

encatc

celebrating 20 years



Networked Culture

20th ENCATC Annual Conference Reader
London, UK // 12-14 September 2012

Goldsmiths
UNIVERSITY OF LONDON



Under the patronage of
UNESCO



Cover photos from top clockwise

Srd515 CC BY-NC-SA 2.0
Caruba CC BY-NC-SA 2.0
Dick Jensen CC BY-NC 2.0
Darley CC BY
Darley CC BY

Table of contents

Foreword	2
Scientific Committee	7
Programme	8
Keynotes	11
Research Session	13
Seminars	28
Chairs & speakers	31
Study visits	44
About the artist	46
Participants	47
About ENCATC	58
About Goldsmiths & ICCE	60
Practical Information	61
Notes	63

Foreword

A word from ENCATC

Dear Members,

Dear Colleagues,

It is with great pleasure that we welcome you to London for the Jubilee ENCATC Annual Conference, "Networked Culture". Set to be a landmark event, over the next three days from 12-14 September 2012, hundreds of academics, researchers, professionals from the cultural and educational sector, organisations, students, policy makers, artists and media from more than 35 countries will come together to share expertise and experience, to gain new knowledge and enlarge their professional networks.

In the framework of celebrating ENCATC's 20th Anniversary, conference organisers have chosen three main themes: **Cultural and Creative Industries, Culture and External Relations, and Networking**. These themes were chosen as our network looks to respond to a changing global environment and offer innovative thinking and practices as they relate directly to concerns of staff and students working in cultural

management and cultural policy education. The **Cultural and Creative Industries** has demonstrated its strong potential to serve as a bridge between creative artistic expression and economic growth. Translating into more than job creation and a growth engine, CCI can also contribute to fostering **Culture and External Relations**. The trend of International and European organisations and institutions developing a dialogue around humanistic and cultural values and the use of diplomatic engagement to promote peace and mutual understanding is only growing stronger. In the last few years professionals, governments and, in relation to ENCATC, cultural management educators have recognized the value in developing a more professional approach to educating competent 'actors' to carry forward policies and projects under the broad heading of Cultural Relations and Diplomacy. Finally, **Networking** is the nexus that brings academics, researchers, professionals from the cultural and educational sector, organisations, students, policy makers and artists together to

share their knowledge, experiences, practices and perspectives that stimulates communication, exchanges and debates and leads to innovative thinking, new partnerships and deeper mutual understanding.

This conference is organised under UNESCO's patronage. This outstanding recognition was granted to this major event to congratulate ENCATC's achievements over the past 20 years. *"Since its creation, ENCATC has been a valuable partner in the implementation of UNESCO's priorities and in advancing the Organisation's efforts in the area of Cultural policies and creative industries. I hope that our successful cooperation will continue, and will be strengthened further over the coming years."* said in her letter, Ms Irina Bokova, Director-General of UNESCO.

In developing this year's programme, our aim has been to offer participants the possibility to hear from internationally renowned speakers, delve deeper into key themes while at the same time encouraging a dynamic and open environment to engage in interesting discussions and debates. We have no doubt that once more this year's rich programme of speeches, case studies, seminars, and study visits will inspire new thinking!

To start, we are very excited to welcome our three keynote speakers and cultural experts: Dick Penny, Director of Watershed Media Centre, Karen Stephenson, Professor at the University of Rotterdam, and Graham Sheffield, Director Arts for the British Council. To further fuel discussion, keynote speeches will be followed by lively debates chaired by representatives from UNESCO, the European Commission and the European Cultural Foundation.

Building on the success of previous conferences, the programme also includes the **3rd Annual ENCATC Research Session**, an ideal platform for international researchers to present their knowledge and for participants to learn about new and upcoming research trends in cultural management and cultural

policy. This event is organised in 6 parallel sessions: Culture and Education, Cultural Policy, Cultural Networking and Culture External Relations, Culture and Creative Industries, Cultural Heritage Management, Culture and Local and Regional Development. One of the culminating research events will be the **9th Cultural Policy Research Award Ceremony** held on the evening of 12 September to publically announce the 10,000 EUR Award winner for his or her innovative research proposal in the field of cultural policy. A joint initiative of the European Cultural Foundation and the Riksbankens Jubileumsfond in partnerships with ENCATC, the CPRA is embedded in the **6th Young Cultural Policy Researchers Forum (YCPRF)** which will bring together over 35 young cultural policy researchers from Europe and beyond from 11-12 September.

To promote synergies between our members and their students, but also to gather fresh perspectives and ideas from the next generation of cultural managers, students from all over Europe have joined us in London to expand their horizons, deepen their knowledge and build their professional networks.

Following the success of previous years, conference participants will have the option to attend one of 5 seminars co-produced by the ENCATC Thematic Areas, each with internationally renowned experts in a variety of fields and organised study visits to some of London's flagship cultural institutions. In order to offer our diverse international audience an even greater taste of London's vibrant artistic and cultural scene, conference participants will be treated to a rich artistic programme on the evening of 13 September.

In London we will also have the great pleasure to have you celebrate the ENCATC 20th Anniversary. Since its creation in 1992, ENCATC has grown and developed to become today Europe's only network on cultural management and cultural policy education. We are also delighted to have previous board mem-



bers, members new and old, previous ENCATC trainees, ENCATC students and other major stakeholders gather for a festive jubilee to celebrate this important milestone. This moment will also offer us the unique opportunity to thank everyone who has contributed to the flourish of the ENCATC network and have helped us get to where we are today.

If this event is made possible today it is thanks to the generosity and the strong efficiency of our local organiser: Goldsmiths, University of London. In particular, our more sincere gratitude goes to Gerald Lidstone who, throughout the entire year, lead the conference implementation process in London. We are very thankful to the members of his team: Siân Prime, Adrian de La Court, Carla Figueira, Jess Sharp, Vanessa Smith and his great team of volunteers: Chun-Ying Wei, Ji-Sun Song, Heather Bijman, Paula Bohórquez-Camacho, Asuka Ozutsumi, Isadora Yonghee Gwak, and Larissa Biasoli Alves.

ENCATC acknowledges with respect and sincere thanks to the members of the Conference's Scientific Committee for their intellec-

tual contribution to the programme. Their continued commitment and vital role in the content design of this conference was crucial for the realisation of this event.

Our sincere gratitude goes to all the keynote speakers who kindly accepted to join for this event and share their expertise and knowledge with us: Dick Penny, Director of Watershed Media Center, Karen Stephenson, Professor at the University of Rotterdam, and Graham Sheffield, Director Arts for the British Council. We also thank the chairs of the debates: Isabelle Schwarz from the European Cultural Foundation, Helena Drobná from UNESCO, and Sylvain Pasqua from the European Commission.

Our sincere thanks also goes to the ENCATC Thematic Area chairs who co-produced the 5 parallel seminars and study visits. We greatly appreciate their time and intellectual contribution for the benefit of all participants. Our thanks also extends to all the invited experts who have kindly accepted to share their knowledge during the seminars and study visits.



Now in its 3rd year, the ENCATC Research Session clearly proves to be perceived internationally as an important gathering of established and emerging researchers from Europe and beyond. This half-day programme was made possible thanks to extraordinary work of Giannalia Cogliandro, François Colbert, Fabio Donato, Gerald Lidstone, Cristina Ortega Nuere and Annick Schramme and thanks to the efficient support of Elizabeth Darley.

Knowing the importance to share good practices, build skills and deepen competencies, ENCATC thanks all presenters who will participate in the Knowledge Transfer session on the afternoon of 14 September.

From the ENCATC Brussels team, ENCATC acknowledges Magdalena Liskova and Elizabeth Darley for their enthusiasm and fresh energy during the different phases of implementation of this major ENCATC event. ENCATC wishes to also thank the trainees for their commitment and involvement in preparation for this conference: Michelle Terry, Gabriella De Rose, Francesca Scaravelli, Margherita Gagliardi and Dieter De Witte.

This conference is made possible thanks to the support from the European Commission (Culture Programme). ENCATC is extremely grateful for the long-lasting recognition from the European Commission and look forward to future synergies.

We believe this Reader and the conference outcomes will help all participants to better understand future challenges and the vital roles the Cultural and Creative Industries, Culture and External Relations, and Networking play in the vast field of cultural management and cultural policy. Our hope is that this event will also actively contribute to the flourish of new synergies among the many participants present in London.

Cristina Ortega Nuere
ENCATC President

Giannalia Cogliandro Beyens
ENCATC Secretary General

07 September 2012



A warm welcome from Goldsmiths, University of London

Dear colleagues,

The last few months in London have been significant for being the wettest on record and for the hosting of the Olympics and Paralympics, which will only finish a day before our conference and were clearly planned as an introduction to the main event – the ENCATC, London 2012 20th Anniversary conference, [we are now at last able to use the term London 2012 legally]. We hope you find the speakers stimulating, we look forward to your research contributions and the sharing sessions on teaching and projects. We are pleased that a number of distinguished former members of the ENCATC board can be with us for this occasion, and that we will be seeing many new members for the first time. We also particularly welcome our international colleagues and representatives of partner networks AAAE in the USA and ANCER from Singapore representing Asia Pacific.

We would like to thank our partners who have

hosted our study visits and for the speakers for the thematic areas. We would especially like to thank the keynote speakers who will be leading the themes of the conference.

