



# ENCATC news

A bi-monthly e-magazine for the latest in cultural management and policy  
ISSUE N° 100

FULL VERSION FOR MEMBERS



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# EDITORIAL



## "When you're finished changing, you're finished"

Dear ENCATC members and followers,

What a better moment to reveal the new look of *ENCATC News* than with its 100<sup>th</sup> issue?

First launched in the early nineteen nineties, *ENCATC News* has evolved and adapted to reflect the times and needs of our network. From its first debut in print and delivery by post, to passing to electronic format in 2003, from a monthly newsletter since 2004, to becoming an bi-monthly online magazine in 2014, in all its forms *ENCATC News* has been a constant over the years ensuring a flow of information for academics, researchers, educators, trainers, cultural professionals, policy makers, artists, and students.

Why a new layout for our magazine? "*When you're finished changing, you're finished*," said Benjamin Franklin. Indeed, changing is extremely important in today's society. Over exposed visually by means of Instagram, Snapchat, Facebook, and the Internet in general, our eyes are constantly asking for "new". And here at ENCATC we love to always surprise you, offering you new opportunities to enrich your thinking. This new look is a fantastic opportunity for us to make this publication easier to read, more

enjoyable for you to get the information you need, and provide a way to see things from another angle.

While these pages have a new look, you'll still find the same great content you have come to rely on and trust from ENCATC. In addition to what's happening within the network, ENCATC proudly works since its beginning to keep you abreast of the latest developments in the vast field cultural management and policy, as well as highlighting a plethora of opportunities to deepen your knowledge and advance the visibility of your institution as well as your career. Furthermore, in each issue you can learn from peers in our ENCATC in Contact interview series, see what other members and cultural organizations are contributing to our field, and consult recently published books, studies, and reports.

The launch of this edition of the e-magazine, also includes two new entries to the past canvas. First is an interview with a young entrepreneur. At a time when everybody speaks about budget cuts, unemployment, crisis for the cultural sector, we want to be positive and offer you examples of people who have decided carve a new

path by creating their own job. Giving our members and followers these examples, we want to offer a better context in the cultural sector where everybody is striving to make a difference and is contributing to defining new business models.

The second is a new piece called "Member Stories" where we highlight cross-border and cross-cultural cooperation between members in the network and the impact such collaborations can have for the sector.

In today's busy world, we invite you to let *ENCATC News* be your breathing space. With information we aim to empower each and every one of you to take bold new steps, test innovative ideas, and join the European and global conversation on how we can stimulate cultural management and policy.

Yours sincerely,



GiannaLia Cogliandro Beyens  
ENCATC Secretary General

What do you think of *ENCATC News*'s look?  
Share your comments with us on our Facebook page!





## ENCATC continues to grow in Europe and beyond

*New members join from Italy, Georgia, The Netherlands and the United States!*



### **Il Sole 24 Ore Business School, Italy**

Sole 24 ORE Education has developed innovative and specialised business training and professional development programs aimed at helping recent graduates just beginning their careers to acquire new knowledge and skills, as well as mature managers and professionals who need to update existing skills or develop new areas of expertise. Programs are designed for individuals working in both the public and private sectors. Sole 24 ORE Education programs include: Annual Events; Specialized Master's Degrees; Executive Master; Courses and Conferences; E-learning; In-house education; Professional development.

FOR MORE: [www.bs.ilsole24ore.com/](http://www.bs.ilsole24ore.com/)

ENCATC CONTACT: Serena Mola, Training Manager  
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### **The Ministry of Culture and Monuments Protection of Georgia**

The Ministry of Culture and Monuments Protection of Georgia is primarily focused on: supporting Georgian artists, protecting cultural heritage and museum exhibits, developing film and theatre industries, improving the level of art education and other cultural sectors that create the culture of the whole country. The Ministry of Culture and Monument Protection of Georgia is attracting partners who are responsible for participation to improve the level of cultural education. For development of cultural management and improvement of the education level, the Ministry plans to open a study centre, where different learning courses will be organised i.e. seminars, working meetings, master classes and workshops for all representatives of the cultural sphere, for individuals, organisations and also for public legal entities. On 24 February 2015 an Agreement between Georgia and the European Union on the participation of Georgia in the "Creative Europe" Programme was signed in Brussels, Belgium. To effectively participate in this programme, cultural organisations and institutions require their skills and knowledge be improved in order to successfully apply for grants and manage their projects.

FOR MORE: [www.culture.gov.ge](http://www.culture.gov.ge)

ENCATC CONTACT: Levan Kharatishvili, Deputy Minister  
[lkharatishvili@gmail.com](mailto:lkharatishvili@gmail.com)

### **De Domijnen, The Netherlands**

De Domijnen's mission is to inspire, excite and challenge to constantly live, learn and wonder. It offers people new experiences and insights about their origin and future and places as culture in the heart of society. Since January 2015, De Domijnen has been connecting professionals, culture enthusiasts, and volunteers. It produces programmes and activities for everyone in the region with the aim to stimulate art and culture and make it even more attractive to audiences. De Domijnen has a theatre, museum, archives, public libraries, art-education programmes, and a movie theatre. It also designs and offers continuing art education and short training courses. Based in the Netherlands, De Domijnen also works closely with institutions in Belgium and Germany. By joining ENCATC, it hopes to expand its work on the international stage, meet new colleagues in Europe and beyond, exchange best practice, and develop innovative formats to enlarge citizen involvement in art and culture.

FOR MORE: [www.dedomijnen.nl](http://www.dedomijnen.nl)

ENCATC CONTACT: Tom de Rooij, CEO  
[Tom.derooij@dedomijnen.nl](mailto:Tom.derooij@dedomijnen.nl)

### **National Creativity Network, United States**

The National Creativity Network (NCN) is a non-profit working across North America (Canada, Mexico and the USA) to advance the skillful application of imagination, creativity, and innovation to positively transform commerce, culture, education, and government at local, regional, and national levels. The Creative Economy Coalition (CEC) is an initiative of the NCN which focuses on understanding and advancing the creative economy and creative industries across North America. Additionally the NCN seeks to advance national and international collaboration in the areas of education as well as invention, innovation, and entrepreneurship (in all its cultural, social, and commercial forms).

FOR MORE: [www.nationalcreativitynetwork.org](http://www.nationalcreativitynetwork.org)

ENCATC CONTACT: Dennis Cheek, Executive Director  
[dennis@nationalcreativitynetwork.com](mailto:dennis@nationalcreativitynetwork.com)



## ENCATC announces its events calendar April 2016 - April 2017



This year's flagship international event will be the **24th ENCATC Annual Conference** to be held from 5-7 October 2016 in Valencia, Spain.

Other major events on the ENCATC calendar include: the **6th Annual ENCATC Policy Debate** on European Cultural Leadership (June 2016); the **4th ENCATC International Study Tour in Boston** (June 2016); the **7th Annual ENCATC Research Session** (October 2016); the **3rd ENCATC Research Award Ceremony** (December 2016); the **6th ENCATC Academy on International Cultural Relations** (December 2016); the **9th Young Researchers' Forum** (October 2016); the **5th ENCATC International Study Tour** on "Louvre Abu Dhabi and Cultural Development of the UAE. What Prospects for Culture, Research, Training and External Relations?" (March 2017); and a **Seminar on Cultural Governance and Leadership** (March 2017).

ENCATC will also organise **regular training events** through the **ENCATC Breakfast series** which are designed for busy professionals. This concentrated and to-the-point training method invites participants to gain access to knowledge from leading experts, deepen their understanding, internationalise their professional networks, and foster potential partnerships in Brussels and beyond.

For ENCATC members and invited guests, ENCATC will also host VIP networking opportunities through its popular **ENCATC Cultural Happy Hour** evenings.

ENCATC's events are designed for academics, researchers, cultural professionals, educators, trainers, artists, policy makers, students and media interested in the field of cultural management and cultural policy.

Visit our **events page**: [www.encatc.org/en/events](http://www.encatc.org/en/events)

## ENCATC Agenda: People, Places & Meetings

The ENCATC team led by Secretary General GiannaLia Cogliandro Beyens, and the ENCATC Board are actively meeting with policy makers, influencers, new partners, and members to foster partnerships, develop new projects, and expand the network's visibility in Europe and beyond. Here's a selection of what ENCATC has been up to recently:

**23 February in Marseille, France:** ENCATC Board member, Manuèle Debrinay-Rizos presented the network to staff, teachers and postgraduate students of the Institute of Public Governance and Territorial Management Ltd. at the University of Aix Marseille. She explained how they can participate in ENCATC events and expand their professional networks and internationalise their careers.

**26 February in Berlin, Germany:** Marilena Vecco and Bernd Fesl (ENCATC Board members) with Antonia Silvaggi (co-opted Board member) represented ENCATC at "The Brainstorming Session on Developing the Entrepreneurial and Innovation Potential of the Cultural and Creative Sectors" organised by [Voice of Culture](http://voiceofculture.org) in Berlin, Germany.

**1 March in Brussels, Belgium:** ENCATC Secretary General, GiannaLia Cogliandro Beyens met with representatives of the Polish Cultural Institute to establish future partnerships between the two organisations.

**4 March in Brussels, Belgium:** The ENCATC Board held its first meeting of 2016 to discuss the annual working programme and take important decisions regarding activities, projects, and membership.

**7 March in Brussels, Belgium:** ENCATC Secretary General, GiannaLia Cogliandro Beyens met with ENCATC member, MariaPaz Marqués from the Ankide Foundation based in Spain to learn about the foundation's latest projects.



**14-15 March in Amsterdam, Netherlands:** ENCATC Secretary General, GiannaLia Cogliandro Beyens met with representatives from Prince Claus Fund and attended the 2016 ECF Princess Margriet Award for Culture.

**18 March in Angers, France:** ENCATC Ambassador and member, Claire Giraud-Labelte and ENCATC Communications Manager, Elizabeth Darley, presented the network at the conference of the Association of American University Programs in France who were interested to learn how to engage American students in arts and culture during their study abroad.

## Professionalising students to be ready for the competitive job market

ENCATC is dedicated to helping today's students prepare to be ready professionals for when they go on to the competitive job market.

In the framework ENCATC's Marie-Claire Ricome Traineeship Programme, Adrien Scorniciel is currently doing a successful internship at the ENCATC Secretariat in Brussels.

As a translation student at the newly found Louvain School of Translation and Interpreting (UCL), he specializes in Literary and Marketing Translation in French, English and Dutch. During his time at ENCATC, Adrien is assisting the Communication Department by translating communication material and documents, as well as helping set up the bilingual version of the new ENCATC website launched in English in January 2016.

*"Being a music enthusiast, I've always felt a connection with the field of the arts, and as such, was really excited to join the ENCATC team. Not only do I get to work and collaborate on matters that truly interest me, but I also get the chance to expand my professional network in Brussels, Europe and beyond. I hope to gain a better understanding of European cultural and education policies. I'm planning on growing from a personal perspective as well, through contact with people from various countries, cultural backgrounds and art disciplines,"* says Adrien.



## Do you need office space in Brussels?

ENCATC and ENCATC member, The Marcel Hicter Association are offering to rent an office in a pleasant setting, next to the l'Étoile roundabout in Brussels, close to the Bois de la Cambre and Avenue Louise. Well-served by public transportation, it is an ideal location in the city with direct lines to major cultural and European Institutions.

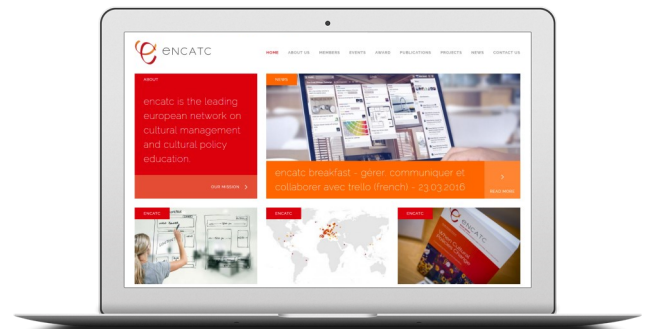


The office space, located on the 5th floor of the Argentina Residence, 1 Maurice Avenue in Ixelles (1050), is suitable for two workstations. The rental includes the shared use of premises, such as the meeting room and kitchen, to be used in agreement with the other occupants. The rent is set at €400 per month, which includes €100 in communal fees. The office space will be available from 1 June 2016. Garage rental is also possible for an additional €120 per month.

CONTACT: Jean-Pierre Deru, Marcel Hicter Association  
+32 (0)2 641 89 80

## ENCATC has launched new branding with a fresh look!

Since the official launch of its new logo and branding, ENCATC has also been revealing the redesign of its popular products for its members and followers. Check out a sample of the fresh design!



ENCATC's new website makes it easier to find the information you need!

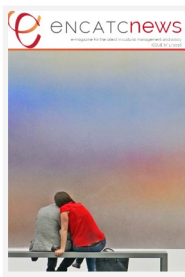


New software makes it easier to receive and read information about our upcoming events on your mobile device and email.

New looks for our publications:



ENCATC Book Series on Cultural Management and Cultural Policy aims to foster critical debate and to publish academic research in the field of cultural management and cultural policy as well as to open up a forum for discussions and debate on the topics of cultural management and cultural policy among scholars, educators, policy makers and cultural managers.



ENCATC News e-magazine is produced for more than 100 ENCATC members in over 40 countries to keep them informed on the latest network news, EU policy developments, calls, publications, events and more happening in the wide field cultural management and cultural policy. A shorter digest version is published for ENCATC followers.



ENCATC PRAXIS e-magazine is produced by ENCATC for students and young professionals studying at ENCATC membership institutions. The aim is to provide a wide geographic offer of arts and culture internships, skills and training opportunities, career tips and more so readers can professionalise their careers for today's competitive job market.



