



# ENCATC

The European network on cultural management and policy



"#51 Citrus" by e.c.johnson via Flickr CC BY-NC 2.0.

## ENCATC Collaborative Masterclass "Leadership development in the European cultural sector: paradigms, pedagogies and practices"

### PROGRAMME & PRACTICAL INFORMATION

22.03.2016

Brussels,  
Belgium

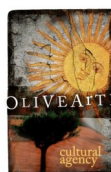
The collaborative masterclass  
is organised by:



ENCATC is:



In partnership with:



The "European Cultural  
Leadership" project is funded by:



Co-funded by the  
Erasmus+ Programme  
of the European Union



REGION  
VÄSTRA GÖTALAND

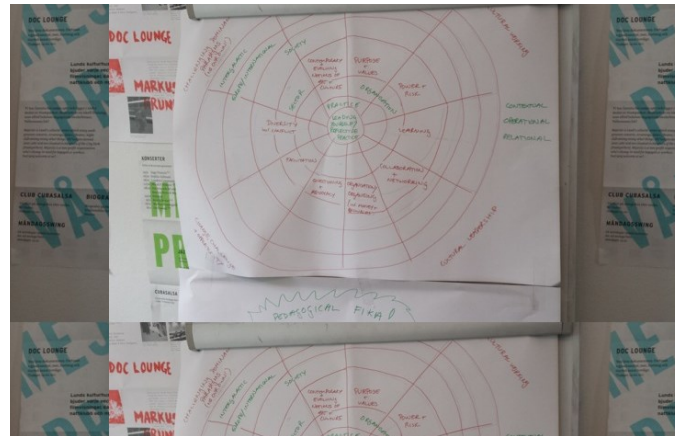
## ABOUT THE ENCATC COLLABORATIVE MASTERCLASS

ENCATC's collaborative masterclass aims to explore **cultural leadership development in a European context**, from theoretical, contextual and pedagogical perspectives. **Exchange experiences, knowledge and research** with the team who are developing a **new cultural leadership development programme** with our 21st century challenges firmly in mind. Consider a range of stimulating provocations from guest speakers; **expand your professional network**; and **build bridges** for future collaborations. Your input and point of view will be invaluable contributions, and thanks to the collaborative masterclass's rich programme and interactive format, you are sure to leave with **new ideas, thoughts and inspiration** for your own work!

The ENCATC collaborative Masterclass is organised in the framework of the "[European Cultural Leadership](#)" project, a two-year partnership initiative supported by Erasmus+ and Västra Götaland region Sweden. The project consortium is led by Nätverkstan Kultur in Sweden and includes ENCATC, Trans Europe Halles, and the Olivearte Cultural Agency.

## BACKGROUND ON THE "EUROPEAN CULTURAL LEADERSHIP" PROJECT

The European cultural field is in the midst of dramatic cultural, social, and economic change. Globalization, migration and digitization are some of the surrounding factors precipitating such change and affecting the conditions under which art and culture exist today: welfare models and old funding systems are in decline; traditional borders between the artist and the audience are being scrutinized; established cultural institutions are struggling with underfunded



budgets, as well as a declining audience base. Future leaders in European cultural organizations and projects will need the capacity to meet these challenges in order to navigate the stormy and unpredictable waters of modern Europe.

There is a pressing need in the cultural sector, especially in its relationship with wider civil society, to develop the capacity to provide relevant analysis and to create developmental and change processes in cooperation with other players.

Nätverkstan in Göteborg (Sweden) initiated a study in 2009 to learn more about Swedish cultural leadership. The findings highlighted 5 areas of deficit for the Swedish cultural sector with regard to leadership:

1. There are few opportunities for the development of cultural leadership and existing programs and training tend to focus only on management.
2. Art and cultural organisations find it difficult to recruit people with relevant competence.
3. Leadership, in contrast to other areas of activity within arts and culture – for example artistic competency – has a relatively low status in organizations.
4. Leadership development programs need to be developed based on the specifics of the cultural sector.

