growing. Cultural industries and the creative sector are substantially contributing to European GDP and employment thanks to creativity and innovation stimulating regional and local development across Europe. Culture is a motor for growth and is economically important, how should municipalities, regions and states act to support and develop this growing sector? How should infrastructure around art and culture be built to offer possibilities for a growing and vivid cultural life? And how are we to view a cultural sector that is to be both economically viable and retain its artistic integrity? How is an education designed for the 21st century in content, methods, pedagogies and schedule-designing? And what is our responsibility as educators and trainers with regard to future cultural entrepreneurs?

This Thematic Area explores and discusses topics related to the cultural and creative industries, entrepreneurship, innovation, cultural management, creative spaces, and artistic work. The aim is to grasp a better understanding of these questions and topics and relate them to education and training. In an attempt to reflect and deepen understanding, the Thematic Area organises seminars and study visits to meet and exchange knowledge, ideas and reflections with other thematic area members in order to learn and stimulate new thinking.

Understanding Heritage
Chair: Claire Giraud-Labelle, UCO, France

The expansion of leisure time in European countries provides new opportunities for discovering heritage. In addition, the increase of travel and the development of technology and the media make the public more demanding with regard to culture and tourism. To meet this new reality, and to stand against competition, public and private sites must re-think the mediation and education practices they offer to their public(s), come up with appropriate solutions for diverse needs, explore all the possibilities offered by new developments and even support the emergence of new artistic forms. It is necessary to review existing programmes and methods, to include new models and even create specific pedagogical programmes for initial education and continuous training in the heritage sector.

This Thematic Area is a platform for dialogue and exchange between education and training institutions, heritage organisations and researchers. The aim is to achieve increased awareness among the local public and decision-makers of historical sites as a resource for local development; develop high quality training material on mediation and education programmes applied to heritage sites; have this material produced and widely shared and disseminated; and to ensure a number of good practices are identified, documented and promoted.

Monitors of Culture
Chair: Cristina Ortega Nuere, University of Deusto, Spain

Cultural observatories constitute a recent phenomenon that has arisen in Europe by the end of the 20th century. They seem to be the consequence of increasing importance of information, the change of paradigm of knowledge in modern society and the link between decision-making in the design of policies and the development of a contrasted indicators system. It is important to gather, and disseminate useful information to organisms in charge of the observation of cultural phenomena and clarify the role and nature of cultural observatories while exploring innovative cultural information systems.

“Monitors of Culture” aims to reflect on the future role of Culture Observatories in Europe. The Thematic Area’s members aim to set up a framework for a discussion platform and exchange best practices with the goal of improving the design and the evaluation of culture policies. It is important to promote the role, essence and nature of cultural observatories; to assist in training and education to capitalise cultural observatories; and to support the system, that is cultural policies, in cultural development. Members work to strengthen collaboration between cultural observatories in terms of exchange of information and knowledge and supplies cultural managers active in the field with useful information they can exploit immediately. To assist those actively gathering and interpreting cultural data it is key to understand, recognize and indentify what kind of skills and knowledge (methodologies, information systems, etc.) are needed for these cultural managers. Therefore, it is important to introduce didactic options for teaching, learning and executing methodologies for gathering data about cultural supply and demand.

Museums in Europe
Chair: Anne Krebs, Louvre Museum, France

Traditionally regarded as the custodians of rare or precious objects, and analysed as driving forces for local tourism, museums are today viewed as places where people and communities come together, and also as production centres and drivers for goods and services of all kinds, ranging from cultural products to hospitality services. They even serve as symbols for regions seeking to emphasise their vitality and attractiveness. Furthermore, this movement – for a long time restricted to a few old or dominant countries – is spreading throughout the world, as testified by the large number of museum projects in Asia and the Middle East. Europe has to a large extent been at the forefront of the emergence of this “cultural facility”.

The “Museums in Europe” Thematic Area aims to understand the new responsibilities and the new management rules of museums. The transformation in the status and role of museums has obvious consequences for their management and governance. The multiple functions fulfilled by museums, whatever their location, urban or rural, are forcing them to innovate in terms of the wide range of services they offer and in terms of creating new business models. In the light of this new scenario professional and academic stakeholders need to develop new skills. Educational programmes dealing with audiences’ policies and mediation are to be permanently updated. A balance must be found between theoretical and practical approaches and shared with cultural operators who can best employ them in the field.
Europe International
Chair: Gerald Lidstone, Goldsmiths, University of London, United Kingdom

There is a need to develop thinking on the cultural relationship between Europe and the rest of the world, to move the thinking on from a goal of ‘Intercultural Dialogue’ to the dialogue being a process rather than an aim. The aim being to use the dialogue to achieve actions that lead to intercultural respect, if not understanding. With regard to policies and competencies, staff and students need to develop competencies and skills to work worldwide across and between cultures, to understand and respect cultural differences in both policy and management. This is best achieved through dialogue with partner organisations and networks in countries outside Europe.