COMING LATER THIS YEAR! ENCATC Journal of Cultural Management and Policy aims 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 at connecting theory and practice in the realm of the cultural sector.



# INFLUENCING POLICY



How is ENCATC working with its members to influence policy for the benefit of Europe's cultural sector?

ENCATC is proud to be working in cooperation with members and leading cultural organisations to influence policy at the local, national, European and international level.

As the European network on cultural management and policy and with more than 100 members in over 40 countries, ENCATC works as a trusted expertise provider, capable of bringing today's leading academics, researchers, and influencers together with policy and decision makers who require evidence and guidance to create policies that will ensure the sustainability of the cultural sector.



## ENCATC partners with UNCTAD to organise Expert Forum to support the Creative Sector



During the past decade, the creative economy became a topical issue at the international economic and development agenda. Particularly in times of the financial crisis and fundamental societal transformations needed, both planners, politicians, policy makers, researchers and diplomats look at the Creative Economy for guidance and relief.

As we are on the brink of a societal transition, ENCATC member, UNCTAD would like to incorporate the thinking of the Creative Sector. Joining forces with ENCATC, an Expert Forum will be held next 6 April in Brussels. ENCATC members, renowned experts, and a number of actors, selected on the basis of their personal/organizational significance, have been invited to participate in the creation of the Creative Economy Policy for the upcoming decennia.

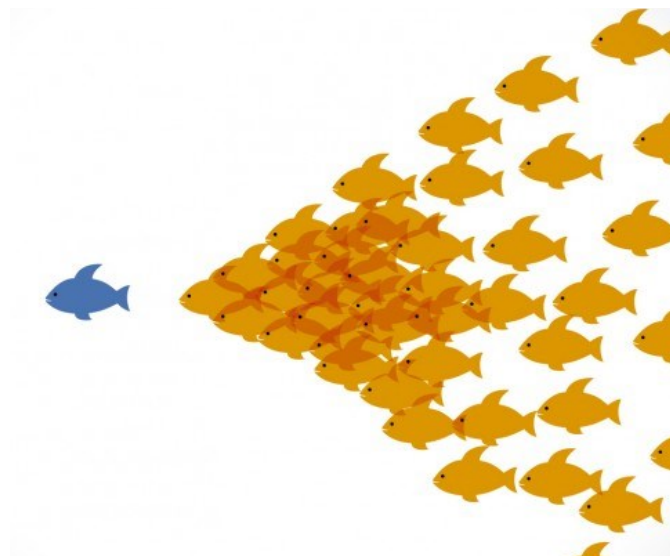
*"This Expert Forum is an excellent example of ENCATC working with members to gather expertise and foster the exchange of knowledge for the sustainability of the cultural sector - and in this specific case, the position of the Creative Sector,"* said ENCATC Secretary General, GiannaLia Cogliandro Beyens.

Two central topics will be examined: what can the Creative Sector contribute to these discussions, and who might participate in the creation of the Creative Economy Report 2016?

More information about the outcomes of this event will be included in the next issue of *ENCATC News & ENCATC Digest*.

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## SAVE THE DATE: 6th Annual ENCATC Policy Debate to focus on European Cultural Leadership



In June 2016, the book on "European Cultural leadership" will be published and presented in Brussels at the occasion of our annual policy debate. This book compiles a number of interviews and research done by ENCATC members, including the Antwerp Management School, the University of Antwerp, and Nätverkstan as well as close partners, Trans Europe Halles and the Olivearte Cultural Agency.

The 6th Annual ENCATC Policy Debate on 22 June in Brussels, will be the occasion to discuss cultural leadership development in a European context, from theoretical, contextual and pedagogical perspectives with the authors of this publication.

It will also be an opportunity to discuss with policy makers about the role policy plays in supporting European cultural leadership and what can be done to address the 21st century challenges to make Europe's cultural sector sustainable through strong influence and direction.

This major European event is designed for those who have a stake in policy issues and/or are: interested in capacity building and leadership development for the cultural sector; involved in teaching and learning and wish to incorporate leadership into their practice; interested in leadership development and its paradigms, pedagogies, and practices; and interested in expanding professional contacts in Europe and fostering contacts for future collaborations.

By bringing together different actors and players, this policy debate will foster reflection and stimulate a crucial dialogue on the future leadership cultural organisations. Moreover, it will serve as a source of inspiration for all those having a stake in ensuring the future viability of the European cultural sector.

Registration to open soon!

FOR MORE: [www.encatc.org/en/events/detail/6th-encatc-policy-debate-on-european-cultural-leadership/](http://www.encatc.org/en/events/detail/6th-encatc-policy-debate-on-european-cultural-leadership/)

PHOTO CREDIT: [Fish](https://www.freepik.com) design by Kreativkolors - Freepik.com

# NETWORKING

## Who do you know and who knows you?

Networking is the surest way to expand your professional contacts and bring your career profile to the international level.

ENCATC events have a rich diversity of participants from different countries and sectors.

Take these valuable networking moments to find new audiences. Be inspired by innovative ideas. Meet potential partners for your projects. Demonstrate what you and your institution have to offer today's key players in cultural management and policy!





## SAVE THE DATE: The 24th ENCATC Annual Conference to be held from 5-7 October in Valencia, Spain



The 24th ENCATC Annual Conference will be held from 5-7 October 2016 in Valencia, Spain.

This major international event on cultural management and policy will bring together academics, researchers, professionals from the cultural sector, policy makers, artists, students and media from Europe and beyond.

Renowned experts and leading academics and practitioners will be invited to share their knowledge and insight with conference participants.

To strengthen the European research area and to learn about the latest trends and developments happening in arts and culture, academics, researchers, cultural professionals and policy makers are invited to attend the **7th Annual ENCATC Research Session** from 6-7 October. For young and early career researchers, the **9th Young Cultural Policy Researchers' Forum** on 6 October will address research and career issues, and open pathways to learn from established researchers.

The dynamic programme will also include **cultural study visits** to flagship arts and cultural institutions in Valencia for participants to meet and exchange practices with local cultural operators. Finally, participants will discover local artists thanks to a rich cultural programme.

To make the ENCATC Annual Conference in 2016 a success, this major international event is being done in partnership with ENCATC member, the University of Valencia, as well as the Centre Cultural La Nau, and with support from the Creative Europe Programme of the European Union.

Stay tuned for more information and the announcement of the 2016 theme!

## SAVE THE DATE: The 4th ENCATC International Study Tour goes to Boston, USA in 2016

After New York, Shanghai, and Barcelona, the ENCATC International Study Tour will return to the United States, this time to Boston, Massachusetts for an interactive programme that will foster exchanges with colleagues from North America, Europe and beyond. This will be an opportunity for participants to gain a better understanding culture's role in American society as well as develop collaborations and ties with universities, art organisations and cultural companies based in Boston.

"*The ENCATC International Study Tour initiative is the opportunity to meet highest-level inspiring people in first-class frameworks. It's a real unique enriching full immersion into the world of culture and cultural management!*" said Federico Rinaldi, project manager at Ghislierimusica in Italy who participated in the Barcelona edition.

Much more than just theatre and museum visits, this tour will be filled with explorations into a variety of innovative institutions that push audiences to expand their definitions of how art and culture are defined, created, funded, and presented.

More information about the programme, participation fees and more will be posted soon.

## SAVE THE DATE: The 5th ENCATC International Study Tour in 2017 will go to Abu Dhabi, UAE

In 2017, the 5th edition of the ENCATC International Study Tour will be in Abu Dhabi, UAE. Entitled, *Louvre Abu Dhabi and Cultural Development of the UAE. What prospects for Culture, Research, Training and External Relations?* this study tour will be an intense interactive four-day programme. Lectures, study visits, cultural tours and lively discussions led by experts in the field will create a once in a lifetime experience to learn about arts and culture in the Gulf countries.

The nearby opening of the Louvre Abu Dhabi in December 2016 represents a rare opportunity to discover and debate the question of culture in the Gulf countries, and particularly the role of museums in the framework of contemporary cultural and social cosmopolitanism.

Finally, this tour aims to foster international exchanges of ideas, projects, and best practices among academics, scholars, cultural entrepreneurs and administrators from different world regions. It will also promote cooperation among European and UAE educational and cultural institutions.

More information to come about the programme, participation fees and important details.



## Building Bridges: How to bring culture, education, policy, and business together?

### ENCATC's Cultural Happy Hours foster creative networking to boost cross-sectorial partnerships

ENCATC's popular Cultural Happy Hour initiative continues to boost networking within and outside Europe's cultural sector by gathering professionals and creatives from the worlds of culture, business and education.

To start the new year with an exceptional event, on **28 January**, ENCATC's invited guests discovered the **61st BRAFA Art Fair**. This gathering brought together 80 participants to learn, network and set up connections with colleagues based in Brussels and beyond against the backdrop of the BRAFA, the leading European art and antiques fairs. To introduce guests to the notion of 'the art world', ENCATC invited guest speaker, Denis Maksimov, aesthetico-political theorist, critic and strategist. He gave a dynamic talk with the aim to foster reflection on the importance of questioning narratives in art history and contemporary art, the actuality of connoisseurship and expertise, and the strategies of collecting art. *"This is now the 3rd time ENCATC has partnered with the BRAFA to organise a Cultural Happy Hour event. It is a strong partnership that results in ENCATC's Cultural Happy Hour guests learning more about this major European art fair, discovering major art and antique players, and of course networking in a setting that incites curiosity and inspiration with more 137 galleries from both Belgium and abroad,"* said ENCATC Secretary General, GiannaLia Cogliandro Beyens.

On **21 March**, the second ENCATC Cultural Happy Hour of 2016 was held at **Passa Porta for a literary lecture** given by Ukrainian author, Andrey Kurkov (Death and the Penguin, The Milkman in the Night, Ukraine Diaries...). Held in the framework of Passa Porta's seminar series "Needs & Necessity", the event was opened by Ilke Froyen, Director of Passa Porta, who introduced the aims and activities of this unique gateway to contemporary world literature in the multilingual heart of Europe. Mr. Kurkov's reading was followed by an interview moderated by Matthijs de Ridder as they discussed Mr. Kurkov's views on the tensions between writing fiction and being a close observer of the recent turmoil in his country.

With more than 25 Cultural Happy Hour guests in attendance, the evening's discussions on the role authors play (or chose not to play) in politics and current events left much to reflect upon. *"As our first literary event in the framework of the Cultural Happy Hour, this partnership with Passa Porta was an excellent opportunity for our guests to explore the work and mind of a contemporary author whose work casts a sharp, ironic gaze on often harsh realities,"* said ENCATC Secretary General, GiannaLia Cogliandro Beyens.

ENCATC's Cultural Happy Hours were launched in 2013 to: **catalyse** international partnerships, cross sectorial exchanges, collaborations and knowledge transfers among networks and organisations acting in the field of arts and culture based in Brussels; **strengthen** the Belgian artistic and cultural scene and its European projects by enlarging their audience; **connect** with a variety of stakeholders based in Brussels through culture; and **create** innovative partnerships



among cultural, business and education sectors. They are organised in partnership with the Creative Europe Desks Wallonie-Bruxelles and Vlaanderen, with the support of the Creative Europe programme of the European Union.

To date, ENCATC has organised more than 28 Cultural Happy Hours in Brussels and one in Paris and one in Barcelona gathering more than 650 participants including: artists, cultural workers, leading researchers and academics, representatives from the European Commission and European Parliament, as well as professionals from business sectors such as banking and finance, energy, ICT, and real estate.

There has also been a strong diversity of countries and cultures represented at the ENCATC Cultural Happy Hours with participants coming from: Austria, Belgium, Bulgaria, China, Egypt, Finland, France, Germany, Italy, Luxembourg, Malta, Netherlands, Portugal, Singapore, Spain, Sweden, Turkey, Romania, and the United Kingdom.

This has also been an excellent opportunity for ENCATC to reinforce its partnerships with renowned cultural organisations such as the Brussels Philharmonic, the BOZAR Centre for Fine Arts, Les Halles, CIVA - International Center for City, Architecture and Landscape, the Brussels Creative Forum, the Brussels Art Factory, the Foire Internationale d'Art Contemporain, BRAFA - Brussels Art Fair, and many more. Going beyond the cultural sector, ENCATC has also successfully established partnerships with the Banca Monte Paschi Belgi and CUMEDIAE, a non-profit agency.

FOR MORE: [www.encatc.org/en/events/past-events/cultural-happy-hour/](http://www.encatc.org/en/events/past-events/cultural-happy-hour/)

FOR PHOTO ALBUMS: [www.facebook.com/ENCATC](https://www.facebook.com/ENCATC)

# STIMULATING EDUCATION

## How is ENCATC professionalising the cultural sector through education and training?

ENCATC aims to ensure the cultural sector's sustainability, adaptability and employability by offering its stakeholders education and training opportunities for lifelong learning.

In this section of *Stimulating Education*, we are focusing on two ways ENCATC provides skills, training and learning opportunities for academics, researchers, cultural professionals, educators, trainers, policy makers, and artists. The first is ENCATC Breakfast, a concentrated and to-the-point training method designed for busy professionals. The second, ADESTE, is a European project having designed an innovative training module for cultural professionals looking to attract and engage their loyal and established followers all while bringing in new audiences.





## ENCATC simulates productivity and combats burnout in the cultural sector with training session on meditation



On 19 February in Brussels, ENCATC organised an ENCATC Breakfast training session on how to integrate the benefits of meditation into busy professional schedules and the workplace.

Prepared to begin the year with a clear mind, 18 participants discovered a simple set of meditative techniques thanks to coach, consultant and trainer, Anne-Françoise Gailly, Director of Heo sprl. *"Many people think meditation is not for them or they don't have time. In truth, there are many ways to mediate. It's about exploration to find a method that best suits you and your lifestyle so you can begin to enjoy more serenity in your day, productivity at work, and space for creativity,"* said Anne-Françoise Gailly.