5. Younger people often find it difficult and receive little support to build capacity needed for responsible positions and functions.

On sharing these results with wider European partners, we have come to believe this is not only a question for Sweden but that we can identify the same need for building cultural leadership capacity in a changing society around Europe. As a result, the European Cultural Leadership programme was born, a partnership between Nätverkstan, Trans Europe Halles, Olivearte Cultural Agency and ENCATC to develop a course in cultural leadership that is relevant to the needs and future development of the arts and culture sector in Europe.

## PROJECT AIMS, OBJECTIVES AND ACTIVITIES

The aim of "European Cultural Leadership" is to develop an educational program that provides an increase in capacity, skills and knowledge for emerging leaders in the European cultural field, specifically to:

1. Examine the changes in the cultural field and the new challenges within the employment sector.
2. Modify and revise methods for leadership and organisational development and make these suitable for the specific conditions within the cultural field.
3. Develop and update specific course modules and facilitating skills.
4. Design an educational process combining different course modules.
5. Pilot parts of the educational program and evaluate.
6. Implement the results with other European partners.

The two main objectives of the programme are:

1. To develop the strategic partnership between expertise in vocational training, cultural professionals and researchers in establishing an international leadership education programme using innovative methods based on the specific logic of art and cultural organisations, their conditions and challenges.
2. To equip emerging leaders with the skills and competences needed in their meeting with future challenges and to increase their interest for and competence in international co-productions and intercultural sensibility.

The programme activities will be carried out in the frame of three dimensions of cultural leadership – operational, contextual and relational – as a starting point to prioritise a number of strategic areas. These could range from methods to evaluate cultural organisations with non-monetary criteria to scenarioplanning not just focusing on trends but things that we take for granted: leadership in relation to artistic processes etc.

## FOR MORE INFORMATION ABOUT THE PROJECT

[www.europeanculturalleadership.org/om/](http://www.europeanculturalleadership.org/om/)

# PROGRAMME

Tuesday, 22 March 2016

CIVA, Rue de L'Hermitage 55, 1050 Brussels

09:30 - 10:00 ARRIVAL & REGISTRATION

*Tea, coffee and water available throughout the day.*

## - MORNING SESSION -

10:00 - 13:00 WELCOME & INTRODUCTIONS

**Annick Schramme** (ENCATC President)

**Karin Dalborg** (CEO Natverkstan Kultur, Gothenburg, Sweden)

**Sue Kay** (event facilitator)

### FOUR PROVOCATIONS AROUND OUR QUESTION:

*How can we better understand the direction, challenges and needs of leadership development in the European cultural sector?*

**Jon Price** (Senior Research Fellow, Gray's School of Art at Robert Gordon University, Scotland): *Locating cultural leadership*

**Hatem Hassan Salama** (theatre director, Project Manager, Tandem Shaml: Europe and Southern Mediterranean Region): *Process-orientated cultural leadership*

**Marjolein Verhallen/Pepijn Reeser** (Course Leader/Course Coordinator, LinC project, The Netherlands): *21st century cultural leadership: it's all about connections*

**Višnja Kisić** (Co-founder and Development Manager, Creative Mentorship project, Serbia): *Leadership in culture as a battlefield: which and whose battles are we fighting for?*

*Short comfort break*

### PLENARY Q&A AND DISCUSSION AROUND 'CURIOSITY POINTS'

### REFLECTIONS FROM CRITICAL FRIEND

**Maureen Salmon** (Course Leader, University of the Arts and Founder Director, Freshwaters Consultancy, London, United Kingdom)

13:00 - 14:30 *Lunch: there are eating places nearby*

- AFTERNOON SESSION -

14:30 - 17:30

Welcome back!