Members of the ‘Europe International’ Thematic Area research existing and emerging networks worldwide concerned with the teaching of international cultural policy and cultural management and where appropriate develop a relationship with them, for example the new Higher Education Cultural Policy network in Japan, UK Cultural Policy and Management Network and the Asia – Europe Foundation.

It is important to research and share knowledge of the specific international schemes and funding to facilitate international exchange of the arts of member EU and related countries – to encourage inclusion within curricula and discussion and analysis. Through symposia the role of national cultural agencies are examine in a European and international context, agencies such as the Institut Francois, Goethe Institut, British Council, Instituto Cervantes, Romanian Cultural Foundation, and the OMNI Foundation Bulgaria.

Urban Management and Cultural Policy of Cities
Chair: Svetlana Hristova, South-West University, Bulgaria

Cities are increasingly seen as sites in which new forms of identity can be created and co-exist – for example through the promotion of innovative design and new architectural developments, culture-led urban regeneration and creative management of public space. There is a current process of rescaling governance and growth and the potential role for cities as a driving force for social change in a new ‘European society’, where Europe is becoming a community of cities and not of nations. Therefore, the dynamics of European cities in a range of contrasting contexts, related to various forms of inclusion-exclusion, requires closer attention in order to understand contemporary processes of socio-cultural change and the potential for managing such change in the urban environment.

Against the background of this new urban reality, this Thematic Areas aims to organise a creative core of scientists and practitioners in the area of urban management and cultural politics of the city for sharing professional experience, exchange of information and developing of joint projects of common concern. The aim is to raise awareness of civil society and relevant institutions about the possibilities for urban regeneration policy and the potential of urban environment as a factor for social integration of various disadvantaged groups living with the city limits. There is furthermore a clear need to create a bridge between academics and urban policy-makers by involving them in academic and research programmes, and to sensitizing them to existing innovative practices and shifts in urban planning and regeneration.

Arts and Health
Chair: Pia Strandman, Helsinki Metropolia University of Applied Sciences, Finland

The field of arts and health is viewed as a growing sector in meaning-intensive production and creative economy with beneficial cultural, social, employment and economic results. There is every hope that this context also can offer job opportunities and economic results. There is every hope that this context also can offer job opportunities for the artistic community. Those who can build bridges are in high demand as there is an obvious need and financial pressure for finding and developing new and more effective working methods.

The “Arts and Health” Thematic Area deals with activities, which fall into the borderline area of art and culture as well as social services and health care. Activities in this field combine the culture/art field, social services and health care and cover a wide range of approaches. Arts/cultural managers and coordinators have important competencies to offer in order to enrich the cooperation with the social and health sector: such as project planning, funding and managing. In addition to experienced professional arts/cultural practitioners within this interdisciplinary field, there is a need for creative but humble attitudes and understanding a wide comprehension of various approaches. In partnership working, a common area has to be found. In beneficial art activities the aims and objectives are shared. It may be said that in the context of arts and health there are four main areas which need to be studied further and which are explored in this Thematic Area: those of applied art and culture itself, interdisciplinary team work and co-operation, management, and finally education/training and research. So far most of the research conducted in the area is evidence-based.

Performing Arts Management
Chairs: Svetlana Wardadzina, VSMU, Slovakia & Blanka Chadiakova, JAMU, Czech Republic

Performing art (music, theatre, dance) management tertiary education is offered by two types of main shareholders. First, there are big universities providing performing art management specialisations or study modules as a part of their art management, cultural policy, art administration, economics and administration study programmes. The main factor is the students’ research capacity and academic staff. However, these programmes demonstrate a weakness in their communication with the professional environment of the performing arts and mass education. Second, there are art schools and academies at the university level who offer programmes focused on management of their core artistic disciplines. For these academies and arts schools, their strength is in their close connectivity with the professional field; however their weakness is they lack the demanded research capacity. For the future development and educational quality of performing art programmes both are important: influence of the professional sphere and a strong research capacity.