What are some of the benefits of meditation? In just a few minutes a day, using meditation techniques has been found to boost energy, improve focus and memory, manage stress, increase planning capacity, and enhance your creativity and thinking. In this interactive Breakfast format, participants tested different meditation methods and learned useful tips to get the most out of meditation - even when they don't have a lot of time.

*"In the news we hear more and more about burnout and stress in today's workplace. It is crucial that employers and employees have access to knowledge and skills that allow them to deal with daily stress while improving happiness and efficiency at work. ENCATC is convinced that training for cultural professionals should go beyond hard skills. Soft skills - like those taught during this ENCATC Breakfast training session - are key for productivity and ensuring the health and well-being of employees,"* said ENCATC Secretary General, GiannaLia Cogliandro Beyens.

The ENCATC Breakfast also included networking time for participants to grow their professional contacts in a relaxed environment over a delicious breakfast spread.

FOR MORE: [www.encatc.org/en/events/past-events/encatc-breakfast/](http://www.encatc.org/en/events/past-events/encatc-breakfast/)

FOR PHOTOS: [www.facebook.com/ENCATC](https://www.facebook.com/ENCATC)

## Are you needing a productivity boost or inspiration at work? ENCATC Breakfast can help!

ENCATC is strongly committed to promote a significant advance in the professionalisation of the cultural sector to ensure its sustainability, adaptability and employability.

The ENCATC Breakfast trainings are a unique opportunity for academics, researchers, managers, cultural operators, artists and professionals both in and outside the cultural sector to learn and make their own organisations stronger, more capable, and efficient.

The trainings cover many areas: learning about digital tools and gaining practical skills; understanding how to implement innovative management methods; improving communication and intercultural dialogue; and understanding funding opportunities. Methods and practices for well-being and performance are also included. With such variety, there is something here all professionals - in the arts and cultural sector and beyond - can immediately use to enhance their professional and personal lives.



### The Lost Art of Listening

**14 April 2016 in Brussels (BE):** The "lost art of listening" will be the central topic for this ENCATC Breakfast training session. Based on the book "Ecouter" (ed. Robert Laffont) - Marina Castañeda, Cultural Attachée at the Mexican Embassy in Brussels will help us to be better listeners and learn how improving this skill will help in both professional and personal realms.



### Gérer, communiquer et collaborer avec Trello

**20 May 2016 à Bruxelles (BE):** Apprenez à utiliser en une matinée un moyen simple et visuel pour organiser ce que vous voulez avec qui vous voulez. Laissez tomber les longs échanges par e-mail, les tableurs obsolètes, les notes auto-collantes qui se décollent et les logiciels compliqués pour gérer vos projets. Trello vous permet de voir vos tâches et votre projet dans son ensemble en un clin d'œil.



### Digital Tools for Cultural Managers

**21 June 2016 in Brussels (BE):** Social media researcher, Chris Hogg from Goldsmiths, University of London will share his expertise on digital tools for cultural managers. In a follow up to the research of ENCATC's survey on Digital Tools for Cultural Managers and the ENCATC Masterclass organized on the topic in December 2015, this ENCATC Breakfast training will dive more deeply and provide hands-on experience for participants to understand how to efficiently apply and use these tools.

FOR MORE ENCATC BREAKFAST TRAININGS & TO REGISTER: [www.encatc.org/en/events/upcoming-events/](http://www.encatc.org/en/events/upcoming-events/)



## What's the Future for Audience Development?

*ADESTE project holds final conference on "The Future of Audience Development: Research, Training & Practice"*



Photo Credit: « Diversity Masks » by Spiva Arts  
via Flickr CC BY 2.0

Over the course of two days in Bilbao and Donostia-San Sebastián, Spain, more than 100 participants from Europe and beyond attended "[The Future of Audience Development: Research, Training, and Practice](#)", the final conference of the ADESTE project (Audience Developer: Skills and Training in Europe).

This major gathering was an opportunity for the ADESTE consortium (which includes ENCATC and four of its members as well as respected cultural organisations), to present the work it has done over the past two years to research, design and test a training module for cultural professionals working in audience development. The conference opened with an introduction to the project, a presentation on "From idea to practice: building audience development skills", followed by a lively discussion with ADESTE trainees who were professionals having participated in the training module pilot testing phase to learn about their successes and challenges taken from the experience.

Next, participants broke into **parallel sessions** for ADESTE trainees, professionals in the cultural and creative sector, as well as academics. The aim of these parallel sessions was to provide space for discussion on the training process, hard and soft skills for the "Audience Developer" professional profile, and the latest researching being conducted on audience development.

The afternoon session kicked off with keynote speeches on the theme of "**Audience Development from a Cultural Policy Perspective**" with experts representing three levels: European, regional, and local. Invited to share their perspectives and knowledge were: **Monica Urian** from the European Commission; **Henrik Martén** of Kultur i Väst in Sweden; and **Joanna Szwajcowska** from the Capital City of Warsaw in Poland.

The day closed with a World Café session where the audience was divided into smaller groups to have more in depth discussions on how to support audience development, the skills and competences needed, and the role policy should play.

The second day began with a presentation of the **Donostia-San Sebastián 2016 European Capital of Culture** which provided insight into the programming, challenges, and

audience-focus strategy developed for such a major European initiative.

This was followed by another keynote speech given on the topic of "**How to Place Audiences at the Centre of Cultural Organisations - A Study on Audience Development at European Level**" delivered by Cristina Da Milano from ECCOM - Idee per la cultura. After her presentation came the debate on "**Audience Development: Between Practices and Theories**". Invited to speak on this panel was ENCATC Vice-president, Marcin Poprawski who was joined by other leading experts, cultural practitioners, and academics from around Europe to share their points of view and what should be done now and in the future to support audience development in Europe.

The second day's afternoon programme included technical visits to flagship cultural institutions in Donostia-San Sebastián where participants met with cultural operators to learn how local cultural institutions are leading with an audience focus. They were provided with examples of strategies and programmes that have been put in place to reach and expand cultural participation in the city.

The two-day ADESTE conference also included a **rich cultural programme** and many **networking opportunities** for participants to enjoy the local cultural scene and to expand their professional contacts.

Video from the conference and a short report of the event will be made available online soon.

FOR MORE: [www.adesteproject.eu/adestes-final-conference](http://www.adesteproject.eu/adestes-final-conference)

ABOUT THE PROJECT: ADESTE aims to respond to the need of many arts and cultural organisations to successfully attract and engage their loyal and established followers all while bringing in new audiences. To assist cultural professionals to deepen their knowledge and skills for better audience development results, the ADESTE project designed and tested a unique training module. The ADESTE project is led by ENCATC member, the Fitzcarraldo Foundation. The consortium also includes ENCATC and ENCATC members: Goldsmiths, University of London; Melting Pro-Laboratorio per la Cultura; and the University of Deusto. The Audience Agency and the Danish Center for Arts & Interculture are also project partners.

# ENCATC IN CONTACT



We want to hear directly from ENCATC members about what is going on in the field of cultural management and policy in their own countries.

The first interview is with one of ENCATC's newest members, The Ministry of Culture and Monuments Protection of Georgia. ENCATC wanted to learn more about its motivations to join the network and interesting projects to share with ENCATC members and followers.

This issue is also launching a new focus on cultural entrepreneurs and positive experiences of creating new business models in the cultural sector.

The second interview is with a young cultural entrepreneur, Anne Giraud, founder of La Petite Idée, a consultancy for creativity management to learn about the challenges she has faced, and lessons learned in creating her cultural business.



## ENCATC in Contact Interview with the Ministry of Culture and Monuments Protection of Georgia

*The Ministry of Culture and Monuments Protection of Georgia is one of the newest members to join ENCATC in 2016. ENCATC interviewed the Ministry of Culture and Monument Protection of Georgia to learn why the ministry wanted to be part of the network, expectations, and the Ministry's projects that can be of interest to ENCATC members and followers.*

### ENCATC: Why did the Ministry want to join ENCATC?

The Ministry of Culture and Monuments Protection of Georgia is primarily focused on: supporting Georgian artists, protecting cultural heritage and museum exhibits, developing film and theatre industries, improving the level of art education and other cultural sectors that create culture of the whole country.

The Ministry of Culture and Monument Protection of Georgia is attracting partners who are responsible for participation to improve the level of cultural education.

For development of cultural management and improvement of the education level, the Ministry plans to open a study centre, where different learning courses will be organized i.e. seminars, working meetings, master classes and workshops for all representatives of the cultural sphere, for individuals, organizations and also for public legal entities. On 24 February 2015 an Agreement between Georgia and the European Union on the participation of Georgia in "Creative Europe" Pro-



Tbilisi 52" by Alexxx1979 CC BY-SA 2.0

gramme was signed in Brussels, Belgium. To effectively participate in this programme, cultural organizations and institutions require their skills and knowledge to be improved in order to successfully apply for grants and manage their projects.

### What are your expectations concerning the ENCATC network?

As the mission of the ENCATC network is to stimulate the development of cultural management and cultural policy education in Europe and beyond, engaging and responding to new developments in politics, economics, societies and technology, we think that our organizations will be able to effectively cooperate. We will elaborate a joint project for implementation of the culture strategy.

Also, we will have opportunities to share experience and knowledge with ENCATC members and receive useful information from them.

### Do you have any projects you're working on that are interesting for ENCATC members and followers?

When signing the Memorandum of Understanding with USAID, the goal of the program for the Ministry of Culture

and Monument Protection was to enhance the Ministry's capacity and improve its performance. Recommendations produced within the framework of the USAID (HICD) Plus Project have helped the Ministry design a more vibrant structure and start improving internal procedures.

Other plans of the Ministry:

- Cooperation in preservation of Georgian cultural heritage and increasing awareness of society towards the necessity of protecting cultural heritage is one of the top priorities for the Ministry as we realize the immense economic potential of our cultural heritage. In doing so, we have come up with several new initiatives: development of a free App for iOS and Android users – Discover Georgia; creation of 3D Model of Tbilisi cultural heritage monuments;
- Sharing experience, especially in the field of Museum Management is of key importance for us. We are exploring opportunities to purchase and introduce computer-based registry/data-base to register and safeguard all the exhibition items kept at museums countrywide;
- Annually since 1977, International Museum Day is organized world-



wide around May 18 and since 2005 a "Night at the Museum" is organized under the patronage of COE. This became a global movement. Unfortunately, Georgia is not a part of this movement yet. However, we believe that museums are an important means of cultural exchange, enrichment of cultures, and development of mutual understanding, cooperation and peace among people. To raise awareness on the importance of museums and make them more accessible for public, we intend to join the "Night at the Museum" movement;

We constantly witness the lack of relevant experts in various fields of culture. Unfortunately, there are very limited opportunities for cultural actors to receive proper training and acquire necessary skills in relevant fields. For this reason, we consider an opportunity of establishing a Training/Education Center on the basis of the Ministry of Culture and Monument Protection of Georgia that will help us invite different experts to conduct seminars, trainings, master-classes, workshops, etc;

Export and import of cultural property is poorly regulated. To properly safeguard cultural heritage, it is essential to establish a technical

ARTs laboratory providing the analysis of the cultural authenticity and exact value and origin of the specific item. Today, the cultural value of various objects is determined based on visual examination and comparative analysis. Joining efforts in preventing the illicit trafficking of cultural heritage – as one of the reasons to have Arts Lab;

To support Georgia's film industry, there is the "Film Friendly Georgia" project which aims to foster Georgia's film sector as it faces certain legislative/bureaucratic challenges, hampering the sector's competitiveness on the international filmmaking landscape.

The above mentioned project envisages assembling a group of EU experts with experience in the following areas: Legal practice and requirements of local and international productions and co-productions; Tax issues related to productions and co-productions; Producing and production management practices in local and international projects; Local regional and international distribution practices and challenges in today's environment, covering modern platforms; Film commissions and production/economic incentives; and Audio-visual archives.

Bringing the best international practice into these areas, the group could conduct research of local landscape in Georgia, interview the stakeholders, identify main obstacles impeding the sector's growth and international cooperation prospects and finally come up with a set of recommendations and legislative/regulatory changes.

The project could also receive additional limited support from other sources, e.g. a country with competitive screen industry could contribute by bringing an expert.

FOR MORE: [www.culture.gov.ge](http://www.culture.gov.ge)

Are you interested in getting in touch with the Ministry of Culture and Monument Protection of Georgia?

ENCATC Contact: Levan Kharatishvili, Deputy Minister [lkharatishvili@gmail.com](mailto:lkharatishvili@gmail.com)



"Kopie von Georgien 232" by Raminsky via Flickr, CC BY-NC-ND 2.0



## Carving a new path: The new generation of cultural entrepreneurs

### ENCATC in Contact Interview with Anne Giraud, founder of La Petite Idée, France

*ENCATC sat down with Anne Giraud, a young and innovative French entrepreneur to learn about how she created her company La Petite Idée, the challenges she has faced, and lessons learned. We also heard how her collaboration with ENCATC helped expand her professional profile to a European level.*

*The [French translation](#) of this interview is available on our website.*

#### **Once you had the idea to launch your company *La petite idée*, how did you go into action to make it a reality?**

I was still working as a designer when I was first approached to become Creativity Management adviser, initially on an ad hoc basis, then more regularly. In order to obtain a permanent legal status for my new professional orientation and invoice my services, I decided to set up my own occupational structure. To knowingly make a choice, I carefully listened to different opinions about the various legal status available, with their advantages and inconveniences. I finally went for "Coopérative d'Activités et d'Emplois" (CAE), which is quite popular among individual entrepreneurs in Nantes, France. I'm currently under the still little-known legal status of "entrepreneur-employee".