INTRODUCTION TO THE 'EUROPEAN CULTURAL LEADERSHIP'  
PROJECT PLUS Q&A

BRIEFING FOR AFTERNOON DISCUSSION GROUPS AROUND KEY  
THEMES AND QUESTIONS

**Sue Kay** (event facilitator)

THINKING TOGETHER: DISCUSSION IN GROUPS

'hosted' by the "European Cultural Leadership" team members in various  
locations

*Break!*

HOW WAS IT FOR YOU? Speedy feedback

REFLECTIONS FROM CRITICAL FRIEND

**Maureen Salmon** (Course Leader, University of the Arts and Founder  
Director, Freshwaters Consultancy, London, United Kingdom)

NEXT STEPS AND HOW WE CAN STAY IN TOUCH

17:30

THANKS AND CLOSE

*followed by a glass of wine and some (more) networking*



# WHO ARE YOUR SPEAKERS?

The ENCATC collaborative masterclass is bringing you interesting new perspectives and key insights on the topic of leadership development in the cultural sector thanks to our provocateurs, critical friend and rapporteur, and the "European cultural leadership" team coming from across Europe. See below for their biographies.

## PROVOCATEURS

**Hatem Hassan Salama** is an Egyptian theatre director and culture manager. Following an extensive training in theatre and several workshops he took part in many projects in Egypt and abroad. Besides his career in theatre as an artist, he has participated in different culture events as a coordinator, organizer or providing technical support. He continues to draw on that experience in his work as a culture activist, to find collaboration opportunities between culture and other fields like, tourism, environment, education and creative economy. He is now working with MitOst e.V. in Berlin as Tandem Shaml project manager.



**Višnja Kisić**, PhD, is Secretary General of Europa Nostra in Serbia and a Board Member of South East European Heritage Network and is active as manager, researcher and lecturer in the field of heritage management, interpretation and policy. Višnja holds BA in Art History, MA in Cultural Policy and Management, and a PhD in Museum and Heritage Studies. Her current research, awarded with the European Cultural Policy Research Award, analyses cultural policy tools for governing dissonant heritage in SEE region as a means of fostering dialogue and reconciliation. She is lecturing on heritage management and interpretation at the Center for Museology and Heritology at the University of Belgrade and ModArt Faculty for Fashion Design and Management has years of experience as a trainer and consultant in professional capacity building programs for heritage professionals in SEE region - including Europa Nostra, ICOM Serbia, European Heritage Association, SEE Heritage Network, Balkan Museum Network, Regional Council for Cooperation, Cooperation and Development Network SEE, and Heritage Site Management Plans trainings. Previously, she has worked in curatorial and outreach departments at the National Museum in Belgrade, at the Peggy Guggenheim Collection, American Pavilion at Venice Biennale, Museum of Art and Archaeology in Columbia, Missouri.



**Dr Jonathan Price** is Senior Research Fellow at Gray's School of Art (Robert Gordon University, Aberdeen). He currently co-ordinates the AHRC funded project 'Cultural Leadership and the place of the artist' in partnership with ENCATC, Creative Scotland and the Clore Leadership Programme. A cultural theorist, Price completed a PhD on 'The Discourse of Cultural Leadership' earlier this year and is a member of the European Association of Cultural Researchers (ECURES) and On The Edge Research in Scotland (<https://ontheedgeresearch.org>). He previously worked for many years as a cultural development manager in Leeds (UK), running festivals, youth programmes, arts funding, international collaborations and cultural regeneration initiatives. He is a regular expert assessor for the European Commission on Creative Europe and Horizon 2020.



**Pepijn Reeser** is advisor for the cultural sector at Kennisland, an Amsterdam based think tank. At Kennisland, he supports cultural and social innovators, for instance within the learning programme Leiderschap in Cultuur (LinC). Within LinC, he works among other things on expanding the program into an (inter) national network of cultural pioneers. Besides his work at Kennisland, he is active as an independent researcher and author.



"Pepijn Reeser" by Georgios Gripeas, cc-by 4.0

**Marjolein Verhallen** is a course leader, consultant and coach at Utrecht University, the Netherlands. Within the Utrecht University School of Governance (USG) she is one of the two course leaders of the program Leadership in the Culture sector (LinC). LinC is a 14-month part time learning program for cultural professionals in the Netherlands, which aims to develop a more connected, active and innovative cultural sector. Besides LinC, Marjolein also manages the academic, social and professional skills within the Master programs in Public Administration and Organizational Science. As a consultant and coach at USG Consultancy she is a specialist in personal-, team- and organizational development and leadership.