We would also like to thank the ENCATC Brussels office for their great support in planning and running the conference as well as our team of volunteers here in London.

We hope you have a great time in Goldsmiths and in London!

- The Goldsmiths Team

Scientific Committee

The Scientific Committee 2012 of the 20th ENCATC Annual Conference is a provisional scientific committee who defines the structure and themes of the conference, selects speakers and facilitators, defines the cultural programme and study visits. Some of its members are also involved in the review of the abstracts and papers for the Research Session.

CHAIR OF THE SCIENTIFIC COMMITTEE

Cristina Ortega Nuere, President, Institute of Leisure Studies, University of Deusto, Spain

MEMBERS OF THE SCIENTIFIC COMMITTEE

Blanka Chládková
Janacek Academy of Music and Performing Arts in Brno, Czech Republic

Giannalia Cogliandro Beyens
ENCATC Secretary General

Fabio Donato
University of Ferrara, Italy

Manuèle Debrinay-Rizos
Ensatt- Ecole Nationale Supérieure des Arts et Techniques du Théâtre, France

Carla Figueira
Goldsmiths, University of London, United Kingdom

Gerald Lidstone
Goldsmiths, University of London, United Kingdom

Siân Prime
Goldsmiths, University of London, United Kingdom

Jaakko Pitkänen
Mikkeli University of Applied Sciences, Finland

Annick Schramme
University of Antwerp, Belgium

Programme

WEDNESDAY, 12 SEPTEMBER

Venue: Goldsmiths, University of London, NAB Building

Participants: Conference participants and invited guests

09:00 – 12:30	YCPRF - CPRA finalists' presentations Sigrid van der Auwera, University of Antwerp, Belgium Arne Saeys, University of Southampton, United Kingdom Francesca Cominelli, University of Paris I Pantheon-Sorbonne, France Matina Magkou, Panteion University, Greece Christiaan de Beukelaer, University of Leeds, United Kingdom Deniz Ikiz, Oxford Brookes University, United Kingdom
12:30 – 14:30	Lunch (Not provided)
15:00 – 15:10	Official opening of the 20th ENCATC Annual Conference Cristina Ortega Nuere, ENCATC President Gerald Lidstone, Goldsmiths University of London, United Kingdom Simon McVeigh, Deputy Warden of Goldsmiths University of London, United Kingdom
15:10 – 17:30	3rd ENCATC Annual Research Session
18:00 – 18:45	Keynote on Networking by Karen Stephenson , University of Rotterdam, Netherlands
18:50 – 19:00	Debate chaired by Isabelle Schwarz , European Cultural Foundation

19:15 – 19:55	Cultural Policy Research Award Ceremony in the presence of: Lluís Bonet, CPRA President Cristina Ortega Nuere, ENCATC President Mats Rolén, Riksbankens Jubileumsfond, Sweden Katherine Watson, European Cultural Foundation
19:55 – 20:00	Closing by Giannalia Cogliandro Beyens, ENCATC General Secretary
20:00 – 21:30	Reception

THURSDAY, 13 September – Full day and evening

Venue: Goldsmiths, University of London, NAB Building

Participants: Conference participants and invited guests

09:30 – 10:00	Welcome coffee
10:00 – 10:45	Keynote on Cultural and External Relations by Graham Sheffield , British Council, United Kingdom
10:45 – 11:00	Debate chaired by Helena Drobná , UNESCO
11:00 – 11:30	Keynote on Culture and Creative Industries by Dick Penny , Watershed Media Center, United Kingdom
11:30 – 12:00	Debate chaired by Sylvain Pasqua , European Commission
12:00 – 14:00	Networking lunch (not provided)
14:30 – 17:00	Parallel Seminars Seminar 1: From the State to the Commercial, New Models of Cultural Relations and Diplomacy , chaired by Rod Fisher, Goldsmiths University of London, United Kingdom Seminar 2: The Cultural Dimension of the Olympic Games , chaired by Cristina Ortega Nuere, University of Deusto, Spain and Svetlana Hristova, South-West University, Bulgaria Seminar 3: Digital interpretative resources for Museums, Galleries and Heritage , chaired by Anne Krebs, Louvre Museum, France and Claire Giraud-Labelle, Université Catholique de l'Ouest, France

Seminar 4: Peer to Peer: Developing creative entrepreneurship through peer networking, chaired by Siân Prime, Goldsmiths, University of London, United Kingdom

Seminar 5: Innovative training approaches and methodologies in performing arts management teaching, chaired by Jon Harris, Actorshop, London, United Kingdom, Svetlana Waradzinova, Academy of Music and Dramatic Arts, Slovakia and Blanka Chládková, Janacek Academy of Music and Performing Arts, Czech Republic

17:00 – 18:30 **European Union strategies to support creative and cultural industries, Sylvain Pasqua, European Commission**
Followed by a practical session with tips

18:30 **Jubilee reception and artistic performance**

FRIDAY, 14 September – Full day

Venue: Goldsmiths, University of London, NAB Building

Participants: Conference participants and invited guests

09:30 – 14:00 **Study visits** in London – Meeting at a range of venues

14:30 – 16:00 **Knowledge transfer: Teaching methodologies & projects presentations**

14:30– 15:15 **Teaching methodologies**
Videos as a teaching tool, Lluís Bonet, University of Barcelona, Spain
Synapse, Adrian De La Court, Goldsmiths, University of London, United Kingdom

15:25– 16:00 **Projects presentations**
CREA.M Project, Barbara Tieri, Istituto Luigi Sturzo, Italy
Dutch Arts Index, Marielle Hendriks, Boekman Foundation, Netherlands
Strategic Management in the Arts, Lidia Varbanova, John Molson School of Business, Concordia University, Canada
Confucius Insitute, Annie Guo, Goldsmiths Confucius Institute for Dance and Performance, United Kingdom

16:30 – 17:30 **ENCATC Annual General Assembly**

17:30 **End of conference & wine reception**

Keynotes

Keynote Speaker on Networking: Karen Stephenson, University of Rotterdam, The Netherlands - Wednesday, 12 September (18.00-18.45)



Dr. Karen Stephenson, hailed in Business 2.0 as “The Organization Woman”, is a corporate anthropologist and lauded as a pioneer and “leader in the growing field of social-network business consultants.” In 2007, she was one of only three females recognized from a distinguished short list of 55 in Random House’s Guide to the Management Gurus. In 2006, she was awarded the first Houghton Hepburn Fellow at Bryn Mawr College for her groundbreaking contributions to civic engagement. In 2001, her consulting firm Netform was recognized as one of the top 100 leading innovation companies by CIO. Her prominence catapulted in 2000

when she was featured in a New Yorker article by Malcolm Gladwell, regarding the social dynamics of office spaces. Before these accolades, Stephenson had earned praises for innovatively solving a variety of complex problems which have been featured in The Economist, Forbes, The Guardian, The Financial Times, The Wall Street Journal, Fast Company and Wired. Drawing upon her prolific experience and 400 member database, Dr. Stephenson consistently delivers that “aha” moment to her clients and audiences. A global nomad, she has been sighted at the Rotterdam School of Management at Erasmus University where she currently lectures. This was preceded by 5 years at the Harvard School of Design and 10 years at the UCLA Anderson Graduate School of Management. She received her Ph.D. in Anthropology at Harvard University, an M.A. in Anthropology at the University of Utah, and B.A. in Art & Chemistry at Austin College, TX. You can read about her here and find her company at www.netform.com.

Keynote Speaker on Cultural and External Relations: Graham Sheffield, British Council, United Kingdom - Thursday, 13 September (10.00-10.45)



Graham Sheffield is currently Director Arts for the British Council having taken up his new role on 9 May 2011. He is responsible for leading and developing the global arts policy and programme across the Council's operations, with direct management of the London arts team. He holds a position on the Council's Executive Board reporting directly to the CEO. Graham was previously Chief Executive Officer of the West Kowloon Cultural District Authority in Hong Kong, leading the development of one of the largest arts infrastructures and programming projects ever envisioned. Graham was Artistic Director of the Barbican from 1995-2010. He led the development of artistic vision, policy and strategy across the art forms in Europe's largest integrated multi arts centre – music, drama, dance, cinema, spoken word and the visual arts. He also led the marketing, new media and customer experience departments. Under his directorship, the Barbican became one of the most innovative, dynamic and respected centres in the arts world, with an award-winning international programme.

Keynote on Culture and Creative Industries: Dick Penny, Watershed Media Center, United Kingdom - Thursday, 13 September (11.00-11.30)



Dick Penny MBE is an arts administrator, consultant and producer, as well as a key player in the Cultural and Creative Industries based in Bristol, England. He is Managing Director of Watershed in Bristol, a pathfinding cross-artform digital producer innovating at the intersection of society, arts and technology. Published digital projects are located at www.dshed.net. Collaborative innovation projects are at www.pmstudio.co.uk. Watershed works across the Cultural and Creative Industries as a catalyst and connector. Through curating ideas, spaces and talent, Watershed enables artistic visions and creative collaborations to flourish. Watershed is rooted in Bristol but places no boundaries on its imagination or desire to connect with artists and audiences in the wider world. Before working in the arts, Dick Penny worked as a builder, a computer programmer, a production controller in furniture manufacture and commercial vehicle building, and as general manager of an industrial textile company. Dick is also playing a leading role in Connecting Bristol to deliver a digital inclusion strategy for the city. He is a past Chair of Bristol Old Vic Theatre and the Bristol Partnership LSP. He is currently Chair of the Bristol BBC Anchor Partnership, Chair of the WoE LEP Creative Sector Group, and a Bristol Partnership Executive Board member.