#### **How did you go about getting start-up funds and how did you use them? What has been the most unexpected challenge you have faced?**

The first months, I spent a lot of time meeting network heads and local authorities whose policy lines seemed to match my development axis. I wished to make my field of business more visible and obtain information about the financial support young project promoters could receive. My potential investors found the project to be "original", "interesting", but I was always too young, too qualified, not specialized enough... in order to fit the mould. I now know that this is often the case when you promote new and innovative practices. Instead of losing courage, I preferred to start my business with my own resources: my ideas, my motivation, my expertise and an office I set up in my living room. The rest followed!

It is also true that, even though I had ten years of professional experience, this was my first involvement as an independent entrepreneur. In retrospect, I think I was still lacking the good reflexes and arguments in order to efficiently promote my project in the eyes of decision makers.

#### **What was your experience working with ENCATC and preparing an ENCATC Breakfast training for our European audience?**

I had the pleasure to meet GiannaLia Cogliandro Beyens almost a year ago, thanks to an acquaintance we share. We talked about creativity applied to professional life and she proposed me to lead an "ENCATC Breakfast" in Brussels, in May 2015.

The ENCATC Breakfast is a training series designed for busy professionals and uses a to-the-point and concentrated method to deliver knowledge and new skills. The work I do fits perfectly with the model ENCATC proposed. I was delighted to lead a creative session in this framework on "Brainstorming Express" to teach participants how to effectively generate new ideas to find solutions in the workplace. I introduced proper tools, how to prepare a solid brainstorming framework, how to choose the right cast of participants, and how to avoid many pit falls. Brainstorming seems like an easy concept – it's a well-known creative tool, but few use it optimally! There are many layers and key steps to follow in order to free the mind and let the creative juices and ideas flow! It is a real skill to learn how to prepare, animate and evaluate a successful brainstorming meeting.

I was also excited to do this training because it was an opportunity to reach a wider European and international audience. At this session there were participants from Belgium, France, Slovakia, the United Kingdom, the United States and Argentina! Not only was I able to share my knowledge and expertise, but I too gained new insights from participants of different cultural backgrounds through the convivial and constructive exchanges. I think as an entrepreneur you always need to be open, seize opportunities to grow your audience, but also learn from them and each experience!



## What was the most difficult challenge to starting your own business and how did you overcome it?

The biggest challenge I had to face when I began was to set up an innovative activity in a very short period of time. Indeed, I needed to make money from my services within six months without knowing much about the daily reality and the priorities of an independent entrepreneur. I had to quickly ask myself the essential questions and rapidly construct an action plan including several options depending of what was working and what was not. This constraint ended up being a major asset because it prompted me to be versatile, develop solutions in collaboration with my professional network and swiftly experiment them.

My business is now more structured. I develop two main axis. The first is education and training with creative tools, "design thinking" and social innovation. The best way to spread more creative and collaborative practices in professional structures is to experiment with them and test them in a framework without stakes. The second is accompanying businesses and organisations in their efforts for innovation and change. In this context, creative tools are particularly efficient in helping our team think outside the box, in collaborating differently, in daring to be creative in a framework that can be restricting (lack of time, resources...). The advantage of this methodology and its "creative toolbox" is also that it adapts to every activity sector and team configuration.

## What had you wished you had known before you started your business?

I would have liked to have been told not to worry, that being an independent entrepreneur is something you learn. At the beginning, everything was new and complex to me. I was comfortable with my knowledge and experience working with clients. What I had to learn was how to do everything that goes around it: efficient prospecting, building a coherent offer, setting appropriate pricing, handling communication... With time, and the sound advice of people I trust, I learned a lot and I am now able to manage more efficiently the multiple tasks a self-employed person has to face on a daily basis.



## What advice would you give to students/young graduates looking to start their own business?

Giving advice would be a bit pretentious, I don't have 30 years of experience. But here are a few tips and tricks that helped me when I started my professional life:

- 1. Trusting the collective intelligence: "If you go faster on your own, we go further together", as the African proverb puts it.
- 2. Building and taking care of a professional network you can trust: former students, internship mentors, people that left an impression on you may become your reference tomorrow. Don't hesitate to give your contact information.
- 3. Take every opportunity you are given and do the same for others when you have the chance.
- 4. Break down different parts of your project to test them quickly with final users before testing the whole project. Better to know as soon as possible what works and what does not, instead of waiting to have the "perfect project".

## What keeps you motivated and going?

I chose my occupation and the way I do it, how could I not be enthusiastic? If one day I don't have any more pleasure in being a facilitator and adviser in Creativity Management, or if there is no demand for it on the job market, I will move on to something else.

As a daily routine, I continuously work on improving what can be improved, but I also take joy in every smile I get from a workshop participant, in every new collaboration with someone I es-

teem, and every time I'm thanked by a satisfied client.

## About La Petite Idée:

At the beginning of 2014, given the deep and cross-disciplinary experience and encouraged by the demands of several collaborators, Anne Giraud created "La Petite Idée". She left her job as an integrated designer to become a creative potential facilitator. Today as a consultant in creativity management, she helps companies, as well as organisations, in the development of their creative approach, should it be a one-time need or repeated support. The method she adopts combines different tools for idea generation, bringing about a large number of new proposals within a very short timeframe. This also makes it possible to go from ideas to practical solutions that suit the matter at hand. La Petite Idée is assisted in its development by l'Ouvre-Boites 44, an activity and employment cooperative based in Nantes, France. Since 2010, Anne has been speaking in various art academies in Nantes (ENSA, ESBA, École de design, LISAA) or in higher education institutions (IPSA of Angers), addressing, among others, the theme "When design meets social and solidarity economy". As creativity is a process that you have to cultivate on a daily basis, Anne Giraud continues to design unique objects and lead workshops, mainly according to upcycling principles.

Learn more and read the description of *La petite idée* in French: [www.lapetiteidee.fr](http://www.lapetiteidee.fr)

# NEWS FROM OUR MEMBERS

Learn more about what ENCATC members are up to and discover a new series we're introducing called "Member Stories".

We wish to highlight cooperation within the network as members work together to share knowledge, expertise, and experiences across cultures and borders.

Their collaborations are making valuable contributions to cultural management and policy across countries in Europe and beyond.







## MEMBER STORIES: FRANCE & CROATIA

### Joining forces to bring attention to training needs of cultural professionals in Croatia

From 2-6 March 2016, ENCATC members Claire Giraud-Labalte, an art historian from Nantes, France and an ENCATC Ambassador, and Nansi Ivanišević, President of Prokultura - Observatoire des politiques culturelles in Split, Croatia worked together to strengthen and bring attention to training needs of cultural professionals in Croatia.

In Croatia, a country of "post transition", there is a recognized need to better train professionals from administration offices at different levels focusing on monitoring decentralization.

The first objective of this collaboration between these two ENCATC members was to improve the training of cultural actors in Europe; work on training programmes intended for cultural managers in Croatia (master level, short courses, Life Long Learning). Next, was to consider European funds relevant to these projects followed by the importance of raising awareness of actors from different sectors (academics, parliamentarians, cultural officials, tour guides, representatives of cultural institutions, associations, etc.) about the need to collaborate in the design of various training programmes in the wider cultural sector;

Together, these two ENCATC members participated in three conferences organised in Zagreb, Split, and Dubrovnik in the framework of the "Mois de la Francophonie en Croatie". Claire Giraud-Labalte presented on topics of "the role of the region in the future of Europe's heritage: education, training, and lifelong learning" and "the role of local communities in heritage management and European reflections" with support from Nansi Ivanišević.



They also took advantage of opportunities to meet and discuss with representatives from the Ministry of Culture (Directorate of Foreign Affairs), the universities of Zagreb, parliamentarians, and the Popular Library of the City of Split. They also met with local partners working on management of World Heritage Sites and with a representative of the Archaeological Museum Narone, one of the initiators structuring the "Napoleon's Route" project in Croatia.

*This collaboration was supported by Prokultura - Observatoire des politiques culturelles in Split with special thanks to Kolinda Grabar Kitarović from l'Organisation internationale de la Francophonie (OIF) and support from the French Embassy in Croatia and the State Bureau - Department of Culture and Education at the Split and Dalmatia region.*



Do you have a member story to share? We'd love to share your story collaborating with other ENCATC members in our upcoming issues of this publication. Send in your collaboration to [e.darley@encatc.org](mailto:e.darley@encatc.org).

## BELGIUM

University of Antwerp / Antwerp  
Management School

### Call for Papers: 4th edition of the International NWFashion Conference

With this 4th edition of NWFC, we want to focus on alternatives for this western-dominant framework and bridge the gap between cultural studies and fashion management, and between studies of European and non-European fashion systems. Different themes will be discussed such as 'how to build a distinct local fashion identity', 'how to keep manufacturing and distribution local and/or sustainable' and 'how to offer an alternative to the international fashion power houses'. How can independent high-end designers compete with international power houses and establish a distinct fashion identity in a commodity market? How can they keep fashion production, skills and knowledge close to home? These are the pressing topics, both in Europe and beyond. Translated to a macro fashion community level, these matters add up to the key topic of this fourth edition.

The conference aims to bring together academics, curators, designers and industry professionals who are engaged in creative and critical thinking concerning fashion systems in a wide scope of geographical areas and using a cross-cultural perspective. This is not to be mistaken for globalisation, which has been used to create participatory narratives in recent years whereby especially new economies have come to be included in fashion discourse in the light of their recent socio-economic achievements, their convergence with the West and their successful engagement with fashion as consumers and producers. As Giorgio Riello and Peter McNeil (2010, *Global Perspectives*, 4-5) formulate it, in order to understand fashion beyond Europe, it is important to refrain from thinking that it has only recently emerged as a result of globalisation.

#### SUBMISSIONS GUIDELINES FOR ABSTRACTS:

300 word abstracts are due on 15 April 2016. Please note that abstracts which exceed the word limit will not be taken into consideration. Abstracts should be submitted by e-mail in a Word format (.doc or .docx; please refrain from using footnotes and/or any special formatting, characters or emphasis) to both [joke.schrauwen@uantwerpen.be](mailto:joke.schrauwen@uantwerpen.be) and [mangelajansen@gmail.com](mailto:mangelajansen@gmail.com) with NWFC16 ABSTRACT SUBMISSION in the subject. Abstracts should include the title of the paper, the author(s)'s name, affiliation, email address, bio (200 words) and five key words. Receipt of the email will be acknowledged within one week. If you do not receive a confirmation, please assume that it was not received correctly and send it again.

FOR MORE: <http://nwfashionconference.org/>

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## FINLAND

University of Jyväskylä

### Miikka Pyykkönen appointed as the Professor of Cultural Policy

The rector of the University of Jyväskylä, Matti Manninen, has appointed docent Miikka Pyykkönen (PhD) as the Professor of Cultural Policy. Pyykkönen will act as the head of the master's and doctoral programmes on cultural policy. Pyykkönen is a University of Jyväskylä alumni and he defended his PhD in sociology in 2007, with a specialization in Cultural Policy. He has acted as a lecturer of cultural policy at the University of Jyväskylä since 2006 and he was appointed as a docent in sociology at the University of Helsinki in 2012. Pyykkönen's research focuses on questions of multiculturalism, social control, civil society and the creative industry. FOR MORE: [www.jyu.fi/en/studywithus/programmes/culturalpolicy/News/cultpolprofessor](http://www.jyu.fi/en/studywithus/programmes/culturalpolicy/News/cultpolprofessor)

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## ITALY

Fitzcarraldo Foundation

### New Study on Audience Development - How to place audiences at the centre of cultural organisations

The aim of the "Study on audience development – How to place audiences at the centre of cultural organisations" is to provide successful approaches and methods in the area of audience development (AD) to be disseminated among European cultural organisations. These approaches and methods will be used as a basis for selection criteria in future calls for proposals launched by the Creative Europe programme.

To do so, the partners have launched an open invitation to collect a number of European best practices to be further investigated in order to explore and point out the key success factors and the main organisational impact that the work with audience development, as a strategic goal and long term organisational process, has had on cultural organisations. Applications have to be submitted by the 15th of April.

FOR MORE: [www.engageaudiences.eu/call-to-action/](http://www.engageaudiences.eu/call-to-action/)

ENCATC CONTACT: Ugo Bacchella [ugobac@fitzcarraldo.it](mailto:ugobac@fitzcarraldo.it)

*"Audience Development. How to place audiences at the centre of cultural organisations" is a study promoted and commissioned through an open call for tender by the European Commission – Directorate-General For Education And Culture. Partners include the Fitzcarraldo Foundation, Culture Action Europe, ECCOM idee per la cultural, and Intercult.*



### 3rd ANCER Conference: "Vitality & Viability: Arts Ecosystems in Asia"

ANCER presented its third conference "Vitality and Viability: Arts Ecosystems in Asia", on 14-16 January 2016 in Phnom Penh, Cambodia. The theme in 2016 explored the idea of an ecosystem, a group of individual entities that each depend on the others to grow and flourish. With a strong focus on leadership and entrepreneurship, the organisers especially wanted to engage arts managers and cultural innovators in the ANCER dialogue, and to bring practical knowledge and experience to research and knowledge production. Over 100 delegates from 20 countries gathered for 3 days of discussion resulting in new initiatives, papers, books, projects, professional and personal connections.

Keynote speeches were given by Dara Huot, Chief Executive, Phare Performing Social Enterprise Co., Ltd in Cambodia about "Hard Choices". He was followed by Margaret Shiu, Founder of Bamboo Curtain Studio in Taiwan and who spoke about "Power of Cross Discipline Networking: Action of New Generation of Culture Workers in Asia".

The conference plenary sessions focused on regional perspectives, cultural policy making, and the arts and community, as well as networks and partnerships. A workshop organised in the framework of the conference explored careers in arts management. Young researchers were also invited to attend and present their work on topics including: museums and sustainability; dance education; audience engagement, and alternative spaces.



This conference was organised by Cambodian Living Arts, presented by ANCER, in partnership with LASALLE College of the Arts and the Institut Français Cambodge, and with the support of the European Union.