To respond to this need, the “Performing Arts Management” Thematic Area identifies new training needs and educational and managerial skill requirements (within the new/reshaped Europe) of the professional sphere and employers in Europe. Members discuss how to incorporate development of professional environment into study programs and profiles, design appropriate curricula in performing arts and incorporate needs of professional environment into research activities, collect national specifics of performing arts management and offer diverse view within the Europe (of course the entrepreneurial for both shareholders etc.), develop teaching methodology, and strengthen the mobility issues in the performing arts.
Once per year the ENCATC Thematic Areas come together for an annual meeting and co-produce seminars and organise study visits in the framework of the ENCATC Annual Conference.

In 2011 at ENCATC Annual Conference in Helsinki, the Thematic Area chairs co-produced 6 seminars open to conference participants and Thematic Area members. The themes centred on: “Culture does Good!”, “Cultural Sustainability of a City in Precarious Times”, “Building Together the Agenda for Performing Arts”, “Monitors of Culture: Creativity is Healthy”, and “From Cultural Diplomacy to Cultural Cooperation”.

Seminar participants were joined by 6 cultural experts invited to share their knowledge and contribute to lively discussions. Each seminar also had corresponding study visits to take participants onto the terrain and engage with local cultural organisers and discover the artistic scene in Helsinki.

This was the 4th time the Thematic Areas have had an annual gathering. Growing each year, these seminars have become important building blocks of the ENCATC Annual Conference and will continue to be an integral part of our Annual Conferences in the future.

Where did ENCATC’s Thematic Areas organise events in 2011?

1. BELGIUM
   08 March - Brussels // Presentation of White Paper “Museums and Municipalities in Europe”
   01 October - Brussels // Launch of the Performing Arts Management Thematic Area
   27 October - Antwerp // Presentation of the White Paper “Museums and Municipalities in Europe”

2. CROATIA
   22 September - Split // Colloque “Le patrimoine et les Politiques publiques: Quelle gouvernance, quels enjeux?”

3. FINLAND
   18 February - Helsinki // Mapping of cultural management training in arts and health
   12 October - Helsinki // Annual ENCATC Thematic Area study visits
   14 October - Helsinki // Seminar: “Cultural sustainability in a city of precarious times”
   14 October - Helsinki // Seminar: “Building together the agenda for the Performing Arts Management Thematic Area”
   14 October - Helsinki // Seminar: “Creativity is healthy”
   14 October - Helsinki // Seminar: “From cultural diplomacy to cultural cooperation?”

4. ITALY
   01 April - Ferrara // Debate on “Public and private management of cultural heritage: An international comparison”
   30 May - Ferrara // “Understanding Heritage” Conference

5. PORTUGAL
   27-30 September - Coimbra // Annual Symposium on Animation of Public Space through the Arts: Innovation and Sustainability

6. SLOVAKIA

7. SPAIN
   16-20 October - Bilbao // Tuning Academy Seminar: “Tuning Russia”

8. UNITED KINGDOM
   London // Launch of a new research forum “International Cultural Relations Multidisciplinary Forum”
ENCATC supports, produces, publishes, presents and disseminates research in cultural management and cultural policy, thus strengthening the understanding of cultural management and cultural policy issues in the academic, research, political and professional spheres. By promoting access to cutting-edge research and publications, ENCATC also ensures that research feeds into policy making by providing decision makers with a better understanding of cultural policy and educational issues and ways to address them. ENCATC also prides itself on its commitment to support emerging cultural policy researchers who are making early contributions to the field and will become tomorrow’s experts.

I. A NETWORK ACTIVE IN HIGH QUALITY RESEARCH

For many years, ENCATC has proven to be able to attract well established researchers and or experts in the field of cultural management and cultural policy and bring to its activities new talent from all over Europe and beyond. To stimulate and provide greater visibility to this area, ENCATC launched in 2010 an Annual Research Session. The major result of this event was the publication of the first ENCATC Journal of Cultural Management and Policy in 2011.

ENCATC Journal of Cultural Management and Policy

14 October Helsinki, Finland

ENCATC launched the prototype for the first issue of the online ENCATC Journal of Cultural Management and Policy during the 19th ENCATC Annual Conference in Helsinki in 2011. The objective of the ENCATC Journal is to stimulate the debate on the topics of cultural management and cultural policy among scholars, educators, policy makers and cultural managers. The Journal is based on a multidisciplinary perspective and aims to connect theory and practice in the realm of the cultural sector. This new publication also aims to be a platform for multidisciplinary debate and new perspectives among researchers.