## CRITICAL FRIEND AND RAPPOREUR FOR THE DAY:

**Maureen Salmon** MA, FRSA works for the University of the Arts as a Course Leader for BA (Hons) Design Management and Cultures, London College of Communication; and as an Associate Lecturer for the EMBA (Fashion) and MA Fashion Management, London College of Fashion. Her expertise are leadership, entrepreneurship, creative industries and cultural diversity. Maureen has worked with cultural organisations in Africa, Brazil, Caribbean, China, India and USA. She is a visiting



lecturer at the University of the West Indies and International School of Management, Senegal. Maureen is the Founder Director of Freshwaters Consultancy, which offers fresh thinking, new ideas and approaches in helping individuals and organisations create successful sustainable futures. Her practice is collaborative in design development and delivery of programmes and projects. Clients included: Walters & Cohen Architects, H2Dance, Museums Association, Arts Council England Cultural Leadership Programme. Maureen is a graduate of MA in Arts Management, City University. She was awarded 'Women of the Year' in 2000 at the 'Millennium Festival of Women's Work', 'European Federation of Black Women Business Owners' Professional Award'. She was a finalist in the 'European Union Women of Achievement Awards 2001.

### 'EUROPEAN CULTURAL LEADERSHIP' TEAM:

**Paul Bogen**'s career in the arts began in the theatre, first as an actor and then as a manager, which included working in Poland for a number of years and then producing shows in London's Fringe and West End theatres. In 1989, Paul became the first director of The Junction in Cambridge. Over the next 17 years, Paul oversaw the development of The Junction and its multi-disciplined programme, raising the centre's profile to a national level with 400 performances and 600 educational events a year and attendance figures reaching 150,000 per annum. In 2000, Paul became responsible for the Junction's major capital development of some £7 million, steering it to a successful opening of a 'state of the art', 3,000 square-meter cultural facility in 2005. In addition, Paul was President of the European network of cultural centres, Trans Europe Halles, (2000-2007), is a visiting lecturer in Cultural Management at St. Mary's University, London, and is a Fellow of the Royal Society of Arts.



**Karin Dalborg** is CEO Nätverkstan Kultur, Gothenburg Sweden. During her working life she has devoted herself to strengthening the cultural sector and civil society via education. She is fairly new in her current position at Nätverkstan, but she has been working with our different educational programs for 15 years. Nätverkstan works with education, projects and consulting within the cultural sector in Sweden and internationally. Karin's educational background is cultural management, art history and cultural studies.





**Sandy Fitzgerald** was a founder member and later, Executive Director (1974 to 2001) of City Arts Centre, Dublin, overseeing the Centre's development from one room (1974) to the opening of the largest centre of its kind in Ireland (1988). The programme of City Arts included all artistic disciplines: visual art, theatre, music, dance, comedy and special events. The Centre also initiated pioneering programmes in community arts and disability arts. In addition, Sandy was a founder member of CAFE (Creative Activity for Everyone: 1984 – 1990) now CREATE, the arts development organisation for Ireland; board member of the Royal Hospital National Cultural Centre (1985 – 1990), later to become the Irish Museum of Modern Art; board member of the Dublin Film Festival (1988 – 1993) and served on the Executive Committee of Trans Europe Halles (1997 – 2002). He has also sat on a number of advisory and policy committees including the Irish Government's Commission for the Status of People with Disabilities and Dublin City Council Development Board.



**Anna Johansen Fridén** is head of Education at Nätverkstan Kultur, Gothenburg Sweden. Nätverkstan offers tailor made programs in international cultural project management, leadership and management and the art of living on art. Her educational background is sociology and conflict management and she is an experienced facilitator and trainer in group facilitation, mediation and conflict management.