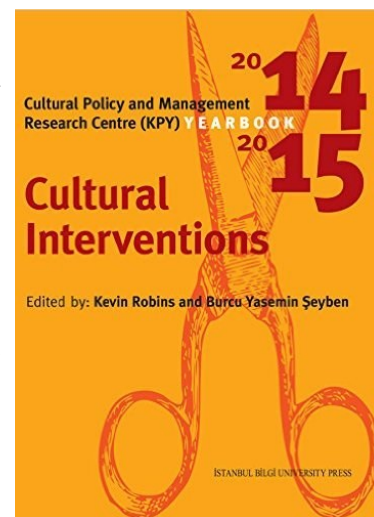
WATCH HIGHLIGHTS: [www.youtube.com/watch?v=dfjibBW3o7c&feature=youtu.be](http://www.youtube.com/watch?v=dfjibBW3o7c&feature=youtu.be)

FOR MORE: [www.lasalle.edu.sg/research/lasalle-labs-centres-networks/ancer/](http://www.lasalle.edu.sg/research/lasalle-labs-centres-networks/ancer/)

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### New publication "Cultural Interventions"

The Cultural Policy and Management Research Centre (KPY) at Istanbul Bilgi University is once again delivering its annual publication, covering major issues and debates of the 2014-2015 period. This 2014-2015 issue is the fifth in the KPY Yearbook series, published by Istanbul Bilgi University Press. The central theme of the 2014-2015 Yearbook is the changing relationship



between state and culture – thus the overall title of the Focus section is Cultural Interventions. It is edited by Kevin Robins and Burcu Yasemin Şeyben. Under this title we have two sub-sections, the first addressing new public policies towards the cultural field, and the second exploring civil society responses. We are discussing the theme of Cultural Interventions within a comparative perspective, with cases from different countries. Thus, in the Turkish context, there have been recent attempts by the Turkish government to close down state cultural institutions, and to put in place a new regime of cultural governance. Also, in the Turkish context, there is the vital issue of state-generated censorship of cultural expression. Elsewhere there are questions regarding state support for the arts in a context of deepening financial crisis. There is also the issue, in all regions, concerning the sustainability of ever growing numbers of cultural institutions and players. The second issue that we address within the Cultural Interventions agenda concerns the changing civil society response to 'official' public cultural policies. Here we have analysis from Turkey and Bulgaria, on civil society activism in the face of emerging authoritarian state cultural politics. In each Yearbook we have a themed Focus section, and an Open Space section. In 2014-2015 Yearbook the Open Space contains articles on cultural policy research, participatory governance of funding in the arts, shopping malls as cultural spaces and a letter from Syria. The Review section contains reviews of relevant publications and conferences.

FOR MORE: [www.amazon.com/Cultural-Interventions-Research-Centre-KPY-ebook/dp/B01BVGAEF2/](http://www.amazon.com/Cultural-Interventions-Research-Centre-KPY-ebook/dp/B01BVGAEF2/)

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TURKEY

ÇEKÜL Academy

## ÇEKÜL Akademy Launches 2nd Phase of Heritage Management Training Programme



ÇEKÜL Academy of Turkey, a training organization specialising in cultural and urban preservation. It designs and delivers cultural heritage training programs set out with a series of training programs, aimed at upgrading and sustaining the urban and cultural heritage projects run by local governments and their respective staff of historic towns. These programs have been followed by personal and corporate training programs, offering learning and development opportunities to estranged big city dwellers and voluntary initiatives.

The second phase of the program has begun on March 16, 2016 with 22 participants from 17 different municipalities from all over the country. This particular program is enriched with knowledge and skills needed for the identification, protection, management and presentation of cultural and natural heritage sites and consists of 6 modules and will be finalised in November 2016.

The programme is based on a holistic, multi-disciplinary approach, and combines theory and practice through various academic fields. Through a wide range of perspectives, the curriculum integrates academic context and in-field activities with practical information and local needs.

Through the programme the participants will examine the process of preparing "Heritage Management Planning" with a holistic perspective based on a multi-disciplinary approach. The program combines theory and practice through various academic fields.

ÇEKÜL Academy's main goal is to examine, coordinate and work with the participants through the whole process of "Management Planning", promotes and fosters a nationally conscious environment where technical staff of municipalities come together to innovate and re-contextualize heritage planning and management.

FOR MORE: [www.Cekulvakfi.org.tr](http://www.Cekulvakfi.org.tr)

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UNITED STATES

Carnegie Mellon University

## MAM Partners with Europe's Centre for REsearch in ARTs and Economics (CREARE) on 2016 Summer Intensive

Carnegie Mellon University's Master of Arts Management (MAM) program is pleased to partner with The Centre for REsearch in ARTs and Economics (CREARE) on an exciting summer academic program in cultural economics, which will take place at CMU June 7-11.

Led by leading cultural economics scholar and researcher Dr. Arjo Klamer (Erasmus University - Rotterdam) and a team of accomplished faculty members, this Value of Culture certificate program will explore the characteristics of cultural industries and environments that foster creativity in economy and society. The program will also engage students in investigating ways that creativity can improve government policies and leadership of professional organizations.



As a flagship program based in the Netherlands with previous offerings in Uganda, India and Italy, this will be the first time that CREARE has brought this program to the United States. "We are thrilled to welcome international arts managers from across the globe to foster an essential dialogue of our respective cultural economies," said Kathryn Heidemann, Assistant Dean and Director of the Master of Arts Management Program at CMU. "Value of Culture is a key flagship program of CREARE, and we are honored to bring this international conversation between value, culture, and economics here to Pittsburgh - a city that loves the arts."

The program will consist of a series of interactive seminars, group discussions, and a few workshops, as well as an excursion and discussions with cultural leaders from the surrounding area. It will provide theoretical and practical knowledge to participants to teach them cultural perspectives in the development of the creative economy, cultural industries, and cultural cities. It will also show students how creativity can contribute to better government polices and better leadership within professional organizations. FOR MORE: [www.heinz.cmu.edu/news/news-detail/index.aspx?nid=3833](http://www.heinz.cmu.edu/news/news-detail/index.aspx?nid=3833)

ENCATC CONTACT: Kathryn Heidemann  
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# UPCOMING EVENTS



## **Identity Matters: enriching heritage to meet a new era / RICHES final conference**

**14-15 April 2016 in Amsterdam, The Netherlands**

Borders blur. Disciplines merge. Barriers come down. The 21st century is a time of repositioning, and there is a key role for heritage to play. How do we (re)present ourselves, our public, our archives, our countries and our institutes? This is the leit-motiv of RICHES final conference, presenting the project results together with inspiring keynote speakers who will reflect and explore future visions of heritage. Participation will be central, also with experience of inspiring examples first hand in the city of Amsterdam: through urban safaris and visits to heritage sites. All conference participants get to see best practices in action and policy recommendations will be delivered to support this.

FOR MORE: [www.riches-project.eu/amsterdamconference2016.html](http://www.riches-project.eu/amsterdamconference2016.html)



## **Global Art Challenges: Towards an "Ecology of Knowledges"**

**28-29 April 2016 in Barcelona, Spain**

This conference aims to reformulate established approaches to the study of global art in the face of ongoing challenges in that field. Building on sociologist Boaventura de Sousa Santo's concept of an "ecology of knowledges" (2007), the conference seeks to go beyond "abyssal thinking in modern Western-based conceptions" of art and to trace lines of inquiry into new epistemological approaches to global art studies. Participants will discuss, from a methodological, epistemological and practical perspective, the possibilities of developing an "ecology of knowledges" in art history, regarding also artistic and institutional practices. It looks for ways to overcome Western hierarchies and enter into a proactive dialogue between practices, and methods.

FOR MORE: <http://artglobalizationinterculturality.com/activities/conferences/conference-2016/>



## **Nature & Culture: Heritage in Context 7th Annual Conference on Heritage Issues in Contemporary Society**

**16-19 May 2016 in Prague, Czech Republic**

The dichotomy between nature and culture in heritage conservation has seemed like an either/or proposition. In recent years, heritage designations at the international, national, regional and local levels are beginning to reflect that nature and culture are indivisible. This is true for the application of all of heritage's associated disciplines such as: landscape, architecture, archaeology, folklore, ethnobotany, history, ethnography, planning, agriculture and public health. There is probably no discipline in the humanities, social or natural sciences that is not affected by either culture, nature or, more often, both. This conference explores the link between nature and culture in an interconnected series of events designed to highlight different ways of thinking about heritage, nature and their interface. The event includes a three-day scientific symposium, organized field trips to explore key cultural and natural heritage sites, and a juried film and photograph exhibition.

FOR MORE: <http://blogs.umass.edu/conferencechs/>





## CONTEMPART '16 / 5th International Contemporary Arts Conference

27-28 May 2016 in Istanbul, Turkey

CONTEMPART '16 is an annual multidisciplinary conference dedicated to study new approaches in contemporary arts worldwide. In 2016, contemporary arts will be focused on the basis of urban life and identities. Individual examples and tendencies dealing with urban identities will be discussed, while the transformation of cities and urban cultures will also be mentioned in terms of their share to shape the current scene of art in different places of the world.

FOR MORE: <http://www.dakamconferences.org/#!contempart/ma12c>



## AAAE Annual Conference 2016

2-6 June 2016 in Philadelphia, United States

The City of Brotherly Love is home to an astounding collection of museums, artistic venues and historical attractions. The Association of Arts Administration Educators Board of Directors and the Drexel University conference team look forward to experiencing this vibrant city with you this June. AAAE represents college and university graduate and undergraduate programs in arts administration, encompassing training in the management of visual, performing, literary, media, cultural and arts service organizations. This conference will create an informative, reflective, and transformational space to explore arts administration education.

FOR MORE: <http://conference.artsadministration.org/>



## Lisbon Street Art & Urban Creativity International Conference

16-18 June 2016 in Lisbon, Portugal

What makes it distinct to be in the center or in the periphery of the urban context? How does the approach from practitioners, art critics, bloggers, and followers, contact the academic research and scientific approach?

This are examples of the kind of issues that we are looking for to be addressed at the conference in Lisbon. This conference seeks to address two aspects. The first aims at sharing approaches between the academic and non-academic knowledge production of Graffiti and Street Art. The second angle aims to address how to intensify the relation of the research and production of Design, Architecture and Urbanism with Graffiti and Street Art.

FOR MORE: [www.urbancreativity.org/](http://www.urbancreativity.org/)



## Presenting the Theatrical Past. Interplays of Artefacts, Discourses and Practices

13 - 17 June, 2016 in Stockholm, Sweden

This conference addresses questions concerning our relationship to theatre history, i.e. the relationship between present and past. How and why do we deal with history? What do we do with history? To what extent is historical research an exploration of our present?

The theatre of the past is accessible to us via historical objects, theoretical discourses and archive materials. But we can also experience it through performance practices that keep traditions alive or engage in re-enactments of theatre events and representations.

FOR MORE: [www.iftr.org/conference](http://www.iftr.org/conference)



## 19th International Conference on Cultural Economics

21-24 June 2016 in Valladolid, Spain

Cultural economics is the application of economic analysis to the creative and performing arts, the heritage and cultural industries, in both the public and private sectors. It is concerned with the economic organization of the cultural sector and with the behavior of producers, consumers and governments in that sector. The subject includes a range of approaches, mainstream and radical, neoclassical, welfare economics, public policy and institutional economics and it also espouses interdisciplinary analysis connected to these topics. The ACEI 2016 Conference aims at providing a forum for scientific discussion on cultural economics to develop a fruitful dialogue between theory and practice.

FOR MORE: [www.acei2016.uva.es/event\\_detail/3433/detail/19th-international-conference-on-cultural-economics.html](http://www.acei2016.uva.es/event_detail/3433/detail/19th-international-conference-on-cultural-economics.html)



## 2016 LARASA World Leisure Congress, Challenges, Choices and Consequences

27-30 June 2016 in Durban, South Africa

The first World Leisure Congress on the African continent will be hosted by the Leisure and Recreation Association of South Africa (LARASA) in Durban, from 27 – 30 June 2016. The aim is to explore the main theme "Challenges, Choices and Consequences" by creating a platform for professionals from diverse fields to interact, share and present a context for leisure services and opportunities. We anticipate speakers and delegates from many countries, communities and academic fields to merge their knowledge by identifying the challenges that confront us, to develop strategies in making the right choices and to achieve positive consequences for all. The benefits of leisure have been widely documented and this congress will highlight the importance of an integrated approach using leisure services to improve the human condition, transform spaces and boost the economy.

FOR MORE: [www.larasa.org.za/2016-larasa-worldleisure-congress/](http://www.larasa.org.za/2016-larasa-worldleisure-congress/)



## 2nd IMPAC 2016: "Empowering Society: Transdisciplinary Research in the Performing Arts" Conference

22-24 November 2016 in Tanjong Malim, Perak, Malaysia

The Faculty of Music and Performing Arts of University Pendidikan Sultan Idris will be holding their 2nd International Music and Performing Arts Conference (IMPAC2016) from 22-24 November 2016. This year's theme resonates with the Malaysian Education Blueprint 2015-2025 aims to recognise research with intangible outcomes, as indicated in the Key Intangible Performance (KIP). These intangible outcomes refer to research that creates an impact on society and solves problems of the industry. This research is usually demand driven, value or serviced based and encourage academia to collaborate with industry, community and business in providing practical solutions. Transdisciplinary research that fuses ideas from the fields of music, dance, theatre, science, sport, mathematics, language, archaeology and others will also contribute to new knowledge and innovative outcomes.