In its first edition, the ENCATC Journal is composed of 7 articles from 10 authors on a wide range of different cultural fields: culture and creativity, cultural management, cultural policies, marketing, local development, entrepreneurship, and education applied to the cultural sector. The Journal counts among its International Advisory Board 15 members from 8 countries as well as several guest reviewers, who are established experts in their respective cultural fields.

International Conference on Arts and Cultural Management, AIMAC

3-6 July Antwerp, Belgium

ENCATC was closely involved in the 11th International Conference on Arts and Cultural Management (AIMAC 2011) which took place in Antwerp, Belgium, on 3-6 July 2011. The conference was organised by ENCATC member, the University of Antwerp’s master programme in Cultural Management in collaboration with the Antwerp Management School. This biennial research conference provides a forum for exchange of insights and perspectives in the field of arts and cultural management. In addition, ENCATC had a strong presence at the conference with 7 members on the conference’s Scientific Committee and 8 ENCATC member institutions present papers. More than 200 participants attended the AIMAC conference – 20% of them representing ENCATC.

In the framework of the AIMAC 2011 Conference, ENCATC also organised a major policy debate “Opportunities of Crisis”. Participants had the opportunity to listen to Karel De Gucht, European Commissioner for Trade and the discussion panel of 9 experts debate on what the economic crisis ultimately means for policy-makers, leaders and managers in the cultural sector, and how cultural organisations can best adapt in this new changing environment. For more information on the debate, please see page 20.

2nd Annual ENCATC Research Session

14 October 2011 Helsinki, Finland

The 2nd ENCATC Annual Research Session took place in Helsinki on 14 October in Helsinki. Due to the high number of quality article submissions, the ENCATC Research Session was divided into five parallel thematic sessions. Altogether 25 papers were presented by researchers in 14 countries (Belgium, the Czech Republic, Finland, France, Germany, Italy, Japan, the Netherlands, Russia, Serbia, Spain, Ukraine, the United Kingdom, and the United States.) To offer young researchers the possibility to mingle with established experts and researchers, 8 of the 25 Research Session presenters were participating in the Young Cultural Policy Researchers Forum. The ENCATC Research Session provides an environment for researchers to share their work with their peers, take feedback and answer questions.
II. SUPPORTING EMERGING RESEARCHERS

Since its establishment, ENCATC has been committed to helping young researchers at the beginning of their research career by establishing a network of young researchers in cultural policy in Europe and also introducing them to established researchers who are members of ENCATC. Since 2008 ENCATC was honoured by the European Cultural Foundation to manage two major research initiatives: the Cultural Policy Research Award and the Young Cultural Policy Researchers Forum.

In July 2011, ENCATC recommended 3 previous CPRA winners to the European Commission for an expert meeting on the impact of culture/cultural policies on regional and urban development organised by the DG Culture and Education (OECD). CPRA winners Sophia Labadi (2008), Davide Ponzini (2009) and Claire Billen (2010) were invited to present their perspectives and expertise.

On the evening 12 October, during the official opening of the 19th ENCATC Annual Conference, the 2011 Cultural Policy Research Award Ceremony was held. The Award’s 7 high-profile international jury members and the 6 CPRA finalists took to the stage at the Helsinki City Hall to hear the announcement of the 10 000 EUR Award winner.

The winner of the 2011 CPRA was Aleksandar Brkic, a PhD student at the University of Arts in Belgrade, Serbia. The 10 000 EUR Award will allow Mr. Brkic to carry out and publish his winning project proposal entitled “Cultural Policy Frameworks (R)econstructing National and Supranational Identities: Balkans and European Union.” The research will use comparative analysis and the “integrated” policy research approach to explore cultural policy tools that were used for the purpose of (re)constructing new national identities in three former Yugoslav states (Serbia, Croatia, Macedonia), and compare them with the cultural policy tools of EU in support of supranational identity of the union, focusing on France, Netherlands and Germany, with the aim of revealing cultural frameworks that support the construction of both type of identities, national and supranational, and exploring similarities and differences between them.

The Cultural Policy Research Award was launched in 2004 by the European Cultural Foundation (ECF) and the Riksbankens Jubileumsfond and is developed in partnership with ENCATC.

To read the publications of previous Award winners visit the ENCATC website.