**Sue Kay** has over thirty years' experience in arts management and cultural administration – within performing arts organisations, funding bodies, development agencies and higher education and she now operates as a freelance consultant, educator, facilitator, coach and trainer. She has a particular interest in cultural leadership and in curriculum design, teaching and learning in the arts management field. She has an MA in Arts Management and Cultural Policy from City University in London and a PhD in Leadership Studies from the University of Exeter, UK (with a particular focus on cultural management in micro-scale theatre organisations). Formerly a board member of ENCATC (the European network on cultural management and policy), she teaches abroad (principally in Central and Eastern Europe and Nordic-Baltic countries) on a regular basis.



**Birgitta Persson** is the Secretary General of Trans Europe Halles (TEH), a European based network of cultural centres initiated by citizens and artists with more than 70 members all over Europe. As Secretary General, Birgitta Persson has initiated and led several international professional development programs for cultural operators as well as many multi-annual EU-projects. She is currently in the Executive Team of the Creative Lenses-project funded by the EU that seek to answer how cultural organisations can develop sustainable economical models without having to compromise with their mission and values. Birgitta Persson is often asked to present TEH in a context of city planning and creative ways of setting up and managing cultural centres. After cultural management studies at Lund University, Birgitta started her professional career at the cultural centre Mejeriet in Lund where she worked as Marketing Manager, Fundraiser and Project Manager and organised hundreds of concerts, international circus projects and festivals.



**Annick Schramme** is a full professor and academic director of the master program in Cultural Management at the University of Antwerp. She is also academic director of the Competence Center Creative Industries at the Antwerp Management School. She has published about Arts policy in Flanders, cultural governance, international cultural policy, the heritage sector, cultural leadership and cultural entrepreneurship, etc. She is member of several boards of cultural organizations and governmental advisory committees in Flanders and the Netherlands, like the Arts Council in the Netherlands. In 2013 she became the president of ENCATC, the European network on cultural management and policy.



# PARTICIPANTS

Last Name	First Name	Institution	Job Title	Country of headquarters
Alyamani Aljabban	Mohamad Samer	Creative Dialogue	President	Spain
Arroyo	Santiago	FIBICC	President	Spain
Avila Liceranzu	Jorge	EEAS HQ	Diplomat - Political Advisor	Belgium
Bäck	Maria	Arcada UAS	Senior lecturer	Finland
Benzakin	Grégoire	Delegation to the EU of the Aquitaine Limousin Poitou-Charentes Region	Policy Officer	Belgium
Biletska	Tetiana	Kultur Aktiv, Dresden	Independent consultant: cultural policy&management	Germany
Bodaya	Hellem	Fédération Internationale de la Diaspora Afar	Administrateur	Belgium
Bogen	Paul	Olivearte Culture Agency	Co-Director	United Kingdom
Bouquerel	Fanny	Med Culture	capacity development expert	Italy
Caffo	Costanza	ENCATC	Project Officer	Belgium
Caneva	Stefano	Wikimedia Belgium	Project Manager	Belgium
Cogliandro	GiannaLia	ENCATC	Secretary General	Belgium
Dalborg	Karin	Nätverkstan Kultur	CEO	Sweden
Darley	Elizabeth	ENCATC	Communications Manager	Belgium
De Caro	Laura	Imerys	Events Assistant	Belgium
Defendini	Fabien	Pola Asbl	Artistic projects developer	Belgium
Edwards	Bridget	AGENCI Southwark Arts Forum	Director	United Kingdom
El Kajjouny	Mohamed	Institut Français Essaouira	Agent Médiathèque	Morocco