FOR MORE: <http://impac2016.upsi.edu.my/>

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# EU POLICY DEVELOPMENTS

## COMMISSION / CULTURE:

### Building blocks of a new EU strategy for cultural diplomacy

On 26 January, members of the European Parliament's Foreign Affairs Committee on "Cultural Diplomacy as an instrument of EU Neighbourhood Policy" met in Brussels. Addressing the committee, European Commissioner, Tibor Navracsics, responsible for Education, Culture, Youth and Sport declared: "*For a long time, cultural diplomacy has consisted of showcasing and promoting the excellence of one country. We want something different. A cultural diplomacy that is built on direct exchanges between people and organisations, on mutual learning and 'co-creation'. We want to enter into partnerships on an equal footing and take up ideas from citizens and stakeholders, rather than imposing our own view.*" The Commissioner also announced his reflection on how to put into place a European strategy for cultural diplomacy that will bring added value. He called for a more coherent approach that will strengthen the EU's position in the world, foster intercultural understanding, and build long-term relationships based on trust. Citing examples to build on, the Commissioner spoke of the Eastern Partnership Culture Programme, the "Media and culture for development in the Southern Mediterranean region" programme, and the Cross Border cooperation programme, among others. These are the kinds of initiatives that an EU strategy for cultural diplomacy would aim to strengthen as it builds for the future.

Read the Commissioner's speech here:

[https://ec.europa.eu/commission/node/405419\\_hu](https://ec.europa.eu/commission/node/405419_hu)

## COMMISSION / CULTURE:

### European Heritage Label list expands with the addition of nine new sites

On 2 February, the European Commission added nine sites in eight countries to the European Heritage Label (EHL) list. Different from the UNESCO World Heritage List, the EHL's focus is on the promotion of the European dimension of the sites and providing access to them. Now numbering 29 in total, the European Heritage Label sites are recognized for their symbolic value, the role they have played in the European history, and activities they offer that bring the European Union and its citizens closer together. The announcement follows the December 2015 selection process when an independent panel preselected 18 applications from participating EU countries. A ceremony will be held on 13 April 2016 in Brussels, during the European Heritage Label Days to celebrate the addition of the nine new sites: The Neanderthal Prehistoric site and Krapina Museum (HR), the Olomouc Premyslid Castle and Archdiocesan Museum (CZ), the Sagres Promontory (PT), the Imperial Palace (AT), the Historic Ensemble of the University of Tartu (EE), Liszt Ferenc Academy of Music (HU), Mundaneum (BE), WWI Eastern Front Cemetery N°123 (PL) and the European District of Strasbourg (FR).

For more information about the European Heritage Label:

[http://ec.europa.eu/programmes/creative-europe/actions/heritage-label/index\\_en.htm](http://ec.europa.eu/programmes/creative-europe/actions/heritage-label/index_en.htm)

## COMMISSION / CULTURE:

### Making copyright reform work for Europe's cultural and creative sectors

The European Commission has been taking steps to modernize Europe's rules on copyright with the aim to widen people's access to cultural content online. On 9 February, European Commissioner, Tibor Navracsics, responsible for Education, Culture, Youth and Sport, spoke about the importance of culture and creativity within the EU's plans for copyright reform. The EU's current copyright framework is inadequate for addressing all the challenges facing Europe's cultural and creative sectors. This is because new participants and new ways of distribution have emerged that were unknown a decade ago when the present copyright legislation came into force. "*The Communication on copyright that the Commission adopted in December of last year was an important first step. We have now identified the objectives and the scope of copyright reform. And, like the European Parliament that has just adopted its position on the Digital Single Market, I believe that what we need are targeted changes, not a complete overhaul,*" said Commissioner Navracsics. He went on to state two aspects that are particularly important to him: fair remuneration for creators and for everyone who is part of the value chain, and clear rules for the use of copyright-protected content in education.

Read the Commissioner's contribution here:

[https://ec.europa.eu/commission/2014-2019/ansip/blog/guest-blog-tibor-navracsics-commissioner-responsible-education-culture-youth-and-sport\\_en](https://ec.europa.eu/commission/2014-2019/ansip/blog/guest-blog-tibor-navracsics-commissioner-responsible-education-culture-youth-and-sport_en)



## COMMISSION / CULTURE:

### EU launches second phase of "New Narratives for Europe"

On 9 February in Brussels, a new series of debates was announced under the EU's "New Narrative for Europe" project. The aim is to involve EU citizens in the debate to know what Europe means to them. The EU calls especially for the participation of young people as their involvement in democracy is declining. This trend is particularly strong among those with the least opportunities: unemployed, inactive, and marginalised young people. Upon the announcement, Tibor Navracsics, European Commissioner for Education, Culture, Youth and Sport said: "*Young people have opinions, and are eager to share them, but in their own ways. We need to reconnect Europe with its young citizens. They are essential in deciding what the Europe of tomorrow should look like. Their dynamism and creativity enable them to look at Europe and its current problems with fresh eyes. That is why asking them to share their vision of the future is my guiding idea for the "New Narrative for Europe".*" This series of debates builds on the project's first phase during which personalities from the creative, cultural and scientific sectors set out their views on what Europe is to them and where it should go. Their declaration entitled "The Mind and Body of Europe" was intended as a catalyst for inspiring more contributions on the many narratives on Europe.

Read "The Mind and Body of Europe" declaration here:

[http://ec.europa.eu/culture/policy/new-narrative/documents/declaration\\_en.pdf](http://ec.europa.eu/culture/policy/new-narrative/documents/declaration_en.pdf)

For more information about the "New Narratives for Europe" project:

[http://ec.europa.eu/culture/policy/new-narrative/index\\_en.htm](http://ec.europa.eu/culture/policy/new-narrative/index_en.htm)

## COMMISSION / CULTURE:

### European film festivals are a unique opportunity for EU cultural diplomacy

A new feasibility study released on 19 February has concluded that European film festivals (EUFFs) provide a unique opportunity for European films to reach audiences in third countries. Carried out for the European Commission, this publication states that these festivals are important tools to promote the image of a creative Europe abroad as well as to foster mutual understanding between cultures. The research reveals that 76 EU Delegations are currently involved in the organization of film festivals, qualified as their most attractive outreach event. However, European film festivals often lack professionalism and are organized on tight budgets. Therefore, professionalization is pivotal for EUFFs to fulfil their cultural, trade and diplomatic potential. The study also includes recommendations with measures regarding: the selection of films – to assist in the acquisition of quality European films; more emphasis on marketing and promotional efforts; the involvement of the European film professionals and talents; and a selective funding scheme to reward the most ambitious EUFFs. These recommendations will be considered in the context of the European External Action Service (EEAS) policy on culture in external relations.

Download the study here:

<https://ec.europa.eu/digital-single-market/news/european-film-festivals-unique-opportunity-eu-cultural-diplomacy>

## COMMISSION / CULTURE:

### Three Greek cities shortlisted to be European Capital of Culture 2021

On 26 February in Athens, three Greek cities were announced as shortlisted for the title of European Capital of Culture 2021 in Greece: Eleusis, Kalamata, and Rhodes. They have been recommended by a panel of independent experts who evaluated 14 applications. During the press announcement, the Greek Minister of Culture and Sports, Mr. Aristides Baltas, congratulated all the cities which had participated in the bidding process and wished luck to the shortlisted ones. He also underlined that hosting a European Capital of Culture is a national project which exceeds the narrow local borders of the designated city and promotes the culture of the entire country. Being shortlisted for the title can result in significant cultural, economic and social benefits for the cities concerned, provided that their bid is part of a longer-term culture-led development strategy. Once the panel's recommendation has been confirmed by Greece, the shortlisted cities have until next autumn to complete their applications. The panel will then meet again in Athens before the end of 2016 to recommend which Greek city will be the European Capital of Culture 2021. 2021 will be the fourth time Greece hosts the European Capital of Culture, after Athens in 1985, Thessaloniki in 1997, and Patras in 2006.

For more information about the European Capitals of Culture:

[http://ec.europa.eu/programmes/creative-europe/actions/capitals-culture\\_en.htm](http://ec.europa.eu/programmes/creative-europe/actions/capitals-culture_en.htm)

## EU PARLIAMENT / EDUCATION:

### Draft report adopted on Erasmus+ and other tools to foster mobility in VET

On 17 and 18 February in Brussels, the European Parliament's Committee on Culture and Education met in Brussels. On this occasion, committee members adopted the draft report on "Erasmus+ and other tools to foster mobility in VET – a lifelong learning approach". The introduction of Erasmus+ in the place of the various preceding programmes has marked a major step forward for mobility as a concept across the European higher education area. It must, however, be acknowledged that mobility is less prevalent in vocational educational training (VET). The previous programme, Leonardo, successfully completed a first phase of establishing a programme of simultaneous work and study exchanges for participants in countries other than their countries of residence. Yet, in vocational training, the benefits seen as natural for European mobility in higher education are not yet afforded due importance: financial assistance to overcome prior limitations; mutual recognition of studies, qualifications and experience; sufficient command of second and third languages; organisation of curricula and respective studies; and legal aspects of recruitment procedures. This draft report calls for a series of actions for European Union and each country, specific action for the Commission to take, and changes or improvements that can be made to the Erasmus+ programme.

Read the draft report on Erasmus+ and other tools to foster mobility in VET – a lifelong learning approach here:

<http://www.europarl.europa.eu/sides/getDoc.do?type=COMPART&mode=XML&language=EN&reference=PE569.848>

## COMMISSION / EDUCATION:

### Education has a role to play in the lives of Europe's young people

On 25 February in Vienna, the European Commissioner, Tibor Navracsics, responsible for Education, Culture, Youth and Sport, addressed members of the Austrian Parliament to reflect on tackling youth unemployment, social exclusion and disaffection, as well as the radicalisation of young people. *"I think it is our shared goal to build inclusive societies in which young people can find their place. This means equipping them with skills that are relevant in the labour market. But it also means enabling them to acquire a broad set of 'life skills' which will allow them to develop into confident, engaged citizens that stand on their own feet and fulfil their dreams and ambitions,"* said the Commissioner. For its efforts to boost numbers, Austria was praised as one positive example in Europe. Its rate of young people leaving school early is below the European average and decreasing. It is also among the few countries that have already reached the 40% higher education attainment target. However, across Europe, these numbers are not as positive for disadvantaged groups. To improve the lives of Europe's young people, at EU level, the Commission supports Member States in their efforts to tackle the challenge of integrating disadvantaged groups. In fact, the Commissioner said inclusive education will be a priority in the coming years. This means collecting good practices and developing guidelines that support the integration of the disadvantaged in education systems.

Learn more about education priorities most in need of investment:

[http://ec.europa.eu/education/tools/et-monitor\\_en.htm](http://ec.europa.eu/education/tools/et-monitor_en.htm)

## COMMISSION / EDUCATION:

### EU calls for more cooperation between academia and business in Europe

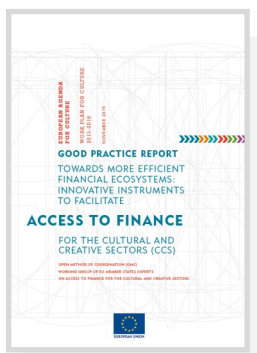
While attending the Thematic University-Business Forum "Universities. Businesses. Alliances for Innovation." on 25 February in Vienna, Tibor Navracsics, European Commissioner, for Education, Culture, Youth and Sport urged for the two worlds of enterprise and higher education to work more closely together to create jobs for the future. *"I usually find that the cooperation is limited to research. But companies and universities can do so much more as partners. For example, they can cooperate more on life-long learning needs, in-work training and up-skilling. Curricula should not be static, drawn up in isolation from economic and social realities. With contributions from industry at the right time, universities can develop and refine their curricula to ensure graduates are equipped with the knowledge and skills they need to hit the ground running in their new careers,"* said the Commissioner. As the EU's strategic policy for higher education is currently being reviewed, the Commissioner announced intentions to bring a paper to the Commission in the autumn with the aim to provoke change in curricula, in how learning is delivered and measured, and even stronger cooperation between universities and business.

Learn more about the University Business Forum here:

[http://ec.europa.eu/education/tools/university-business\\_en.htm](http://ec.europa.eu/education/tools/university-business_en.htm)

# PUBLICATIONS

## Towards more efficient financial ecosystems



This good practice report looks at the innovative instruments which can facilitate access to finance for the cultural and creative sectors. Such instruments need to be part of well-functioning and efficient financial ecosystems.

Publisher: European Union

Date: 2016

Pages: 118

ISSN: 978-92-79-54982-3

Report available here:

<http://bit.ly/1OXmis3>

## Joint cross-border approach to sustainable management of the UNESCO WHS on Adriatic



This final report has been produced by the cross-border project EX.PO AUS (EXtension of Potentiality of Adriatic UNESCO Sites), co-financed by the EU within the IPA Adriatic CBC Programme 2007–2013. The project's general objective is to set up a network between the UNESCO World Heritage Sites of the Adriatic Sea area. This will develop in a cross-border context and diffuse high-quality technical and managerial competences by means of the various



Illustration design by Freepik

public and private actors involved. There is also the aim of pursuing a joint long-term strategy for the sustainable development of the sites.

Publisher: EX.PO AUS project Date: 01/2016

Pages: 162

The report is available here:

[www.expoaus.org/upload/novosti/final\\_report\\_16578.pdf](http://www.expoaus.org/upload/novosti/final_report_16578.pdf)

## Arts for health and wellbeing

This new report explains the range of arts activities that can be used to support health and well-being and the resources needed to develop and sustain best practice in this field. It looks at

methods for assessing the impact and effectiveness of arts for health initiatives in the UK. According to the report, these have tended to be confusing, and the absence of standardised frameworks has made it difficult to compare interventions, capture their outcomes or develop best practice.

Publisher: Public Health England

Date: 01/2016

Pages: 27

The report is available here:

<http://bit.ly/1PJn4uc>



## Study on cultural training in the ACP countries

This study provides a comparative analysis on the availability and accessibility of cultural management and cultural entrepreneurship training programmes in ACP countries. Fast and convenient to consult, this study identifies best practices, strengths and weaknesses, issues and challenges of the cultural training sector in ACP countries.