The Young Cultural Policy Researchers Forum is an initiative of the European Cultural Foundation in partnership with ENCATC.

Mark Schuster Prize Ceremony

12 October 2012 Helsinki, Finland

Immediately following the announcement of the CPRA winner, the first Mark Schuster Prize was awarded to Thomas Perrin (France) from PACTE-Grenoble University and IUEE-Barcelona, one of the 6 CPRA finalists. The 1000 EUR prize was contributed by Professor Luís Bonet (University of Barcelona) and Mark Schuster’s family. To prove the capacity of ENCATC to spotlight the next generation of high quality researchers, Thomas Perrin was awarded the merit prize for the 2011 EU Committee of the Regions’ Doctoral Thesis Competition.

Mark Schuster (1951-2008) was a distinguished researcher whose work concentrated on mapping the cultural policy landscape. He was Professor of Urban Cultural Policy at the Massachusetts Institute of Technology and was a public policy analyst who specialised in the analysis of government policies and programmes with respect to the arts, culture and urban design. Dedicated in his memory, the Mark Schuster Prize recognised the best recently published paper on comparative cultural policies presented by a young researcher. It was integrated into the CPRA Package that already included the CPRA and the YPCR Forum.
MOBILITY

ENCATC strongly believes every experience abroad brings new perspectives, expands networking circles, and fosters intercultural dialogue and cultural respect. For educators, researchers and cultural managers mobility within and beyond the cultural management and cultural policy communities is vital for continued development and expansion of curricula, fostering transnational education programmes, creating long-term partnerships and encouraging mutual understanding, trust and tolerance. For students, professional experience in another country has endless benefits; not only do they put into practice knowledge and skills acquired during their studies, but training and working abroad introduces them to a wider labour market, its constraints, duties and opportunities all while offering new perspectives and ways of working.

ENCATC works to promote transnational learning mobility through a wide variety of programmes, tools and research at the service of our members. In addition to these programmes and tools, the geographical diversity of our events invites members to travel and meet with their colleagues from across Europe and the rest of the world. In 2011 ENCATC was directly involved in the design and implementation of 32 events. Over 1 500 participants representing 39 countries attended. All of these efforts to have proven to be a great success, helping educators, researchers, cultural managers, artists and students from across sectors and countries to expand their horizons and acquire new skills that will be needed for the jobs of tomorrow.

I. MOBILITY PROGRAMMES

Thomassen Fund
To assist individuals and/or organisations keen to contribute their expertise to the ENCATC network, but who may not have the financial means to do so, ENCATC set up the Thomassen Fund in 1999. This fund is intended to help institutions facing financial difficulties by providing travel grants or matching grants to pay membership fees. Since its inception, the Thomassen fund has awarded over 150 grants in 18 countries. In 2011, the fund once more provided support to institutions facing financial hardships. Ensuring these institutions are able to remain part of the network allows them to exchange experiences, improve their skills and competences, develop curricula and new educational tools, create projects and build relationships with ENCATC’s diverse membership base.

Cross Atlantic Education Exchange (CAEE)
To strengthen ties with academics, researchers and cultural managers in Europe, the United States and Canada, ENCATC developed the Cross Atlantic Education Exchange (CAEE) initiative in late 2011. This initiative aims to bring attention to cross Atlantic mobility and knowledge transfers in order to encourage further exchanges and synergies between the two continents. In 2012 under CAEE, ENCATC will be promoting its activities to a wider North American audience and giving more visibility to our American members in Europe.

II. MOBILITY TOOLS

PRAXIS Newsletter
ENCATC publishes PRAXIS, a monthly newsletter widely disseminated through our information service gathers internship and placement possibilities in a variety of institutions across all cultural sectors Europe and beyond.

Student visits
ENCATC regularly organises study visits for students from its member or partner organisations who come to Brussels. Students and their professors are welcome to the ENCATC office to meet with staff, learn about ENCATC’s activities, and discuss current issues related to networking, cultural management and cultural policy.

III. RESEARCH & MOBILITY
ENCATC engages in research by taking the lead in a number of EU projects like “Artists Moving and Learning” (2008-2010) and we encourage artist mobility with the support of our member SMARTtie, an association for professional artistic trade and creation who has over 40 000 members.

The idea to develop CAEE came about after ENCATC’s President, Cristina Ortega Nuere, was in Boston, USA to present the network at the Association of Arts Administration Educator’s Annual Conference. For years ENCATC has understood the importance of being more than a European network. With members in over 39 countries, the diversity of our membership base is one component that makes us a strong network, CAEE will expand its coverage as our membership grows to include Central and South America.