Research Session

3rd ENCATC Annual Research Session (15.10-17.30)

The ENCATC Annual Research Session was initiated in 2010 as a means of further stimulating and encouraging research in the cultural sector. The session provides the opportunity for international renowned and emerging researchers to present their research papers to an international audience in attendance at the ENCATC Annual Conference. Following the successful Research Sessions in Brussels and Helsinki, the 3rd ENCATC Annual Research Session will welcome over 30 researchers divided into 6 parallel sessions:

Parallel sessions

Parallel Session 1A: Culture and Education

Chair: Cristina Ortega Nuere, University of Deusto, Spain

Where the drop dead divas grow

Irena Alperyte, Vilnius Academy of Arts, Lithuania

Festivals as Communities of Practice: learning by doing and knowledge networks amongst artists

Roberta Comunian, University of Kent, United Kingdom

The use of heritage as an educational resource: A Good Practice on cross-curricular education implemented at Turkey's historic towns

Yeşim Dizdaroğlu, CEKUL Foundation, Turkey

Influences of local socio-political context on the management of preservation training centres in developing countries: Brazil as case study

Karla Penna, Centre for Advanced Studies in Integrated Conservation, Brazil

Teaching transcultural competences: European cultural education beyond national paradigms

Plamena Slavcheva, Trans Europe Halles, Bulgaria

Professional musicians and the entrepreneurship education - the case of Policy graduates

Malgorzata Sternal, Academy of Music in Krakow, Poland

Parallel Session 1B: Cultural Policy

Chair: François Colbert, HEC Montréal, Canada

The right of access to culture: A specific human right with a real application for the establishment of consistent cultural policies in Europe in the context of the economic and financial crisis?

Beatriz Barreiro Carril, Rey Juan Carlos University, Spain

Impact of the Arts on Individual-Level Contributions to Civil Society

Anna Bernadska, University of Illinois at Chicago, USA

La sectorisation des métiers de la culture: le modèle français ou la French touch

Jacqueline Chesta, Groupe EAC, France

Cultural book policy in times of crisis: the case of the book market in Greece

Konstantinos Karatzias, IMT Institute for Advanced Studies, Italy

The Czech Republic's Law of Culture in the Context of European Union Cultural Policy: An analytical view on the creation process of the Act on certain types of cultural support and amending of certain related acts

Magdalena Liskova, JAMU, Czech Republic

Local cultural public spheres in post-transformational Poland: Deficits and potentials of public, private and civic management models for cultural activism.

Marcin Poprawski, ROK AMU Culture Observatory, Poland

Parallel Session 1C: Cultural Networking and Culture External Relations

Chair: Rod Fisher, International Intelligence on Culture, United Kingdom

Networking in Culture Conservation: An Evaluation Methodology

Patricia Alberth, UNESCO World Heritage Centre, France

Looking for co-producers. International cooperation and local dimension of the latest trends in theatre management

Malgorzata Cwikla, Jagiellonian University Krakow, Poland

Crossing the Atlantic: a National Arts Index for Europe?

Anton Maertens, Flemish Ministry of Culture, Belgium

Music and cultural networks as the innovative drivers for the cultural renaissance in southern Italy: Puglia Sounds

Manuela Barreca, Università della Svizzera Italiana, Italy

For the Cultural Field and About the Cultural Field: The Two Opposite Flows of Information Expected from Cultural Observatories

Annie Tubadji, Regensburg University, Germany

Parallel Session 1D: Culture and Creative Industries

Chair: Siân Prime, Goldsmiths, University of London, United Kingdom

Growing and surviving in times of Turmoil: lessons from the case of Pardes Rimonim Theatre Company

Edwin Juno Delgado, Burgundy School of Business, France

Designer fashion industry and globalization; the changing role of the intermediaries

Mariangela Lavanga, Erasmus University Rotterdam, Netherlands

Forging Forward: African Cultural Entrepreneurship and policy

Catherine, Makhumula, University of Malawi

Marketing in public archives: why and for what. Guidelines for this application

Sofia Margarida, Arquivo Regional da Madeira, Portugal

Knowledge Unlatched: Opening Access to Scholarly Books

Lucy Montgomery, The Big Innovation Centre, Australia

"Networked Culture within the French Publishing Industry: still mainly IRL regarding book recommendations"

Sandra Painbéni, European Business School Paris, France

Parallel Session 1E: Cultural Heritage Management

Chair: Fabio Donato, University of Ferrara, Italy

Visito ergo sum: a behavior-oriented segmentation for Italian Museum Visitors. The Frame of cardholders of "Abbonamento Musei Torino Piemonte"

Cristina Coscia, Politecnico di Torino-DAD, Italy

Harmonizing heritage tourism and conservation from local residents' perspectives: The case of Lalibela, Ethiopia

Temesgen Kasahun, National Graduate Institute for Policy Studies, Japan

International Networked Museums: An Opportunity or a Threat for Local Cultural Policies?

Irene Popoli, Stockholm School of Economics, Sweden

Grand Project in Transitional Croatia - Cultural Strategies and Museum Management

Tihana Puc, IMT Institute for Advanced Studies Lucca, Italy

Parallel Session 1F: Culture and Local and Regional Development

Chair: Annick Schramme, University of Antwerp, Belgium

Funding the Arts to Stimulate Economic Development: The Adams Grant Program in Massachusetts

Rich Maloney, Boston University, USA

Urban Management 2.0: A way to Improve Audience Policies in London

Silvia Mancuso, SDA Bocconi School of Management, Milan, Italy

Festivals and Creative Cities: The Greek Local Governments and the Festival Sector

Maria Psarrou, Panteion University, Greece

Theatre Management: A Debate over the Istanbul City Municipal Theatre

Yesim Tonga, IMT Institute for Advanced Studies, Italy

Storytelling and Urban Collective Consciousness: An Organic Brew of Participatory Creativity

Zoi Tsviltidou, University of Arts in Belgrade, Serbia

Challenges in Front of the Sofia Municipality Grant-Making Programs

Researchers

Albert, Patricia - UNESCO World Heritage Centre, France



Patricia Albert received her B.A. degree in International Economics from the International Business School Groningen (The Netherlands) and the University of Macau (China) and her Master of Science degree in World Heritage Studies from the Brandenburg Technical University of Cottbus (Germany). She worked for several years at the UNESCO Asia-Pacific Office where she took the Asian Academy for Heritage Management, a network of research institutes, from an idea to a reality. She successfully completed projects in the fields of culture conservation, underwater

archaeology and heritage education in China, Ivory Coast, Malaysia, Sri Lanka, Thailand and Viet Nam. After her return to Europe, she applied her expertise in network theory and World Heritage management as a consultant for social development processes and tentative World Heritage sites. Currently she holds an Associate Expert position at the UNESCO World Heritage Centre where she is in charge of the implementation of the second cycle of the Periodic Reporting Exercise in Europe and North America. She has received fellowships from the ASA Programme (Inwent), the Carlo Schmid Programme (DAAD), the Institute of Cultural Diplomacy, the BMW Foundation and the Salzburg Forum.

Alperyte, Irena - Vilnius Academy of Arts, Lithuania



Irena Alperyte is currently Associate Professor at the UNESCO Cultural Management and Cultural Policy Chair of Vilnius Academy of Arts, Lithuania. She is also a lecturer at the Lithuanian Academy of Theatre and Music. Irena is a member of Lithuanian Marketing Association (LiMA). Formerly, she worked as Associate Professor at the Department of International Economics and Management at Vilnius Gediminas Technical University. She started her teaching career in 1990. In 2004, she did an internship with the Instituto Politécnico de Bragança, Portugal. In 2001,

she did her graduate scholarship with Bishop Grosseteste College (Lincoln, UK). From 1999 until 2003, Irena worked as Head of Public Relations Office for Vilnius Conservatory Music College (Lithuania). In summer 1998, she did an internship with the Consulate General of the Republic of Lithuania in New York, USA. In the same year, she also assisted the Festival of Arts and Ideas, New Haven CT, USA. In 2009, Irena gained a PhD at Vilnius Gediminas Technical University. In 2001, she received Master's degree in Management of Artistic and Cultural Activities (Dijon). In 1998, she completed her MSc in Management at New York University, while in 1987, Irena graduated from Moscow State University of Culture and Arts.

Barreca, Manuela - Università della Svizzera Italiana, Switzerland



PhD. Student in Economics at Università della Svizzera Italiana (USI) with research focus in tourism, cultural management and networks. She is working at the Institute of Economics (IdEP) as teaching-assistant, involved in the public management area collaborating at different projects in the field of cultural and tourism development and assisting 3 courses both at bachelor and master level in the field of Public Management and Cultural Management. Moreover, As PhD student she is also part of the Swiss Public Administration Network (SPAN), a network

between the Swiss Graduate School of Public Administration (IDHEAP) and the Universities of Bern, Lausanne and Lugano.