Publisher: ACP Cultures

Date: 05/2015

Pages: 201

The report is available here: <http://bit.ly/1pJY4gu>

## Cultural times: The first global map of cultural and creative industries



This new report from UNESCO and the consulting group EY (formerly Ernst & Young) identifies the extent and scope of the creative economy worldwide. The economic weight of cultural and creative industries (CCI) in mature and emerging economies is partially described, misunderstood and undervalued. This study encompasses a wide range of creative activities combining the creation, production and distribution of cultural content. Unlike other studies, we have included all activities related to the performing arts (including dance, opera, ballet and live music) and visual arts (museums, visual arts creation, art market and design activities). In addition, EY's study is the first to separately assess the economic value of each CCI individually, and at a global level.

Publisher: UNESCO

Date: 12/2015

Pages: 120

The report is available here: <http://bit.ly/1XKyGkp>

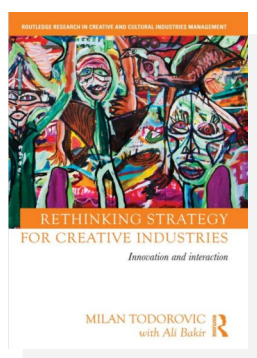
## Toolkit for Theatre Production and Mobility

This toolkit gives theatre professionals practical advice on producing a stage play and taking a show on the road. The toolkit includes budget examples, sample contracts, tips for distribution of duties and other essential production tools.

Publisher: TINFO-Theatre Info Finland

For more information: [www.tinfo.fi/en/](http://www.tinfo.fi/en/)

## Rethinking Strategy for Creative Industries



Creative Industry practices are increasingly being manifested through hybrid models and methods and emerging sub-sectors. With ever finer dividing lines between form and content, product and service, participation and consumption, the distinctions between sectors are increasingly blurred, while new, convergent models emerge. Reflecting this fluid context, this book provides a new perspective on strategy in the Creative Industries. Based on extensive original research and live empirical data derived from case studies, interviews, and observations with creative managers, it reveals strategic decision-making by analysing business manoeuvres and stages of innovation in the Creative Industries. Through analysing the interactive features of aesthetically driven information assets, and how new user/consumer cultures are applied, it uncovers the principles that are transforming strategy in the Creative Industries.

Authors: Milan Todorovic with Ali Bakir

Publisher: Routledge

Date: 03/2016

Pages: 252

ISBN-13: 978-0415730594

For more information: [www.routledge.com/products/9780415730594](http://www.routledge.com/products/9780415730594)

## Revisiting the Educational Value of Museums



This publication documents NEMO's 23rd Annual Conference that took place from 5-7 November 2015 in Pilsen, Czech Republic. It invites readers to take a step back and look at the developments of the field of education in museums, particularly with regard to a wide diversification of audiences. Examples from countries with different educational traditions, among them from the Czech Republic, the Nordic and Baltic countries, Poland and Portugal, show that museums are developing from information disseminators to more inclusive environments fostering and supporting intercultural dialogue, participation and empowerment. Perspectives of colleagues from museum networks beyond Europe extend the views and emphasise the common thread of a social dimension included in educational programmes.

Publisher: NEMO

Pages: 60

ISBN: 978-3-9816628-4-9

Report available here: <http://bit.ly/1UJR3st>

## Report: Berlin Conference "A Soul for Europe 2015"

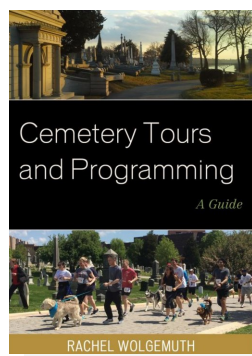
At the Berlin Conference 2015, "Europe. Its Values. Its Citizens", speakers, artists and active citizens voiced the basic conviction that it is urgent to invigorate and assert Europe's shared values, its cultural tradition and bonding force – beyond the conflicts of day-to-day politics. Core themes of the conference were the political power of culture and the role of cities in this process of Europe's renewal, which has to develop from the bottom up.

Publisher: A Soul for Europe

Date: November 2015

View the conference report: <http://bit.ly/1RnPJYJ>

## Cemetery Tours and Programming: A Guide



This guide shows the range and opportunities of cemetery programming that go beyond basic starting points like dog-walking or traditional historic walking tours. It illustrates the reuses of both historic and contemporary burial grounds through the lenses of recreation, education, and reflection. Readers will be taken through the historical roots of cemetery programming, options for creating diverse programming, and step-by-step suggestions for executing events.

Author: Rachel Wolgemuth

Publisher: Rowman & Littlefield Publishers

Date: 03/2016

Pages: 174

ISBN-13: 978-1442263178

For more information:

[www.rowman.com/](http://www.rowman.com/)

[ISBN/9781442263185/Cemetery-Tours-and-Programming-A-Guide](http://www.rowman.com/ISBN/9781442263185/Cemetery-Tours-and-Programming-A-Guide)

## Global Trade of Cultural Goods in the Digital Age

A new report from the UNESCO Institute for Statistics (UIS), *The Globalisation of Cultural Trade: A Shift in Consumption--International flows of cultural goods and services 2004-2013*, takes an in-depth look at the export and import of cultural goods and services around the world. Data and analysis presented in the report show that the international trade in cultural goods remains robust, despite a dip in 2008 during the global recession.

Publisher: UNESCO Institute for Statistics

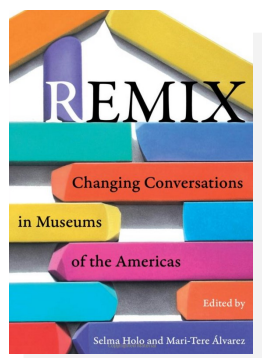
Date: 2016

Pages: 192

ISBN 978-92-9189-185-6

Report available here: <http://bit.ly/1LUgkAH>

## Remix: Changing Conversations in Museums of the Americas



Celebrating the diversity of institutions in the United States, Latin America, and Canada, *Remix* aims to change the discourse about museums from the inside out, proposing a new, "panarchic"—nonhierarchical and adaptive—vision for museum practice. Featuring more than forty authors in and around the museum world, *Remix* frames a series of vital case studies demonstrating how specific museums, large and small, have profoundly advanced or creatively redefined their goals to meet their ever-changing worlds.

Editors: Selma Holo and

Mari-Tere Álvarez

Publisher: University of California Press

Date: 03/2016

ISBN-13: 978-0520284531

For more information:

[www.ucpress.edu/book.php?](http://www.ucpress.edu/book.php?isbn=9780520284531)

[isbn=9780520284531](http://www.ucpress.edu/book.php?isbn=9780520284531)

## Guide to funding opportunities for the international mobility of artists and culture Professionals – Africa

The main objective of this cultural mobility funding guide is to provide an overview of the funding bodies and programmes that support the international mobility of artists and cultural operators from Africa and travelling to Africa. It also aims to provide input for funders and policy makers on how to fill the existing gaps in funding for international cultural exchange. All in all 87 funding organisations and 133 funding schemes related to Africa are listed together with 38 funding bodies and 48 funding schemes with an inter-

national outreach as well as key resources on mobility funding for artists and cultural organisations.

Coordinated by: On the Move

Date: January 2016

Pages: 204

Download the guide:

[http://on-the-move.org/files/](http://on-the-move.org/files/AMA.Mobility%20Funding.2016.2.6.singlepages1.pdf)

[AMA.Mobility%](http://on-the-move.org/files/AMA.Mobility%20Funding.2016.2.6.singlepages1.pdf)

[20Funding.2016.2.6.singlepages1.pdf](http://on-the-move.org/files/AMA.Mobility%20Funding.2016.2.6.singlepages1.pdf)

## Everyone is an Artist

Personal authenticity was once the primary domain of the arts. Artistic expression was seen as "the most individual expression of the most individual emotion," in the works of the Dutch poet Willem Kloos. Today, a century later, authenticity – "being yourself" – has become a societal ideal. It has also become an economic good, something we buy and sell. The creative industries play a central role in this commercial context. As a generator of artificial scarcity, it creates the desire for unique products, experiences and lifestyles, and promotes the permanent renewal of our living and working environment. What does all of this mean for contemporary art? Is it a blessing, or does it merely make the artist's role more complicated? And how can artists distinguish themselves when everyone is expected to be creative and authentic in work and in life?

Author: Ruben Jacobs

Publisher: V2\_

Date: 2016

Pages: 96

ISBN: 9789080179356

For more information:

<http://v2.nl/publishing/everyone-is-an-artist>

What are you reading about cultural management and policy that you would recommend?



Share your favorite publications with [@ENCATC](https://twitter.com/ENCATC) on Twitter [#whatimreading](https://twitter.com/ENCATC)



# CALLS

What opportunities are knocking at your door? Unlock new possibilities!



## **CALL FOR APPLICATIONS: Tandem Turkey-EU is open for cultural managers from Turkey**

**DEADLINE: 4 April 2016**

Tandem Turkey is now inviting cultural managers based in Turkey and all 28 European Union (EU) countries to apply for its fourth round, which will run from June 2016 to September 2017. Tandem – Cultural Managers Exchange Turkey – European Union is an international exchange programme for cultural managers and project coordinators of non-profit organisations; both at the beginning of their career, as well as experienced professionals from Turkey and EU countries. Tandem Turkey believes that the burning cultural and social questions of our times can be addressed much more creatively and effectively through inspiring learning experiences, working with new organisations and across new localities. Our vision is to see strong networks of creative communities and cultural change makers emerge from this programme.

FOR MORE: [www.tandemexchange.eu/about-tandem/tandem-turkey/](http://www.tandemexchange.eu/about-tandem/tandem-turkey/)



## **CALL FOR APPLICATIONS: National Museum of Korea International Research Fellowships**

**DEADLINE: 15 April 2016**

The National Museum of Modern and Contemporary Art, Korea (MMCA) hosts an international research program for museum professionals including curators, conservators and educators. Applications are invited from eligible professionals aged 25-45 for international museum fellowships. This program was initiated as a part of the Cultural Partnership Initiative (CPI) Project supported by the Ministry of Culture, Sports and Tourism of Korea. Participants of this program have been mainly curators of contemporary art museums from all over the world. This research program aims to provide a sustainable platform for initiating dialogues and for developing a comprehensive network among museum professionals.

FOR MORE: [www.mmca.go.kr/eng/contents.do?menuId=6080017200](http://www.mmca.go.kr/eng/contents.do?menuId=6080017200)



## **CALL FOR PAPERS: Artists' Critical Interventions into Architecture and Design, 1960 - 2016**

**DEADLINE: 15 April 2016**

What happens when fine artists engage with architecture and design? What forms can such engagements take? What political issues arise at the junctures between these disciplines? What can art do to support, untangle or resist the political effects of built environments and designed objects? This conference on 15-16 July at the University of Warwick explores these issues, mapping the history of artists' critical engagements with architectural and design practices of all kinds from the 1960s until the present day. It will consider how artists have incorporated aspects of these other disciplines into their working processes as well as instances when they have collaborated in the construction of built spaces or designed products. Crucially, it will question the politics of working in this border area and assess the relationship between such practices and their social and economic contexts. Both case studies and broader historical or theoretical papers are welcome. As well as artists and art historians, proposals from within the disciplines of architecture and design would be extremely welcome. The organisers also particularly encourage submissions dealing with art, design and architecture beyond Europe and North America.

FOR MORE: <https://networks.h-net.org/node/73374/announcements/113460/artists-critical-interventions-architecture-and-design-1960-%E2%80%93-2016>





**CALL FOR ABSTRACTS:  
Nation Branding and the Creative  
Industries: What nation? What  
people? What synergies?**

**DEADLINE: 15 April 2016**

Be part of the cross-disciplinary international colloquium: Nation Branding and the Creative Industries: What nation? What people? What synergies? at Aarhus University, 22-23 September 2016. Contributions are welcome from diverse fields such as media studies, brand management and destination marketing, intercultural and global communication studies, and tourism and travel studies. This international colloquium considers these two areas of transformation - new constellations of partnerships/collaborators and transnational flows - with specific focus on the role of the creative industries in the processes of nation branding. Creative industries are understood in their widest sense and cover for example, television and film, music, theatre, fashion, food, advertising, design and architecture. The organisers welcome abstracts that reflect completed empirical and conceptual work as well as works and thoughts in progress.

FOR MORE: [www.cbs.dk/files/cbs.dk/cfa\\_nation\\_branding\\_and\\_creative\\_industries.pdf](http://www.cbs.dk/files/cbs.dk/cfa_nation_branding_and_creative_industries.pdf)



**CALL FOR CHAPTERS:  
Applying Systems Thinking in  
Museum Management and  
Operations. Theory and Practice**

**DEADLINE: 15 April 2016**

Systems thinking sees the world as interconnected to and interdependent with all parts. When applied to museums, systems thinking views them as open systems where the whole is bigger than its individuals and departments, and the museum necessarily influences and is influenced by its larger community. Therefore, when museums are run based on this theory, it encourages an organic and team-based network model to operate and manage museums as well as the sharing of ideas internally and externally with communities rather than focusing on compartmentalized systems. This leads to more inclusive, responsive, and relevant practices in museums. The editors are seeking chapters that demonstrate the application of systems thinking in all kinds of museums.

FOR MORE: [www.linkedin.com/pulse/call-chapters-applying-systems-thinking-museum-theory-art-education](http://www.linkedin.com/pulse/call-chapters-applying-systems-thinking-museum-theory-art-education)



**CALL FOR PAPERS:  
Crossroads in Cultural Studies 2016**

**DEADLINE 15 April 2016**

For the first time in its history, Crossroads in Cultural Studies is coming to the southern hemisphere. Hosted by the University of Sydney and Western Sydney University, the 11th International Conference Crossroads in Cultural Studies will be held in Sydney, Australia, from 14-17 December 2016. The conference will bring scholars together in the beautiful summertime setting of Sydney University to engage with the past, present and future of cultural studies scholarship. The organisers welcome papers on all topics relevant to cultural studies. Just to name a few: Diversity, culture, governance; Borders and mobility; Migrant cultural studies; Public culture and cultural policy; Screen and media culture.