Marie Claire Ricome mobility programme
Launched in 2001, the Marie Claire Ricome mobility programme assists for students wishing to have a placement in Brussels or wanting to meet key cultural players and policy makers in the European capital, by providing some financial support to make this a reality. Today ENCATC is recognised as one of the most active organisation in placement in Brussels for the cultural sector.

Trans Europe Express (TEE)
In partnership with ENCATC member, Université Catholique de l’Ouest in Angers, France, TEE was launched in 2009 with the aim to give international experience to cultural management students. Students prepare a 10 day tour in another European city to meet with cultural operators and professionals, establish contacts and organise study visits to deepen their understanding around a chosen theme. Taking the European Union’s 2011 European Year of Volunteering as their inspiration, 19 cultural management students began preparing their itineraries, meetings, and visits to one of 8 European cities to have a better understanding of youth engagement and volunteering in the cultural sector. TEE blends practical skills of fundraising and project organisation with a methodological component needed for theme content development and research analysis. TEE students will travel and carry out their fieldwork in January 2012 to be followed by a publication of their findings and experiences.

Promoting mobility
Our events in over 15 European cities
Amsterdam, Netherlands
Antwerp, Belgium
Barcelona, Spain
Berlin, Germany
Bilbao, Spain
Bratislava, Slovakia
Brussels, Belgium
Coimbra, Portugal
Ferrara, Italy
Genoa, Italy
Helsinki, Finland
Ittre, Belgium
London, United Kingdom
Paris, France
Rome, Italy
Split, Croatia
Vienna, Austria

II. MOBILITY TOOLS

PRAXIS Newsletter
ENCATC publishes PRAXIS, a monthly newsletter widely disseminated through our information service gathers internship and placement possibilities in a variety of institutions across all cultural sectors Europe and beyond.

Student visits
ENCATC regularly organises study visits for students from its member or partner organisations who come to Brussels. Students and their professors are welcome to the ENCATC office to meet with staff, learn about ENCATC’s activities, and discuss current issues related to networking, cultural management and cultural policy.

III. RESEARCH & MOBILITY
ENCATC engages in research by taking the lead in a number of EU projects like “Artists Moving and Learning” (2008-2010) and we encourage artist mobility with the support of our member SMARTtie, an association for professional artistic trade and creation who has over 40 000 members.

The idea to develop CAEE came about after ENCATC’s President, Cristina Ortega Nuere, was in Boston, USA to present the network at the Association of Arts Administration Educator’s Annual Conference. For years ENCATC has understood the importance of being more than a European network. With members in over 39 countries, the diversity of our membership base is one component that makes us a strong network, CAEE will expand its coverage as our membership grows to include Central and South America.

Marie Claire Ricome mobility programme
Launched in 2001, the Marie Claire Ricome mobility programme assists for students wishing to have a placement in Brussels or wanting to meet key cultural players and policy makers in the European capital, by providing some financial support to make this a reality. Today ENCATC is recognised as one of the most active organisation in placement in Brussels for the cultural sector.

Trans Europe Express (TEE)
In partnership with ENCATC member, Université Catholique de l’Ouest in Angers, France, TEE was launched in 2009 with the aim to give international experience to cultural management students. Students prepare a 10 day tour in another European city to meet with cultural operators and professionals, establish contacts and organise study visits to deepen their understanding around a chosen theme. Taking the European Union’s 2011 European Year of Volunteering as their inspiration, 19 cultural management students began preparing their itineraries, meetings, and visits to one of 8 European cities to have a better understanding of youth engagement and volunteering in the cultural sector. TEE blends practical skills of fundraising and project organisation with a methodological component needed for theme content development and research analysis. TEE students will travel and carry out their fieldwork in January 2012 to be followed by a publication of their findings and experiences.

Promoting mobility
Our events in over 15 European cities
Amsterdam, Netherlands
Antwerp, Belgium
Barcelona, Spain
Berlin, Germany
Bilbao, Spain
Bratislava, Slovakia
Brussels, Belgium
Coimbra, Portugal
Ferrara, Italy
Genoa, Italy
Helsinki, Finland
Ittre, Belgium
London, United Kingdom
Paris, France
Rome, Italy
Split, Croatia
Vienna, Austria

II. MOBILITY TOOLS

PRAXIS Newsletter
ENCATC publishes PRAXIS, a monthly newsletter widely disseminated through our information service gathers internship and placement possibilities in a variety of institutions across all cultural sectors Europe and beyond.