Barreiro Carril, Beatriz - Rey Juan Carlos University, Spain



Beatriz Barreiro Carril is a Spanish Assistant Professor of International Law and International Relations at the Rey Juan Carlos University (Madrid, Spain). Her research interests focus on the subjects of Cultural Human Rights and cultural diversity in International Law, and integration processes in Ibero-America. In relation with the first-mentioned subject she is interested in the treatment by International Law of cultural products and the application of UNESCO Convention on cultural diversity in the frame of the World Trade Organisation Law. She is interested too in

exploring new ways of dealing with universality of Human Rights and cultural diversity as well as in the indigenous peoples' cultural rights. She is currently exploring the issue of the ways of involving indigenous peoples in the processes of inscription of sites in the UNESCO World Heritage List. She holds a Ph. D. in Human Rights from the Carlos III University, Madrid (2010), a Master in European Law (2005) from the *Institut d'Études Européennes*, Université Libre de Bruxelles, and a Master of Advances Studies in Human Rights from Carlos III University, Madrid (2007). She has published several articles in the field of cultural rights and cultural diversity in International Law, cultural integration processes, and migration of artists and cultural workers from Latin-America to Europe. In 2011 she has published "La diversidad cultural en el Derecho Internacional: La Convención de la UNESCO" (Cultural diversity in International Law: The UNESCO Convention), Iustel.

Bernadska, Anna - University of Illinois at Chicago, USA



Anna Bernadska is an arts and non-profit practitioner and educator. A native of Ukraine, she worked with various cultural organizations and held positions ranging from a coordinator of international cultural exchanges at the Ukrainian Ministry of Culture to a program officer at the Open Society (George Soros) Foundation in Kyiv. Bernadska earned her master's degree in Arts Management from Columbia College Chicago and is currently pursuing a doctorate degree in Public Administration at the University of Illinois at Chicago. Bernadska's teaching experience includes

undergraduate and graduate courses in grant writing, arts entrepreneurship and arts advocacy. Bernadska's current research interests include arts participation and civic engagement, nonprofit accountability and regulatory initiatives of institutional funders.

Chesta, Jacqueline - Head of Internships, Employment and Corporate, Group EAC, France



Jacqueline Chesta has been Head of Internships, Employment and Corporate relations at Group EAC since 1999. She graduated in English at La Sorbonne Paris IV and got a diploma in International Relations from Sciences Po Paris before obtaining a Fulbright scholarship to study Newspaper journalism at Newhouse School of Public communications, Syracuse University, New York. She was a magazine translating editor with Selection du Reader's Digest France. She worked as a press relations officer with the Var county economic promotion agency and created the

International Office of the University Of Toulon and Var where she developed European business partnerships for the Oceanographic School. She also was a columnist and radio producer with Radio France Internationale. Among various posts as an English teacher in initial and continuous education, she has, since 1997, worked for the city of Paris adult courses, and also taught a post graduate course in journalistic translation at the Paris VII Charles V Institute (Michel Gresset's DESS post graduate program). Throughout Jacqueline CHESTA's varied career in arts and cultural management she has also enjoyed a selection of acting roles in stage and cinema, and has cultivated a parallel career as an award winning painter.

Comunian, Roberta - School of Arts, University of Kent, United Kingdom



Dr. Roberta Comunian is Creative Industries Research Associate at the School of Arts, University of Kent. She holds a European Doctorate title in Network Economy and Knowledge Management. She is interested in: relationship between public and private investments in the arts, art and cultural regeneration projects, cultural and creative industries, complexity theory and creativity. She has been Marie Curie Fellow at University of Newcastle (Centre for Urban and Regional Development Studies) investigating the relationship between creative industries, cultural policy

and public supported art institutions. She has also undertaken research on knowledge transfer and creative industries within an AHRC Impact Fellowship award at the University of Leeds. Her current work is concern with exploring the role of networks in the creative economy as well as the role of higher education in the creative economy with particular focus on the career opportunities and patterns of creative graduates in UK.

Coscia, Cristina - Polytechnique of Turin, Italy



Degree in Architecture, Architect, PhD in Real Estate Appraisal and Economic Valuation, is Assistant Professor in the Polytechnique of Turin-DAD (Department of Architecture and Design). Her research activity has been focused on the Real Estate Market Analysis and monitoring of Values and Dynamics, the Economic Evaluation of private and public Projects on Cultural Heritage, the Project Financing of private and public alternative Proposals, the Promotion and Development Strategies on Cultural Heritage. The academic activity has been formalized on many

courses of which she has been the direct responsible. From 2007 she's a Component of Board of Governors as Representative for tenured Researcher/Assistant Professor. Consulting activities are

formalized throughout contracts between the Polytechnic of Turin-OICT and Turin's Municipality (Land Registry Department) and the Polytechnic of Turin-DAD and Direzione Regionale ("iVicoli Project") and Associazione Torino Città Capitale ("Observatory of Cultural Heritage of Turin"). She lectures at the courses on Basics of Economics and Estimation, Appraisal Professional Application at the 2nd Faculty of Architecture. She has participated in National Research Program (PRIN) in Real Estate Market and Cultural Heritage field (PRIN 2005-2007, PRIN 2007-2009). She has participated to the Preliminary project in Cultural Heritage field (i. e. "Studio di fattibilità sul Complesso della Reggia di Caserta", "Studio di Fattibilità per la valorizzazione area ex-IPCA, Ciriè (Torino)). In 2006 she was the project manager for POLITEst project "Researcher night 2006" with European financial contribution.

Ćwikła, Małgorzata - Jagiellonian University Krakow, Poland



Małgorzata Ćwikła – born 1983, graduated in Polish philology from the University of Wrocław / Poland, currently Ph.D student at the Faculty of Management and Social Communication (Jagiellonian University in Krakow / Poland) where she is preparing a dissertation about theatrical co-productions with special attention given to project management in the European performing arts. She worked as a curator and producer of cultural projects, among others, in the theatre Hebbel am Ufer in Berlin / Germany and in the Kampnagel International Culture Factory in

Hamburg / Germany. In 2008-2009 scholarship holder in Cultural Managers from Central and Eastern Europe program run by Robert Bosch Foundation, in 2010 intern at the Polish Embassy in Sarajevo / Bosnia and Herzegovina. Member of Association for Humanistic Initiatives in Arts Sztuks. She writes articles about contemporary culture, performing arts and management.

Dizdaroğlu, Sevil Yeşim - CEKUL Foundation, Turkey



Sevil Yeşim Dizdaroğlu holds a BA in Fine Arts at Mimar Sinan Uni., Istanbul -Turkey and MA in World Heritage Studies at BTU Cottbus-Germany. Since 2007, Dizdaroğlu has been working as Education coordinator at CEKUL Foundation in the field of areas: Adult training, Development of education materials, Cultural Heritage Education Measurement and evaluation of education results, Designing and implementation of education projects from local to international level, Designing and implementation Cooperate Social Responsibility Projects,

Heritage Management and Planning.

Juno-Delgado, Edwin - Burgundy School of Business, France



Edwin Juno-Delgado was born in 1964. He's a Peruvian and French jurist specialist in cultural law and regulations. He is graduated from Burgundy University and holds a PhD in International Public Law. He has joined the Burgundy school of business as professor of law, responsible of the Culture and Creative Industries Management master. His research interests are dedicated to "Legal framework of cultural organizations", "International Comparative Law in Culture", "Mass Cultural topics", "Cultural economics" and "Copy right and cultural consumption".

Karatzias, Konstantinos - IMT Institute for Advanced Studies, Italy



Konstantinos Karatzias is a PhD student at IMT Institute for Advanced Studies in Lucca, Italy, in the Management and Development of Cultural Heritage programme. His research interests focus on the impact of the current financial crisis on the cultural sector in the Euro-Mediterranean region. More specifically, he is particularly interested in comparing different countries and investigating how the current and previous crises have influenced the management and governance of cultural institutions.

Before joining IMT Institute for Advanced Studies in Lucca, he completed his Bachelor's degree in Accounting and Finance at the University of Macedonia in Thessaloniki, Greece, and his Master's degree in Accounting and Control at Vrije University, Amsterdam. He has also studied at the University of Tampere, Finland, and Koblenz Classical Guitar Academy, Germany. With regards to practical experience, he has worked in the private sector as an accountant and management consultant in Thessaloniki and has held a position as a research and teaching assistant in the Business Administration Department of Vrije University.

Kasahun, Temesgen - Institute for Policy Studies, Japan



After receiving a B.A. degree in Management from Mekelle University in Ethiopia, Temesgen Kasahun worked as an instructor at the College of Business and Economics, Mekelle University, where he taught courses in business and management to undergraduate students. He also actively participated in several research projects at the university. In 2010, he obtained an M.A. degree in Public Policy from the National Graduate Institute for Policy Studies (GRIPS) in Tokyo, Japan. He is currently a Ph.D. candidate at GRIPS in the Cultural Policy Program. His current research

focuses on ensuring partnership between heritage tourism and heritage conservation as a tool for community development. Moreover, Temesgen's overarching research interest includes culture and tourism, tourism and local community, social and cultural impacts of tourism, heritage conservation, and sustainable heritage tourism.

Lavanga, Mariangela - Erasmus University Rotterdam, Netherlands



Mariangela Lavanga is Assistant Professor in Cultural Economics at the Erasmus School of History, Culture and Communication (ESHCC) at the Erasmus University Rotterdam. She lectures in the Bachelor in Cultural Studies, the Pre-Master in Cultural Economics and Entrepreneurship, and the Master in Cultural Economics and Entrepreneurship. Her expertise lies in the analysis of the interrelations between cultural and creative industries and cities, creative cities, creative clusters and cultural policy. The fashion and design industries are her new topics of research.