FOR MORE: <http://crossroads2016.org/>



**CALL FOR PAPERS:  
Implementation of the Cross-  
sectoral strand: Support for refugee  
integration**

**DEADLINE: 28 April 2016**

One of the main objectives of the Creative Europe programme is to foster, safeguard and promote European cultural and linguistic diversity. At a time when Europe is receiving an extraordinary number of refugees, supporting European Union Member States in tackling this situation is a key priority of the EU. Culture and cinema can bridge gaps and improve mutual understanding between the population of the host country and the refugees. The general objective of this call for proposals is to support cultural, audio-visual and cross sectorial projects aiming at facilitating the integration of refugees in the European environment, enhancing mutual cultural understanding and fostering intercultural and inter-religious dialogue, tolerance and respect for other cultures.

FOR MORE: [https://eacea.ec.europa.eu/sites/eacea-site/files/refugees\\_call\\_notice\\_en\\_eacea\\_12-2016.pdf](https://eacea.ec.europa.eu/sites/eacea-site/files/refugees_call_notice_en_eacea_12-2016.pdf)



**CALL FOR ABSTRACTS:  
The European Conference on  
Cultural Studies 2016**

**DEADLINE: 30 April 2016**

This international and interdisciplinary conference to be held from 11-14 July in Brighton, UK will be an opportunity to explore and question the ways in which cultural struggle characterises our present times. Given that culture is the fabric of meaning making, understanding its relationship to politics and society is crucial. Cultural struggle, for instance, alerts us to the political dynamics of how meaning making is controlled, contested and communicated through the core institutions of society such as media, education, law, medicine, government, the family, religion, the market and so on - all of which impact upon and influence everyday life.

FOR MORE: [www.iafor.org/conferences/eccs2016/](http://www.iafor.org/conferences/eccs2016/)



## CALL FOR PAPERS: Euro Med 2016

DEADLINE: 2 May 2016

Submitting a paper to the EuroMed 2016 conference to be held from 31 October to 5 November 2016 in Cyprus will provide you an opportunity to exchange research results, opinions, experiences and proposals on the best practice and hi-tech tools from Information and Communications Technology to document, preserve, manage and communicate Cultural Heritage (CH). This event will be supported by a scientific committee which consists of almost 100 renowned professionals in the area of CH for a blind peer review of all submitted papers.

FOR MORE: [www.euromed2016.eu/](http://www.euromed2016.eu/)



## CALL FOR APPLICATIONS: Grant programme for internationalization

DEADLINE: 11 May 2016

The Grant Programme for Internationalization is a subsidy scheme administered by the Creative Industries Fund NL that aims to advance the international position of the Dutch design sector. The Fund supports projects in the fields of architecture, design and e-culture, including fashion and gaming, which from a cultural perspective possess a social or economic added value. Projects that are eligible for these grants must contribute to the Dutch design sector international reputation and open up opportunities abroad. There should also be an element of cooperation between Dutch and foreign parties, or this should be a project's expected outcome. In 2016 there are four application rounds for this grant programme. The amount available for each round is €250,000.

FOR MORE: [http://stimuleringsfonds.nl/en/grants/grant\\_programme\\_for\\_internationalization/](http://stimuleringsfonds.nl/en/grants/grant_programme_for_internationalization/)



## CALL FOR PAPERS: Arts and Dementia

DEADLINE: 16 July 2016

The First International Research Conference on the Arts and Dementia will take place in March 2017. A call for papers has now been issued. From 9-10 March 2017, the Royal Society of Public Health and Canterbury Christ Church University is hosting this event. Invitations are now open for abstracts of up to 200 words which clearly describes research in this area.

FOR MORE: <http://www.lahf.org.uk/call-papers-%E2%80%93-93-arts-and-dementia-%E2%80%93-deadline-16-july-2016>



## CALL FOR PROPOSALS: 11th International Conference on the Arts in Society

DEADLINE 10 May 2016

The organisers of the 11th International Conference on the Arts in Society to be held at the University of California, Los Angeles, USA from 10-12 August 2016 invite proposals for paper presentations, workshops/interactive sessions, posters/exhibits, virtual lightning talks, virtual posters, or colloquia addressing one of the following themes: Arts education; Arts theory and history; New media, technology, and the arts; Social, political, and community agendas in the arts; The Practice of Art in the Age of the Anthropocene.

FOR MORE: <http://artsinsociety.com/2016-conference/call-for-presenters>



## CALL FOR PROPOSALS: International Fund for the Promotion of Culture

DEADLINE: 31 May 2016

Are you an artist or creator? An NGO or a non-profit private body or a public body, whose activities contribute to the promotion of culture and artistic creation? If your project is compliant with the criteria indicated in the Operational Guidelines of the International Fund for the Promotion of Culture (IFPC), you can submit your project application and be considered in order to benefit from the financial support of the Fund. The resources of the International Fund for the Promotion of Culture are intended to promote: (a) cultures as sources of knowledge, meanings, values and identity; (b) the role of culture for sustainable development; (c) artistic creativity in all its forms, while respecting freedom of expression; (d) international and regional cultural cooperation. Priority is given to young artists and creators aged 18 to 30 years old.

FOR MORE: <http://en.unesco.org/ifpc/content/apply-for-support/call-proposals>

Are you on the lookout for more calls?

Join ENCATC on Facebook!



# NEWS FROM OTHER ORGANISATIONS

## 10th Carlos V European Award has been won by Italian professor Sofia Corradi

The European Academy of Yuste Foundation has announced the decision of the jury for the tenth Carlos V European Award, which has been won by Italian professor Sofia Corradi, known as "Mamma Erasmus" for being the driving force behind the most important international exchange program for young students in Europe.

With this award, the jury wishes to recognize "her career and, above all, her great commitment and contribution to the process of European integration by means of the design and implementation of the ERASMUS initiative of the European Union, as well as her work and endeavour on behalf of academic mobility, focussing on young European students as a guarantee of tomorrow and the future of Europe".

Isabel Gil Rosiña, spokesperson of the Government of Extremadura and a member of the Board of Trustees of the European Academy of Yuste Foundation, announced the jury's decision on behalf of Guillermo Fernández Vara, Chairman of the Award Jury, Chairman of the Board of Trustees of the European Academy of Yuste Foundation and President of the Government of Extremadura. With this award for Sofia Corradi and, therefore, her work and the Erasmus program, the aim of the jury and the European Academy of Yuste Foundation is to convey a clear message to the general public, expressing commitment to what unites us, not what separates us, even though many are now attempting to squander this process, without perceiving the importance of the preservation of Europe's great achievements and its main values as the cornerstone of our success and our common future. The Erasmus program, the Schengen agreement and the Euro are the great achievements and sources of pride of the EU, which States, institutions, civil society and the general public should continue to support.

Sofia Corradi thus becomes the tenth person, and the second woman, to receive the Carlos V European Award, which continues to lend commitment and importance to the positive changes which can be brought about by people and, upon the basis of this award, projects and institutions, with great ideas and the initiative, determination and will to carry them out.

FOR MORE: [www.fundacionyuste.org/en/the-european-carlos-v-award/jose-manuel-durao-barroso-award/](http://www.fundacionyuste.org/en/the-european-carlos-v-award/jose-manuel-durao-barroso-award/)



## ENCATC joins the European Alliance for Culture and the Arts

ENCATC together with 24 European organisations and a number of national associations as well as individual supporters will officially launch the European Alliance for Culture and the Arts on 19 April, at the Culture Forum in Brussels.

In a common appeal they defend the core values of culture and call for its inclusion in the overall strategic goals and priorities of the Union, including the successor to the EU2020 strategy. Discussions on this strategy have started amongst EU decision makers. Members of the Alliance underline that the Union's long-term aims are unattainable without culture and the arts as they enable the creation of a thriving European society and a sustainable economy.

Throughout the year, the Alliance will campaign further at EU and national level and bring attention to the urgent need to put culture and the arts at the heart of EU policies. In the coming weeks, more organisations are expected to join the Alliance.

FOR MORE: [www.allianceforculture.com](http://www.allianceforculture.com)



## YAJA - Young Art Journalism Awards in cooperation with Arts Management Network

YAJA is a project powered by [Art News Portal](#) to foster art journalism among journalism and creative art students worldwide. Themed "Contemporary art and culture captured by emerging journalists and creatives", YAJA gives students the opportunity to showcase their talent in capturing art and culture in a creative way. YAJA focuses on students who found their love for journalism and are looking for an opportunity to impress future employers with a great piece of arts journalism.



Since the Arts Management Network is committed to the love for arts and journalism as well, we decided to involve in YAJA as a media partner. After the closing of the submission entries for YAJA in September 2016, we will select the best articles on cultural management, arts administration, creative industries and marketing, and publish them in a special issue of the [Arts Management Newsletter](#) with over 8,000 subscribers from arts institutions, cultural policy and the creative industries worldwide. YAJA connects students with journalistic opportunities and audiences in the art industry. YAJA entrants are encouraged to get in touch with the industry and to create a piece of compelling media about art and global culture.

FOR MORE: [www.artsmanagement.net/index.php?module=News&func=display&sid=1716](http://www.artsmanagement.net/index.php?module=News&func=display&sid=1716)

PHOTO CREDIT: Screenshot of the YAJA - Young Art Journalism Awards Promo Clip.

## 7 Most Endangered Heritage Sites in Europe in 2016 Announced

On 16 March, it was announced that the Archaeological site of Ezerouyk and the village of Ani Pemza in Armenia, Patarei Sea Fortress in Tallinn in Estonia, Helsinki-Malmi Airport in Finland, Colbert Swing Bridge in Dieppe in France, the Kampos of Chios in Greece, the Convent of St. Anthony of Padua in Extremadura in Spain, and the Ancient city of Hasankeyf and its surroundings in Turkey were named as the 7 Most Endangered heritage sites in Europe in 2016.

'The 7 Most Endangered' programme was launched in January 2013 by Europa Nostra with the EIB Institute as founding partner and the Council of Europe Development Bank as associated partner. 'The 7 Most Endangered' is not a funding scheme. Its aim is to serve as a catalyst for action and to promote "the power of example".

FOR MORE: [www.europanostra.org/news/737/](http://www.europanostra.org/news/737/)

## 2016 ECF Princess Margriet Award for Culture presented to Krétakör (Hungary) and Medialab Prado (Spain)



On 15 March, the European Cultural Foundation (ECF) awarded the 2016 ECF Princess Margriet Award for Culture to socially-engaged theatre-makers Krétakör (Budapest, Hungary) and citizen laboratory for digital culture Medialab-Prado (Madrid, Spain). The laureates received the Award for their exceptional bodies of artistic and cultural work in developing critical spaces of social participation and political experimentation through culture.

Attended by more than 550 international guests, the award ceremony was hosted by ECF's Director Katherine Watson at the Stadsschouwburg, Amsterdam. The laureates received the award from HRH Princess Margriet of the Netherlands, while the opening speech was given by HRH Princess Laurentien of the Netherlands, ECF's President.

In her speech, Princess Laurentien touched on the issues that currently challenge Europe: *"Our solidarity is being tested by the challenges and reality of our time: large groups of people fleeing war and violence on the one hand and people being worried about their future and their way of living on the other. It is at this time that cultural exchange is more important than ever before, as it connects people, which fosters solidarity – so it feeds our imagination and genuine effort to look through the lenses of others and understand the perspective of those we may not agree with. We have no other choice than to find shared solutions for these challenges we face."*

On behalf of the international jury, Tate Modern Director Chris Dercon praised this year's laureates, who were chosen from a shortlist of candidates nominated by experts from across Europe. Both collectives are community-builders, but each operates in a truly unique way. *"Medialab-Prado enables ordinary citizens to learn, experiment and become actively involved in shaping culture through technology. Their common aim is to reinvent the public arena." On the other hand, Krétakör's persistent questioning of conventions and stereotypes helps us address the complex realities of democracy. Ultimately, this encourages us to re-imagine democracy as community-building in progress rather than an end state."*

FOR MORE: [www.culturalfoundation.eu/pma](http://www.culturalfoundation.eu/pma)

PHOTO CREDIT: Xander Remkes

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## WHERE WILL YOU GET THE LATEST UPDATES HAPPENING IN THE FIELD OF CULTURAL MANAGEMENT AND POLICY?

*ENCATC News* is a trusted source for what is happening in the wide field of cultural management and policy. Since its creation, ENCATC has dedicated itself to keeping its members abreast of the latest developments in the field, as well as highlighting a plethora of opportunities for them to deepen their knowledge and advance the visibility of their institutions as well as their careers. Furthermore, in each issue our readers can learn from peers in the ENCATC in Contact interview series, see what other members and cultural organizations are contributing to the field, and consult recently published books, studies, and reports.

*ENCATC News* is an electronic magazine is produced for ENCATC members by the ENCATC Secretariat in Brussels. A shorter *Digest* version is made available to non members.

## ENCATC IS THE LEADING EUROPEAN NETWORK ON CULTURAL MANAGEMENT AND POLICY.

It is an independent membership organisation gathering over 100 higher education institutions and cultural organisations in over 40 countries. ENCATC was founded in 1992 to represent, advocate and promote cultural management and cultural policy education, professionalise the cultural sector to make it sustainable, and to create a platform of discussion and exchange at the European and international level.

ENCATC holds the status of an NGO in official partnership with UNESCO, of observer to the Steering Committee for Culture of the Council of Europe, and is co-funded by the Creative Europe programme of the European Union.

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