Last Name	First Name	Institution	Job Title	Country of headquarters
Fernandes	Alberto	Contracted	Professor	Portugal
Fitzgerald	Sandy	Olivearte Culture Agency	Co-Director	Ireland
Fratini	Piero	European Commission, EACEA	Coordinator selection	Belgium
Fritz	Tessy	Agence luxembourgeoise d'action culturelle	Chef de projet Culture.lu / Plurio.net	Luxembourg
Giola	Francesca	Europa Nostra Belgium	Member, Web Administrator	Belgium
Hassan Salama	Hatem	Tandem Shaml (Europe and Southern Mediterranean Region)	Theatre director and Project Manager	Germany/ Egypt
Huth	Anna	EP / House of European History	Assistant Curator	Belgium
Janssen	Peter	CAMB ( Cultural Association Montana Bulgaria )	Board member	Bulgaria
Johansen Fridén	Anna	Nätverkstan Kultur	Head of Education	Sweden
Jørgensen	Julie	Central Denamrk EU	Project Officer	Belgium
Karageorgu	Paraskevi	University of Ljubljana	Student	Slovenia
Kay	Sue	-	Freelance Trainer and Consultant	United Kingdom
Kelman	Lisa	Independent	Conservation professional	Belgium
Khoury	Krystel	Roberto Cimetta Fund	Project manager	France
King	Ian	University of the Arts, London	Professor	United Kingdom
Kirjazovaite	Lina	EUNIC Global	Learning and Development Manager	Belgium
Kisic	Visnja	Creative Mentorship project	Co-founder and Development Manager	Serbia



Last Name	First Name	Institution	Job Title	Country of headquarters
Kiwanda	Nicolas	Consultant independent / solution&more	Administrateur et conseiller	Belgium
Kolsteeg	Johan	Rijksuniversiteit Groningen	Assistant Professor	Netherlands
Kotska	Olha	Tandem Ukraine	Project Manager	United Kingdom
Laurijsse	Lonneke	pkv	Event coordinator	Belgium
Le Sourd	Marie	On the Move	Secretary General	Belgium
Lombardo	Elena	IULM University of Milan	PhD Candidate	Italy
Manning	Andrew	European Concert Hall Organisation	Coordinator	Belgium
Maricq	Julie	ENCATC	Community manager and website specialist / editor	Belgium
Organtini	Chiara	CAOS centro arti opificio siri	Project assistant	Italy
Persson	Birgitta	Trans Europe Halles	Secretary General	Sweden
Price	Jonathan	Greys School of Art at Robert Gordon University	Senior Research Fellow	Scotland
Provôt	Cécile	Jeunes Talents Cirque Europe	Director	France
Reeser	Pepijn	LinC project	Course Coordinator	Netherlands
Reyes Sanchez	Leticia	Familles du Monde asbl	Président	Belgium
Rodriguez Martinez	Elisabeth	Center for Creative Leadership	Strategic Associate Network Director	Belgium
Salmon	Maureen	Freshwaters Consultancy	University lecturer and Founder Director	United Kingdom
Schimmer	Marie-Ange	Agence luxembourgeoise d'action culturelle	Creative Europe Desk	Luxembourg
Schramme	Annick	University of Antwerp/Antwerp Management School	Professor	Belgium

Last Name	First Name	Institution	Job Title	Country of headquarters
Scorniciel	Adrien	ENCATC	Trainee	Belgium
Serap	Guven	GÜVEN, Serap	actress	Belgium
Sobers	Kemi	London Notting Hill Carnival Enterprise Trust (LNHCET)	Trustee Director	United Kingdom
Togra	Susan	AEC	Assistant	Belgium
Uremovic	Simun	Eneagram	Director	Croatia
Vecco	Marilena	Erasmus University Rotterdam	Assistant Professor	Netherlands
Verhallen	Marjolein	LinC project	Course Leader	Netherlands
Vidovic	Dea	Kultura Nova Foundation	Director	Croatia

\*This list was last updated on 20/03/2016. The final list of participants will be made available after the collaborative masterclass.