Mariangela has over 10 years of academic and professional experience as a researcher, lecturer and consultant. She has provided research and consultancy services for government authorities, foundations and organizations across Europe.

Lišková, Magdaléna - JAMU, Czech Republic



Magdaléna Lišková is the Assistant to the Secretary General and responsible for administration and membership development in ENCAC since January 2011. She is a member of To Culture With Love association, which gathers young professionals in cultural management. Magdaléna also works as an external cooperator for the theatre section of the Czech Centre in Brussels. From 2008 to 2010 she worked as a project manager and festival coordinator for the REPT civic association in the Czech Republic, where she realised a number of theatre play productions and art

festivals at the national level and launched the International Festival of Identity. Magdaléna holds an MA in Theatre Management from the Theatre Faculty of the Janacek Academy of Music and Performing Arts in Brno, Czech Republic. She was trained for 6 months as an Assistant to the Communication Officer in ENCAC (2010) and she worked also for the Public Relation Office and Production Department at the Comédie de l'Est Theatre in France (2009).

Maertens, Anton - Flemish Ministry of Culture, Belgium



Anton Maertens was born at the coast of Belgium. He is graduated in History and Philosophy in Brussels. He finished a Master in Philosophy in Leuven and a Master in Communication Studies at VUB on Political Communication. He has been living in Brussels for almost eight years. He works as private tutor, marketing specialist, analyst, interviewer and journalist. He writes movie reviews for Vice Belgium and the paper on cultural indicators for the Antwerp Management School, for the Cultural Management courses.

Makhumula, Catherine - University of Malawi



Catherine Makhumula's research discusses the effects of the current local and global economic meltdown on the Malawian theatre scene. Using the recent withdrawal of international cultural organisations, the study discusses how the exodus of these cultural organisations has not only meant the loss of performance space for artists, but also the underdevelopment of the artists' unstable carriers. The research analyses the current trends in theatre in the overall context of the pro/regress towards a national cultural policy. Malawi has no National Cultural Policy

presently. A draft national Cultural Policy has been in circulation since 2005, the latest is dated January 2012.

Maloney, Richard G. - Boston University, USA



Richard G. Maloney is Assistant Professor and Assistant Director of the Arts Administration graduate program at Boston University where he teaches classes in performing arts management, fundraising, and cultural policy. As a professional musician, he plays lute, lavta, guitar, and hand percussion with several Boston area early music ensembles. As an arts administrator, he previously served as general manager of an international classical music ensemble. He holds undergraduate degrees in history and music, a graduate diploma in lute performance, a graduate degree in Arts Administration, and a doctorate in Law and Public Policy. He recently presented a paper at a Brookings Institute/National Endowment for the Arts joint conference about the cultural economic development policy process in three midsized municipalities in Massachusetts.

Mancuso, Silvia - SDA Bocconi School of Management, Italy



Silvia Mancuso is a freelance project manager focused in the field of cultural marketing in an international context. Before moving to London (September 2012), she has lived and worked extensively in Spain, collaborating with the Cultural Office of the Consulate General of Italy in Madrid, working in the Events Division. Moreover, during her stay in Valencia Silvia developed "Opera Marketing", a digital marketing strategy for Classical Music in order to support De Matteis Opera Management's international activities. In addition, she has a background in the Italian lyric-symphonic foundations as Assistant Stage Manager on many international co-productions.

Margarida, Sofia - Madeira Regional Archive, Portugal



Archivist and responsible for the Educational Service/Cultural Extension in the Regional Archive of Madeira (Portugal). PhD Candidate with the research study entitled "Bibliography and Documentation in Retrospect in Humanities" ("Bibliografía y Documentación Retrospectiva en Humanidades"), submitted at the University of Alcalá (Madrid, Spain); awarded the Certificate of Advanced Studies in the scope of the already mentioned PhD course (2009), and Post-Graduate in Documentation Science, Archive, at Universidade Autónoma (Lisbon, Portugal) (2000/2002). Invited lecturer at the University of Madeira, (Funchal, Portugal), having taught undergraduate courses (Level IV) in the technological area of Cultural Heritage.

Montgomery, Lucy - Queensland University of Technology, Australia



Lucy Montgomery is a Queensland University of Technology Vice Chancellor's Research Fellow and Director of Research for Knowledge Unlatched, a not-for-profit company devoted to increasing access to scholarly books through the use of open access licenses: www.knowledgeunlatched.org. Her work explores the role of digital technology and intellectual property in business model innovation in the creative industries. Lucy trained as a China specialist at the University of

Adelaide, before going to complete a PhD in Media and Cultural Studies at Queensland University of Technology. She has a decade of experience as both a researcher and as project manager, working on major international research projects on the emergence of China's creative industries. She is particularly interested in understanding the impact of transformative technological change on the growth of the creative economy. Her book, *China's Creative Industries: Copyright, Social Network Markets and the Business of Culture in a Digital Age* is published by Edward Elgar.

Nunes Penna, Karla - Centre for Advanced Studies in Integrated Conservation (CECI)/ Curtin University of Australia



Architect and Urban Planner, Lecturer of the Centre for Advanced Studies in Integrated Conservation (CECI) and PhD Researcher of Curtin University of Australia (Education crossover Cultural Heritage Studies). Postgraduate in Cultural heritage integrated to urban planning, in Management of conservation works and cultural heritage restoration; Cultural heritage studies; and Project management. Heritage practitioner for 15 years in Brazil, leading, coordinating, supervising and managing cultural and heritage departments. Also responsible for planning, coordinating and implementing the public policies of preservation and conservation of cultural heritage in Sao Luis – Brazil. Specialized in developing strategic plans and initiatives to promote economic and social development and inclusion in poor areas; in carrying out the policies of preservation of World heritage sites; and in preservation education programs evaluation. Currently working as project manager and performance evaluator for social and cultural programs in Brazil; and engaged in a Doctoral program in Perth-Australia.

Painbéni, Sandra - European Business School Paris, France



Sandra Painbéni is professor of Marketing at the European Business School Paris (France). Her main research interests are Marketing in Arts & Culture (particularly cultural goods: movies, books, music) and Strategy & Marketing within the wine industry. She is also the founder and the CEO of Be Creative Zen, a company specialized in Teaching & Consulting regarding Marketing in Arts & Culture : movies, books, music, fashion, wine, gastronomy.

Popoli, Irene - Stockholm School of Economics, Sweden



Irene Popoli is a PhD Candidate in Business Administration at Stockholm School of Economics. She holds a B.B.A. in Economics and Management of Arts at Università Cà Foscari in Venice and a M.A. in Museum Management at Università Cattolica del Sacro Cuore in Milan. After having studied and worked in France and the US and collaborated as strategic consultant with the National Museum of Science and Technology in Milan, she decided to deepen her research in the development dynamics of cultural institutions, started during the redaction of her Master's Thesis on the internationalization strategies of museums. Her work

focuses on the analysis of museums as complex organizations and on the study of actual and future strategies in cultural institutions. Her interests involve the definition of the different development strategic options that can support a museum's growth in a financial and cultural sustainable way. Her ambition is to contribute to a better understanding of the internal and external management dynamics of museums in order to promote the diffusion of effective and reliable strategic solutions for this specific field. Her expectation for the future of the cultural sector is to see museums and organizations playing a central role in local and global communities' development as pivotal innovation promoters and knowledge preservers and diffusers. She writes about these topics on paper and web journals.

Poprawski, Marcin - ROK AMU Culture Observatory, Adam Mickiewicz University of Poznan, Poland



PhD in humanities, musicologist, manager of cultural institutions and projects, Assistant Professor in the Institute of Cultural Studies at the Adam Mickiewicz University of Poznan (PL), since 2006 a lecturer at the European University Viadrina in Frankfurt Oder (D); coordinator of the international part of studies programme Master of Intercultural Communication Studies, leading Intercultural Management Module; member of research teams, international think-tanks, co-author of scientific expert reports and projects, mastermind of many professional

trainings. His research interests include cultural policies, aesthetics in management studies, cultural branding, art management, intercultural management, and music aesthetics. Marcin Poprawski is the author of several publications in the research fields of cultural science, management studies and music aesthetics (including book "Places of indeterminacy" in Musical Work, Poznan 2008). Co-editor of books: Cultural institutions during the time of crisis, Poznan 2009 and Cultural institutions in the 21st century. Old-fashioned idea or a new concept?, Poznan 2009, Culture Strategies for the Region, Poznan 2011, co-founder and organizational director of Polish Guitar Academy Festival, co-founder of ROK AMU Culture Observatory, member of the governing board of Bona Fide Association (Poland) leading culture section of the organization.