Student visits
ENCATC regularly organises study visits for students from its member or partner organisations who come to Brussels. Students and their professors are welcome to the ENCATC office to meet with staff, learn about ENCATC’s activities, and discuss current issues related to networking, cultural management and cultural policy.

III. RESEARCH & MOBILITY
ENCATC engages in research by taking the lead in a number of EU projects like “Artists Moving and Learning” (2008-2010) and we encourage artist mobility with the support of our member SMARTtie, an association for professional artistic trade and creation who has over 40 000 members.
ENCATC facilitates access to information inside and outside the network through a number of communication tools including a monthly newsletter, a constantly updated website, blogs, social networks, an online Journal and a bulletin. Building on its monthly newsletter, interviews and other publications, ENCATC is inviting its members to engage, exchange and discuss through these adopted channels.

Newsletters
Our monthly newsletter offers update-to-date information on European policy development as well as on activities of ENCATC and other organizations. This is a member only service. ENCATC publishes a shorter Digest Newsletter for non-members to keep the public informed of our activities. In 2011, ENCATC also produced two special edition newsletters to promote the 19th Annual Conference.

News Flashes
On a frequent basis, ENCATC members and major stakeholders receive news flashes from the ENCATC office in Brussels. In 2011, ENCATC sent 115 short news flashes about partnership opportunities, publications, grants, calls for papers and interesting events.

Interviews
ENCATC in Contact is an integral part of the ENCATC newsletter. In each newsletter ENCATC interviews one of its members about their ongoing projects, their view on changes in the field of cultural management and their expectations of the network. Interviews may also be with key players in cultural policy or other important areas impacting the cultural sector.

Blogs
In 2011, ENCATC continued its blogs for its thematic areas and introduced a new one on performing arts management. The new layout provides readers with more access to each area’s objectives, activities and outcomes. The blogs are intended to promote dialogue within the cultural management community.

Videos
ENCATC uploaded 15 videos to its YouTube channel. In 2010, our videos were viewed 1,630 times. These videos also provide ENCATC members, students, educators and stakeholders who are unable to travel to our seminars and conferences to watch interviews with keynote speakers and to experience our activities at a distance. In 2011, ENCATC produced over 3 hours of content, interviewed 27 people, 2 seminars, 2 keynote speeches and 1 award ceremony. Over the course of the year, ENCATC videos were viewed by 1,282 followers. These videos have become popular with university professors who use them in their classrooms as teaching tools to launch and compliment class discussions.

Press Releases
ENCATC’s PR list has over 4,000 followers who receive information about our events and activities promoted through our press releases. This information is also disseminated to 249 individuals from ENCATC member institutions.

Printed Publications
ENCATC members are actively publishing the outcomes of their activities. In 2011 we published our Annual Conference publication 2010, the 2010 ENCATC Activity Report, and the first issue of the ENCATC Journal of Cultural Management and Policy.

Other Publications
We provide, since 2001, an on-line database on existing training programmes in Europe, the Russian Federation, the Caucasus and Central Asia, Latin America, the Caribbean Area and Africa in cooperation with UNESCO, in addition to our regular ENCATC publications.

Television
2011 attracted the attention of major media to take a closer look at best practices in sustainable management by seeking input from top experts. Three ENCATC members were sought out for their expertise on the Italian Television station RAi3 for its report “Mali Culturali” that aired on 1 December 2011 to millions of viewers.

Radio
Giannalia Cogliandro Beyens, ENCATC’s Secretary General was interviewed by FuoriAula Radio Network with an audience of over 30,000 listeners.

ENCATC Communication in 2011

<table>
<thead>
<tr>
<th>Newsletters</th>
<th>27</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online videos</td>
<td>16</td>
</tr>
<tr>
<td>Press Releases</td>
<td>14</td>
</tr>
<tr>
<td>Publications</td>
<td>3</td>
</tr>
<tr>
<td>Brochures</td>
<td>9</td>
</tr>
<tr>
<td>Blogs</td>
<td>8</td>
</tr>
<tr>
<td>Websites</td>
<td>2</td>
</tr>
<tr>
<td>Social Networks</td>
<td>2</td>
</tr>
</tbody>
</table>
ENCATC forges dynamic partnerships with major stakeholders through strategic alliances in different world regions. Meaningful partnerships are the foundation for success and enable people and institutions to strengthen ties, launch new initiatives and reach a wider audience. Through its strategic partnerships, ENCATC directs its resources and capabilities to projects we consider most important. Among our major partners we count UNESCO, the Council of Europe, the European institutions, the European Cultural Foundation, AAAE, IFACCA, Interarts, EFA, EUROPA NOSTRA, and ELIA. In 2011 ENCATC continued or forged new partnerships with 64 institutions and organisations in over 20 countries.