# VENUE

Tuesday, 22 March 2016

## Address:

CIVA, Le Centre International pour la Ville, l'Architecture et le Paysage  
Rue de L'Hermitage 55  
1050 Brussels

## Telephone:

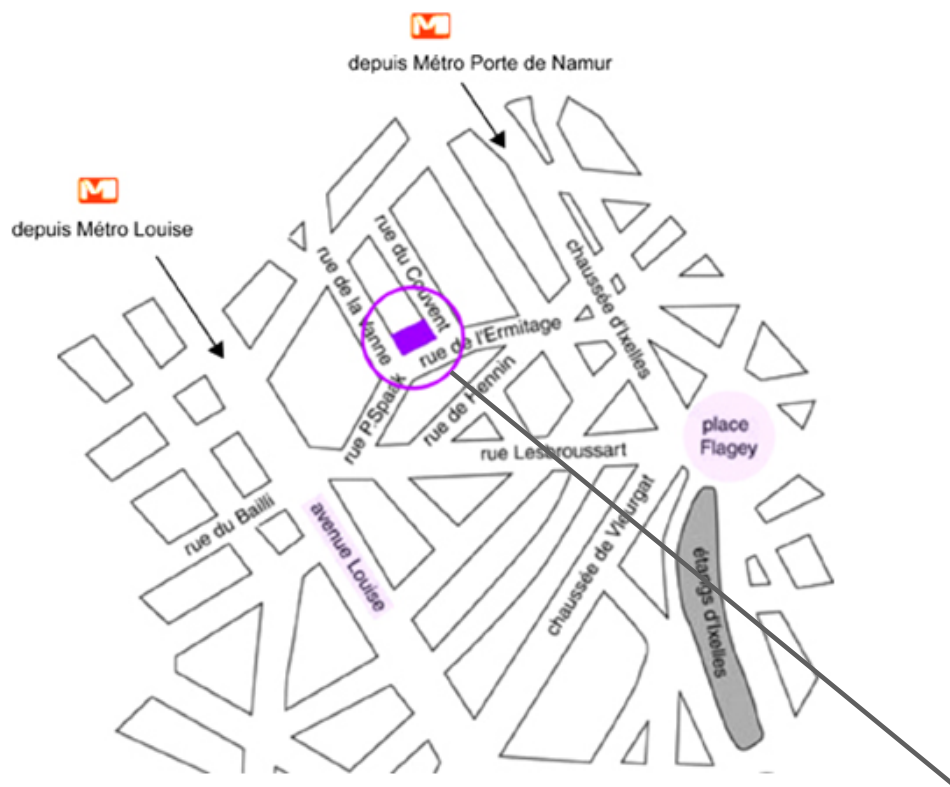
0032 (0)2 642 24 50

## Website:

[www.civa.be](http://www.civa.be)

## How to get to CIVA:

Metro Porte de Namur / Louise  
Tram 81, 83, 94 (halte Lesbroussart)  
Bus 38, 60, 59, 71



# ABOUT THE PARTNERS OF THE “EUROPEAN CULTURAL LEADERSHIP” PROJECT

**Nätverkstan** is a Cultural and Civil Society organisation that provides services and projects within the independent cultural and civil society field. The main focus of the organisation is education and training; bookkeeping, subscription, and accounting services; Media lab with a workshop area for artists; and national and international projects. Nätverkstan has a long experience in organising international exchange and has been a facilitator for several such projects in India, Georgia, Kenya, and Europe. Expertise areas are several: Art and entrepreneurship, Cultural Industries, the relationship between theory and practice, cultural project management, cultural economics, cultural policy, international exchange, and leadership within cultural organizations. Our work has resulted in several reports and documentations. Last year Nätverkstan started a book series to provide knowledge and deeper insights in cultural policy and cultural economy with authors like Pier Luigi Sacco, Giep Hagoort and Sarah Thelwall.

Nätverkstan is an important player in the Swedish cultural sector as link and facilitator of contacts between cultural organisations, art institutions, academia, public bodies and authorities and private enterprise. Nätverkstan has 18 people employed and has its base in Göteborg, Sweden. We are part of a larger cluster of activities and cultural entrepreneurs in Göteborg and Sweden. The quality system is based on an organisational structure with a board, a CEO, an executive body, and managers. We work with projects plans and budgets with continuous follow-ups, risk analysis, and action plans.