Psarrou, Maria - Panteion University, Greece



Maria Psarrou is currently a PhD candidate in the Communication, Media and Culture Department at Panteion University of Social and Political Science, Greece. Her research interest include Cultural Marketing, Communication and Cultural Management, and her PhD thesis is dealing with "Local government's role in promoting the contemporary Greek civilization through festivals". Maria is also working as Cultural Manager/ Managing Director at the Municipal Enterprise for Culture and Sports of Keratsini, Drapetsona. Maria has gained an extensive experience as a

cultural manager and an wide-ranging experience in creative and cultural industries. She worked as a Collaborator of the Municipality of Keratsini and of the Mayor of Keratsini on issues of Culture, Communication and European Policies. Maria was also a scientific collaborator for the Diavalkaniko Center of Vocational Training and a Cultural and PR Manager of the "Korthia 2006: History – Art – Civilization" Festival while working for the Municipal Enterprise for Development of Korthi, Andros. Moreover, Maria worked as a PR Account Assistant for Aboutmedia

Communication Company and as an Audience Service Manager at the Ancient Greek Technology Exhibition for Aiolos Publications and the Municipal Enterprise for Development of Korthi, Andros. Maria participated in numerous regional and international meetings and conferences, like the EURA, EUROLOC, ICBSS 2011 conference on Rescaling Government: Reforming Public Administration and Local Government Festival Management: Tendencies, Evolution and Challenges for Local Governments organized by Panteion Univeristy, the Conference on Protection and Utilization of the Cultural Inheritance by Local Authorities in European Union organized by the European Organization for Strategic Planning (with the speech subject: Cultural Marketing: the big challenge to the local government). Maria has gained an MA in Cultural Policy, Management and Communication from the Department of Communication, Media and Culture at Panteion University of Social and Political Science. She has a BA in Marketing and Communication awarded by the Department of Marketing and Communication at the Athens University of Economics and Business.

Puc, Tihana - IMT Institute for Advanced Studies, Italy



Tihana Puc has graduated from Art History and Ethnology at the Faculty of Humanities and Social Sciences, University of Zagreb, Croatia. She has worked as an assistant-researcher at the Department of Art History at the Faculty of Philosophy, University of Rijeka, Croatia (2005-2008) and as a curator at the Museum of Contemporary Art Zagreb (2004, 2008-2010). Currently she is a third year PhD student of Management and Development of Cultural Heritage at the IMT institute for Advanced Studies Lucca, Italy. Her research interest cover the following areas:

cultural transition in SEE countries, transformation of cultural and urban policies with the focus on the impact of the transition on cultural institutions, namely on the museums of contemporary art with the emphasis on the museum management and the strategies for its future development.

Slavcheva, Plamena - Rijksuniversiteit Groningen, Bulgaria



Plamena received her Bachelor in Social Sciences (Advertising and Public Relations) from the University of Alicante, Spain in 2009. The same year she moved to Berlin for an internship at the independent cultural organisation La Cueva Kunst & Kultur, which provides a space for young artists from different cultural backgrounds where they can present their work. In April 2012, she moved back to Sofia where she worked as a creative trainee at the worldwide advertising agency BBDO. Later on, the same year, she travelled to Bilbao (Basque Country, Spain) where she

started the Erasmus Mundus Master of Arts in Euroculture, which she studied jointly at Deusto University (Bilbao) and Rijksuniversiteit Groningen (The Netherlands). Plamena specialized in researching the capacity of arts and media to blur boundaries between cultures by fostering cross-cultural cooperation and transcultural communication. Among the research topics she worked on are "Culture beyond borders: diversity and identity representation in world music", "Transcultures between the real and the virtual: A challenge or an opportunity?". She has been living in Sweden for the past year where she worked at Trans Europe Halles – the European Network of Independent Cultural Centres.

Sinapi, Christine - Burgundy School of Business, France



Christine Sinapi is graduated from ESSEC Business school and holds a PhD in Financial economics. After about 10 years spent in the finance industry, she has joined the Burgundy school of business as professor of finance, responsible of the Corporate finance master and Head of the finance – law – control department. Her research interests are dedicated to financial crisis, financial market regulation, and financial management of cultural organizations.

Sternal, Malgorzata - Academy of Music, Poland



Malgorzata Sternal is lecturer and researcher (adiunkt) at the Academy of Music in Krakow, guest lecturer at the Jagiellonian University and the Warsaw University. Graduated from the Jagiellonian University in Krakow (MA in musicology), she also received her diploma from the ESC Dijon, France (Mastere Specialise Europeen en Management des Entreprises Culturelles). Fellow of the International Policy Fellowship (Open Society Institute) in 2003-2004. In 2005 she received her PhD in Humanities from the Jagiellonian University. Former vice-president of the European

Network of Cultural Administration Training Centres (2001-2007). Dr Sternal currently focuses her research on the issues of professional development of artists and culture managers, as well as the role of the arts in the management and leadership education.

Tonga, Yesim - IMT Institute for Advanced Studies, Italy



Yesim Tonga is a PhD Candidate at the department of Management and Development of Cultural Heritage, IMT Institute for Advanced Studies Lucca, Italy. She holds a MA degree in Arts and Heritage: Policy, Management and Education (Maastricht University, the Netherlands, UM High Potential Scholar) and a Bachelor's degree in Economics (Bogazici University, Turkey). She has also worked in various cultural institutions, such as Europa Nostra Istanbul Office, UNESCO World Heritage Centre and Istanbul Museum of Modern Art. Her research interests cover

examining and analyzing impacts of cultural policies on performing arts management, with particular focus on Istanbul.

Tsiviltidou Zoi - University of Arts in Belgrade, Serbia



Tsiviltidou Zoi holds a BA in English Language & Literature from Aristotle University of Thessaloniki and is currently in her Master studies in Cultural Policy & Management – Interculturalism and Mediation in the Balkans in the University of Arts in Belgrade joint the University Lumière Lyon II. Her academic research addresses the art of storytelling and cultural literacy, intercultural mediation, urban regeneration and the art of city making. She is mostly interested in how the storytelling art can foster community building in urban multicultural environments and

public space intervention and reinvention via participatory creativity. Been awarded

scholarships from international Universities and working abroad, having published articles in international journals and done a lot of travelling, she was granted the opportunity to listen to many stories and grasp input for intellectual and creative endeavors. But she still marvels at new academic discoveries, debates and experiences of cross-cultural nature like the one offered by the ENCATC Annual Conference.

Tubadji, Annie - Regensburg University, Germany



Annie Tubadji obtained her Bachelor Degree in International Finance and Trade at the University of Portsmouth (Portsmouth, UK) and a Master Degree in Regional Development jointly from University of Trento (Italy), Regensburg University (Germany), CORVINUS University (Hungary) and University of Ljubljana (Slovenia). She is a Ph.D. candidate at Regensburg University and she has conducted various projects analysing the impact of local cultural milieu on the concentration of creativity in a locality. She is currently involved in two projects investigating the cultural effect on

inequality and entrepreneurship in Germany and Greece, respectively. Her research interests focus on culture as a local determinant of regional development, in its different aspects (such as labour mobility, productivity, investment preferences, livability, happiness and quality of life, human development etc.). Annie Tubadji has performed academic work for the Federal Labour Institute of Germany, ACTED and the EU Commission. She has implemented field-works for UNDP, UNICEF, ICCROM, NDP AEF-MinFin Bulgaria, and Gallup International.

Vulkovsky, Yuriy - Foundation for Urban Projects and Research, Bulgaria



Yuriy Vulkovsky is a cultural researcher, consultant and practitioner. Since 1994 he have been involved in a number of research and actions projects in the field of cultural policy, cultural management, mapping of the cultural sector, civic participation in policy-making, social impact of the arts, and others. Since 2004 he is teaching cultural policy in New Bulgarian University and then in Sofia University. Since 2006 Mr. Vulkovsky is active member of the European Initiative "A Soul for Europe" which promotes the importance of culture for the development

of Europe and the need of more active participation of the citizens in defining the future of EU. Since March 2009 he is Executive Director of the Foundation for Urban Projects and Research – an independent research and consultancy non-governmental organizations working in the field of art and cultural policies in their connection with urban and regional development. Member of the Initiative Committee to support the candidature of Sofia for European Capital of Culture 2019. One of the founders of the Bulgarian Festivals Association.

Seminars

ENCATC's Annual Conference programme will be offering **five parallel seminars**. These seminars are being co-produced by the ENCATC Thematic Area chairs. Well known international professionals and experts from top cultural institutions in the UK and beyond will be on hand to share their knowledge and expertise with seminar participants. ENCATC coordinates 8 Thematic Areas which were set up in 2007. They are a space for specialized knowledge in specific fields of Culture and External Relations – Diplomacy, Heritage, Museums, Performing arts, Arts and Wellbeing, Creative Industries, Cultural Data and Urban Management. They are intended to Share experiences - Enhance collaboration - Keep in touch with peers - Aid research - Make new contacts - Keep up to date with advancements in the field - Announce events. The Thematic areas are open to members, they are animated by a chair and their members communicate among them through Google Groups and dedicated blogs.

SEMINAR 1 // Thursday, 13 September, 14:30-17:00 ***From the State to the Commercial, New Models of Cultural Relations and Diplomacy***

Venue
Goldsmiths, University of London

Chair
Gerald Lidstone, ICCE Institute for Creative and Cultural Entrepreneurship, Goldsmiths University of London, United Kingdom

Invited Speakers
Ramona Mitrica, Director Profusion Publishers, Profusion International Creative Consultancy, Director Romanian Film Festival in London, United Kingdom
Colin Hicks, Cultural Broker, Accompagnateur, Writer, Project Aggregator at VIZIR* Limited, United Kingdom

Description
Can you be a more effective in Cultural Relations and Diplomacy in the independent sector? This is the question the seminar's two featured guest speakers will try to answer as they stimulate a

debate on current issues in Cultural Relations and Diplomacy. Both will be speaking about their experiences coming from the state diplomatic cultural relations sector to becoming independent. Drawing on their many years of experience, these speakers will offer expertise, insight into developing one's own artistic consultancy firm and connections to facilitate the proliferation of engagement with the arts. The seminar's study visits to the British Council and the Korean Cultural Centre will provide diversified insights to questions of new models of cultural diplomacy. This seminar is co-produced by the ENCATC Thematic Area Europe International.