European Union
ENCATC is one of the privileged European networks active at the EU level in the field of education and culture. Through regular interaction with the European Parliament and the European Commission, ENCATC keeps its members informed about the direction of European education and culture policies. In addition to contributing to the development of these policies, ENCATC is also a main partner in European projects funded by the European Commission.

UNESCO
ENCATC has had strong ties with operational relations to UNESCO since 2000. In November 2011 in Paris, UNESCO reclassified its NGO partnerships following the approval of new directives adopted by the General Conference during its 36th session. Under this new directive, ENCATC was awarded the prestigious Associate Status because the network had proved competence in the field of education and has a record of regular major contributions to framing UNESCO’s objectives and implementing its programmes. This new partnership means ENCATC will maintain effective coordination with UNESCO’s field units and with the National Commissions for UNESCO in the various countries. This new statutory framework modernises, simplifies and renews the UNESCO engagement for a stronger and more efficient partnership between UNESCO and NGOs and bears witness to UNESCO’s determination to be more open to external partners and civil society.

Council of Europe
ENCATC was launched in 1992 under the auspices of the Council of Europe, in the framework of its “Training of cultural administrators” programme. Since its creation, ENCATC has maintained strong ties to the CoE. The network has the status of observer to the Council’s Committee of Culture. In 2011, ENCATC was invited to attend the 10th Plenary Session of the Council of Europe’s Steering Committee for Culture from 3-4 May in Strasbourg, France.

European Cultural Foundation
ENCATC has been among the key partners of the European Cultural Foundation since 1999. There is a regular exchange of information and expertise between ECF and ENCATC, particularly in supporting young cultural policy researchers. The Young Cultural Policy Researchers Forum and the Cultural Policy Research Award are two concrete initiatives organised jointly by the European Cultural Foundation, LabforCulture, Riksbankens Jubileumsfond and ENCATC.

European House for Culture
ENCATC is one of 10 members participating in the European House for Culture. It is a physical working-meeting-place for networks in Brussels. Members of the House support and advocate on behalf of the arts and culture and believe in international networking. Meetings with the House’s other members are held each month. This is an environment for ENCATC to learn what other cultural networks are doing and for ENCATC to promote its own activities. Members can also look to establish partnerships to implement projects and activities where they may lack the resources to do it on their own. ENCATC also attended to check stop meetings (in September and December) as well as several ad hoc meetings on a bilateral basis to build synergies.

Association of Arts Administration Educators
In 2011, ENCATC continued to promote and reinforce its partnership with its American sister organisation. ENCATC reinforced ties the Association of Arts Administration Educators in the United States. On 7-9 April 2011, ENCATC’s President, Cristina Ortega Nuere, presented ENCATC at the AAAE Annual Conference in Boston, Massachussets. This was an excellent stage for ENCATC to make itself known to a wider North American audience. The success of this exchange reinforced ENCATC’s vision to strengthen ties abroad and resulted in the creation of the Cross Atlantic Education Exchange initiative (see page 44 for more information).

ENCATC “Happy Hours”
In December 2011, ENCATC launched its first “Happy Hours”. This informal evening event offered organisations based in Brussels and working in culture and education an opportunity to meet for mutual exchanges. Following the success of this initiative, ENCATC will organise more “Happy Hours” in 2012 in cooperation with Culture Contact Point Flanders and Culture Contact Point Wallonie-Bruxelles.

ENCATC EVENTS
Through the implementation and design of our events we are very fortunate to collaborate with over 50 cultural organisations to produce exciting content for our members and major stakeholders. ENCATC greatly values the results of these synergies. ENCATC cooperated with: A Soul for Europe – AEAA – AEC – AIMAC – Association Marcel Hicter – CES – CICC – Conficavla – Cupore – ECF – ECSA – EFA – EUNIC – Eurocities – Europa Nostra – Europe of Culture Forum – European Composers’ Forum – European Conference