[www.natverkstan.net](http://www.natverkstan.net)

Founded in 1983, **Trans Europe Halles** is a European network of cultural centres initiated by citizens & artists with its head office in Lund, Sweden. Located in 28 countries, most of the 66 members are converted industrial buildings with a multi-disciplinary arts programme.

For Trans Europe Halles, the power of culture is in inspirational,





transformative experiences that have the capacity to change people, perceptions and societies. The core purpose of TEH is to promote arts & culture through facilitating its exchange, making accessible our knowledge and expertise to the cultural sector and encouraging new centres and initiatives that share our values. The long-term goal of TEH is to support and strengthen the sustainable development of its members, culture initiatives originated by citizens & artists and the sector as a whole.

The three key objectives to achieve the long-term goal are:

1. Establish TEH as a lead organisation in providing professional development and international exchange in the cultural sector.
2. To promote the importance and value of citizens' and artists' initiatives in setting up and managing cultural spaces.
3. To increase and improve the long-term operational capacity of Trans Europe Halles.

During 30 years, Trans Europe Halles has established itself as a growing and dynamic network with an active and dedicated membership. It is the role of the network to connect the practice of cultural centres and organizations throughout Europe and provide an international professional development and exchange programme that can strengthen the practice and skills of cultural professionals to the benefit of their organisations and audiences. TEH runs and coordinates several international projects with a focus on capacity building and mobility of cultural professionals. One of the main activities of the network is also the international meetings organised twice a year to gather all the members, invited guests and relevant stakeholders around a specific topic. [www.teh.net](http://www.teh.net)

**ENCATC** is the only European network on cultural management and policy. Founded in 1992, the network counts today more than 125 members in over 40 countries and represents all disciplines in the arts and culture. It is co-funded by the Creative Europe programme of the European Union, is an official UNESCO partner NGO, and is an observer to the Steering Committee for Culture of the Council of Europe.



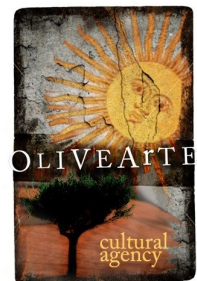
ENCATC plays a crucial role in ensuring the sustainability and in strengthening the competitiveness of the cultural and creative sectors since its members are directly responsible for the education of tomorrow's managers and operators and of the future European citizens who will profit from cultural offers at the European, national and local levels.

ENCATC's mission is stimulate the development of cultural management and cultural policy education by engaging and responding to new developments in politics, economics, societies and technology.

[www.encatc.org](http://www.encatc.org)

**Sue Kay** is a UK-based freelance cultural sector researcher, trainer and consultant with over thirty years' experience in arts management and cultural administration – within performing arts organisations, funding bodies, development agencies and higher education. She has worked as an artistic director, producer, programmer, venue manager, planner, project coordinator, and senior lecturer (Subject Director: Cultural Management, Dartington College of Arts, Devon, UK). Her most recent substantive post (Executive Director, Culture South West) enabled her to focus on regional cultural development, networking, advocacy and capacity building. Sue has a particular interest in cross-sectoral working, organisational development and cultural leadership and is currently completing a doctoral thesis at the University of Exeter. Formerly a board member of the European Network of Cultural Administration Training Centres, she teaches abroad on a regular basis, mainly in Nordic-Baltic countries and in Central and Eastern Europe.

**Olivearte Cultural Agency** is a UK registered company founded in 2008 by Paul Bogen and Sandy Fitzgerald. Olivearte offers a comprehensive range of supports to the arts and cultural sector, such as: Consultancy, Project Management, Strategic Planning, Organisational Development, Training, Research, Fundraising, Feasibility Studies and Evaluations.



Olivearte's work history reflects a commitment to and competency in capacity building for the European cultural sector: independent organisations, city and regional authorities, networks and universities. [www.olivearte.com](http://www.olivearte.com)

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The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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Co-funded by the  
Creative Europe Programme  
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