SEMINAR 2 // Thursday, 13 September, 14:30-17:00 ***The Cultural Dimension of the Olympic Games***

Venue
Goldsmiths, University of London

Chairs
Cristina Ortega Nuere, University of Deusto, Spain
Svetlana Hristova, SWU-South West University 'Neofit Rilski', Bulgaria

Invited Speaker
Beatriz Garcia, Head of Research at the Institute of Cultural Capital University of Liverpool/ John Moores University, United Kingdom

Description
What can Europe learn from the 2012 Olympic Games? What will be the United Kingdom's legacy for Brazil who will host the next Olympic Games in 2016? This seminar will address the main challenges in the context of London and what have been the most stimulating experiences in previous editions. The presentations will cover a range of issues: urban cultural regeneration, projection of cities, the position of the arts and culture as engine for creativity, economic development, and social capital (inclusion, access to culture, interculturality). It also aims to explore and discuss questions relevant to the role of cultural policies in the context of a global mega-event like the Olympic Games. This seminar is co-produced by ENCATC Thematic Areas Monitors of Culture and Urban Management Urban Management and cultural policy of city.

SEMINAR 3 // Thursday, 13 September, 14:30-17:00 ***Digital interpretative resources for Museums, Galleries and Heritage***

Venue
Goldsmiths, University of London

Chairs and speakers
Anne Krebs, Louvre Museum, France
Claire Giraud-Labalte, UCO, France

Description
What do we actually know about the role and use of technological devices as interpretive tools to the visit? Do they contribute to transform the visitor's experience? Are they building a different image of museums, galleries and heritage? By developing such tools, what are the main objectives of cultural institutions? And how do visitors take possession of them? Finally, are there specific practices and benefits related to the use of technological tools? Do they contribute to improve accessibility and inclusion and succeed to enlarge the audience? This seminar is co-

produced by ENCATC Thematic Areas Museums in Europe and Understanding Heritage.

SEMINAR 4 // Thursday, 13 September, 14:30-17:00

Peer to Peer: Developing creative entrepreneurship through peer networking

Venue

Goldsmiths, University of London

Chair

Siân Prime, Goldsmiths, University of London, United Kingdom

Description

This will be a highly interactive seminar and discusses how creative entrepreneurship can be developed using peer networking in Higher Education and in creative and cultural industries. In particular, it will focus on how group learning, action learning, and peer mentoring are pedagogical techniques to develop the creative entrepreneurial attributes of arts and design students and how this will ensure students are equipped to take their creativity from education to make the impact they want. The seminar is based on the learning gained from the National Endowment for Science, Technology and the Arts (Nesta) and Goldsmiths, and will use case studies of creative businesses based in the UK and in Kenya. Participants will lead with new techniques for group work and one to many teaching. This seminar is co-produced by the ENCATC Thematic Area Creative Industries and Arts Management.

SEMINAR 5 // Thursday, 13 September, 14:30-17:00

Innovative training approaches and methodologies in performing arts management teaching

Venue

Goldsmiths, University of London

Chair

Blanka Chládková, Janáček Academy of Music and Performing Arts in Brno, Czech Republic
Svetlana Waradzinová, Academy of Music and Performing Arts in Bratislava, Slovak Republic

Invited Speaker

Jon Harris, Actorshop Ltd. London, United Kingdom

Description

We all know how to run a theatre, a festival etc. But how do we teach this our students? This is still the big question of those who teach performing arts management courses. How do we balance theoretical education and practical projects and how can we reflect practical projects within theoretical subjects? During previous meetings in 2011 in Helsinki and in 2012 in Prague, we have discussed and discovered different approaches towards practical projects and working-based pedagogy within the curricula of both arts academies and universities. After some analyses, there is a lack of common framework for arts management education. This seminar will reflect on these issues and, with the assistance of the seminar's invited guest, will offer expertise in innovative training approaches and innovative educational pedagogy. This seminar is co-produced by the ENCATC Thematic Area Performing Arts Management.

Chairs & Speakers

Speaker: Bonet, Lluís - Professor of Public Economy, and Director of the Doctoral and the Graduate Program on Cultural Management and Policies, University of Barcelona, Spain



Lluís Bonet is President of the Jury of the European Cultural Policy Research Award (CPRA) and Board member of the Association of Cultural Economics International (ACEI). He has been President of ENCATC, the leading European Network on Cultural Management and Cultural Policy education, Vice-President of Abacus (the largest Spanish Cooperative Corporation on education and culture) and Vice-President of the Association of Arts Administration Educators (AAAE). He has been a research fellow at the Massachusetts Institute of Technology, invited professor at the University of Montpellier, and guest lecturer in over thirty different countries. His main fields of research are cultural economics and cultural policies. Winner of the 2002 CAC Research Award with "The Audiovisual Industry facing the digital age", he has published a large number of articles and books on the political, managerial and economic dimension of the cultural sector.

Speaker: Burton, Jane - Head of Content and Creative Director, Tate Modern, London, United Kingdom



Jane Burton is Head of Content and Creative Director for Tate Media, a division of Tate Group. Projects she oversees include films about art for TV and online and the recently announced Tate Movie – a collaboration with Aardman animation, creative agency Fallon and primary school children across the United Kingdom. In 2002, she launched the world's first wireless multimedia tours at Tate Modern, winning a BAFTA for innova-

tion. In 2008 she piloted the UK's first gallery tour for the iPod touch and iPhone at Tate Liverpool. She initially joined Tate in 1999, as Tate Modern's Curator of Interpretation, and previously worked as an arts journalist.

Chair: Chládková, Blanka - Lecturer at the Theatre Faculty, Janacek Academy of Music and Performing Arts in Brno, Czech Republic



Blanka Chládková is lecturer of Theatre Management Department, Theatre Faculty, Janacek Academy of Music and Performing Arts in Brno (DIFA JAMU), Czech Republic. She specialises in culture policy, strategy management, quality management, research methodology, festival and event management. She is constantly looking for the answer to the question about the role of an art manager in the artistic team and hopes that new established ENCATC Thematic Area "Performing Arts Management" could help to answer it. Blanka Chladkova is vice-dean for development and external relations of DIFA JAMU since her nomination in 2008. She is involved in ESF (Operational Programme Education for Competitiveness) development projects also as an member of the arbitration. She represents her faculty in international networks ENCATC, ELIA as well as in the representative body of the Czech higher education institutions Council of Higher Education Institutions.

Blanka Chladkova is vice-dean for development and external relations of DIFA JAMU since her nomination in 2008. She is involved in ESF (Operational Programme Education for Competitiveness) development projects also as an member of the arbitration. She represents her faculty in international networks ENCATC, ELIA as well as in the representative body of the Czech higher education institutions Council of Higher Education Institutions.

Cogliandro Beyens, Giannalia – ENCATC Secretary General



Giannalia Cogliandro Beyens has over 15 years of experience in managing European networks and in designing, implementing and managing transnational cooperation projects in the field of culture and education. Giannalia is the Secretary General of ENCATC since 2003. She is also the administrator of the Thomassen Fund a mobility fund aimed at supporting and encouraging mobility of cultural management educators and trainers. She has worked as Policy Officer for the Cultural Forum of EUROCITIES, the network of major European cities, bringing together the local governments of more than 140 large cities in over 30 European countries. Earlier, she has worked as Secretary General of the Association of European Cities of Culture of the year 2000 set up in 1996 by the European Commission and nine European Capitals of Culture: Avignon, Bergen, Bologna, Brussels, Helsinki, Prague, Reykjavik, Santiago de Compostela and Krakow. Journalist since 1993, she was Press & Public Relations officer for the N.A.T.O organization in Rome. For the European Commission she wrote 10 report on social European policy and a major study on European Cities of Culture for the year 2000. Giannalia hold a Degree in Political Science - International Relations, a M.A. in European & International Career Studies and a M.A. in European Constitution. She was trained for 6 months at the European Commission - Directorate General Regional Policy and at the Italian Institute for Foreign Trade, ICE (European Affairs Department) in Brussels.

Giannalia Cogliandro Beyens has over 15 years of experience in managing European networks and in designing, implementing and managing transnational cooperation projects in the field of culture and education. Giannalia is the Secretary General of ENCATC since 2003. She is also the administrator of the Thomassen Fund a mobility fund aimed at supporting and encouraging mobility of cultural management educators and trainers. She has worked as Policy Officer for the Cultural Forum of EUROCITIES, the network of major European cities, bringing together the local governments of more than 140 large cities in over 30 European countries. Earlier, she has worked as Secretary General of the Association of European Cities of Culture of the year 2000 set up in 1996 by the European Commission and nine European Capitals of Culture: Avignon, Bergen, Bologna, Brussels, Helsinki, Prague, Reykjavik, Santiago de Compostela and Krakow. Journalist since 1993, she was Press & Public Relations officer for the N.A.T.O organization in Rome. For the European Commission she wrote 10 report on social European policy and a major study on European Cities of Culture for the year 2000. Giannalia hold a Degree in Political Science - International Relations, a M.A. in European & International Career Studies and a M.A. in European Constitution. She was trained for 6 months at the European Commission - Directorate General Regional Policy and at the Italian Institute for Foreign Trade, ICE (European Affairs Department) in Brussels.

Chair: Colbert, François - Chair in Arts Management, HEC Montréal, Canada



François Colbert is professor of marketing and holder of the Carmelle and Rémi Marcoux Chair in Arts Management at HEC Montréal. In addition, he is the academic supervisor for the Master of Management in International Arts Management, a joint program with HEC Montréal Southern Methodist University in Dallas and Bocconi Business School, and he is the head of the PhD track on Marketing and Management of Arts, Cultural Industries and the Medias at HEC Montréal. Colbert, is the founding Editor of the International Journal of Arts Management, published by the

Chair in Arts Management. In May 2002, he was awarded the Order of Canada for his many achievements and for his unique contributions in developing the field of arts management. As a result, he was made Fellow of the Royal Society of Canada in 2005; he also received the ACE Award 2006 from the Association of Cultural Executives. He is former and current member of the board of directors of many cultural organizations and served as vice-chair of the Canada Council for the Arts for eight years, until 2003; he has been on the Board of other large organisations such as "Les grands ballets canadiens" and Radio-Québec.

Speaker: De La Court, Adrian – Goldsmiths, University of London, United Kingdom



MA Creative and Cultural Entrepreneurship. Adrian originally trained as a fine artist and contemporary dancer, he has developed a strong portfolio career in the creative industries. He initially worked as a professional dancer and performer, touring nationally and internationally, including work for The Featherstonehaughs, Josef Nadj, The People Show, Billy Cowie and Divas Dance Company. In addition to his performance work, Adrian gained commissions for his environmental art in Sussex. Adrian formed the first of a number of his visual performance and dance theatre

companies in 1998, and has won choreographic commissions from South East Dance and the Brighton Festival 2009. His work was part of the first season held at the re-developed Corn Exchange in Brighton. He received the only Millennium Award given to a dance artist in South East England. As a critical practitioner, Adrian has worked as a lecturer at many universities and colleges most recently leaving the post of Head of Physical Theatre, Contemporary Dance and Outdoor & Site Specific Performance courses at Northbrook College (University of Brighton) to join ICCE at Goldsmiths as Lecturer in Creative and Cultural Entrepreneurship. Adrian has worked for the Cultural Enterprise Office, Glasgow as an Advisor, and was commissioned to write some of their first factsheets on planning and financial management for cultural entrepreneurs. He has delivered training and consultancy to creative industries and practitioners across the Country. Adrian has been a freelance arts consultant and trainer for many years, with clients including: Scottish Enterprise, NESTA, Business Link and Artworks MK. Adrian is also a life coach (Trained through CTI) and still works as a producer, freelance arts consultant, director and choreographer and visual artist.

Chair: Donato, Fabio – Professor of Business Economics, Director of the Doctoral School in Humanities and Social Sciences, and Director of the MuSeC - Master in Cultural Management, University of Ferrara, Italy



Fabio Donato, Ph. D. in Business Economics at the University of Pisa in 1997, is Professor of Business Economics at the University of Ferrara, where he is currently Lecturer in Management of Cultural Organizations. He is Director of the Doctoral School in Humanities and Social Sciences, and Director of the MuSeC - Master in Cultural Management at the University of Ferrara. Since 2009 he has been a member of ENCATEC Board (European Network on Cultural Management and Policy). His research in the field of cultural management has been presented in several seminars

and conferences in Europe, Asia, USA. He has published more than 20 articles and books on the subject of Cultural Management and has taught Cultural Management in many Masters and Ph.D courses both in Italy and Europe.

Chair: Drobná, Helena - Capacity Building and Heritage Policy Unit Specialist, UNESCO



Helena Drobná is a culture specialist at UNESCO's Capacity Building and Heritage Policy Unit within the Intangible Cultural Heritage Section in Paris. Her work has so far concentrated on a wide range of culture and development policy and practice issues in Africa, Latin America, Central and Eastern Europe and the Caucasus and has also included the development of UNESCO's program on capacity building and training in cultural policies and management. During her recent leave from UNESCO (2007-2011) she focused on a research on cultural diplomacy training at the Institute of Cultural Management and Cultural Studies (IKM) in Vienna, Austria. A graduate of the University of Economics in Bratislava, Slovakia, she studied cultural management at the University of Music and Performing Arts in Vienna, Austria, and served as manager and consultant for international cultural cooperation projects in Austria, Slovakia and France.

Chair: Fisher, Rod - Director International Intelligence on Culture and visiting lecturer on European cultural policies at Goldsmiths, London, United Kingdom



Rod Fisher is Director of the consultancy International Intelligence on Culture and visiting lecturer on European cultural policies at Goldsmiths, University of London. He was Director of the European Cultural Foundation UK (2002-2012), visiting lecturer on European/international cultural policies at City University, London (1984-2007) and also worked for the Arts Council of Great Britain and cultural management in city governments. Rod co-founded the cultural research network CIRCLE (Chairman 1985-1994) and chaired the Council of Europe Task Force on Culture & Development that produced the report 'In From the Margins' (1996). He has undertaken research com-

missions, lectured and addressed conferences in 29 countries and written extensively. Research interests in recent years have included cultural diplomacy/cultural co-operation, e.g. an examination of whether there has been a paradigm shift in the cultural relations policies of EU Member States (to be published). He contributed to an EU study on programmes/schemes to support the mobility of artists and cultural practitioners (ERICarts 2008) and co-wrote a Leonardo report to verify the skills and training needed for managing transnational cultural projects (2007). His report 'A Cultural Dimension to the EU's External Policies' was published by Boekmanstichting in 2007.

Speaker: Garcia, Beatriz - Head of Research in Cultural Policy & Impact at the Institute of Cultural Capital and Director of Impacts 08, European Capital of Culture Research Programme at the University of Liverpool, United Kingdom



Dr Beatriz Garcia is Head of Research in Cultural Policy & Impact at the Institute of Cultural Capital and Director of Impacts 08, European Capital of Culture Research Programme at the University of Liverpool. Recent projects assess the legacy of cultural programming within major events such as the European Capital of Culture (Glasgow 1990, Liverpool 2008, lead up to Marseille 2013), the Olympic Games (summer and winter editions from Barcelona 1992 onwards) and the Commonwealth Games (Manchester 2002). Dr Garcia has been funded by the European Commission, Research Councils UK, British Academy, English Heritage, Universities China Committee, London 2012 Organising Committee, International Olympic Committee (IOC) and the International Olympic Academy to conduct her research across Europe, the Americas, Asia and Australia. She collaborated with Palmer/Rae to evaluate the impact of the European City of Culture programme (1995-2004), has been academic advisor to London 2012's Culture & Education team since 2004 and is a member of the IOC Postgraduate Research Grant Selection Committee. In 2011, she has been appointed by the London 2012 Games organising Committee to assess the legacy of its Cultural Olympiad. Dr Garcia publishes within academic, policy and practitioner circles and is the author of 'The Olympic Games and Cultural Policy' and 'The Olympics. The Basics' (both published by Routledge, 2012). Find access to papers & reports at: www.beatrizgarcia.net, www.iccliverpool.ac.uk, www.impacts08.net, www.culturalolympics.org.uk

Speaker: Ghose, Sumantro - Chief Executive of Asia House, London, United Kingdom



Acting Chief Executive of Asia House, the UK's leading pan-Asian cultural and business organisation. Appointed by Sir John Boyd and Board of Trustees to manage strategic transformation of Asia House and maintain high quality programming covering arts, business and policy of 40 countries of Asia from the Persian Gulf to the Pacific.

Chair: Giraud-Labalte, Claire - Art historian and Professor, Director of the Master in "Cultural Management for Heritage, Performing Arts and Cultural Policy", Université Catholique d'Angers, France



Claire Giraud-Labalte is an art historian and professor at the Université Catholique de l'Ouest in Angers, France. She oversees the Masters in "Cultural Management for Heritage, Performing Arts and Cultural Policy". She also directs the programme's "Trans Europe Express" project that engages her students in a transeuropean dialogue and networking opportunities within the cultural management sector. She joining the ENCATC network she has been an active member as chair of the "Understanding Heritage" Thematic Area and sits on the network's expert committee for

her extensive knowledge in the field of heritage. Her research specializes in heritage conservation and interpretation. She has completed extensive research for the Abbey of Fontevraud and has published many articles and books on France's rich Loire Valley heritage including . In 1981 she founded "La clé des arts" consultancy where until 2006 she worked as a consultant on cultural heritage. Her international collaborations have taken her to Bulgaria, Georgia, Mali, Russia, the Baltics, the French Caribbean and Africa. She has been actively working with UNESCO on such projects as the heritage preservation of the Loire Valley and the "Niger-Loire: Governance and Culture" Project. She is also invited to share her expertise at international conferences. Recently she presented at the international conference for "Europe and Cultural Heritage: A Challenge Towards a European Cultural Heritage Strategy" in Bruges 2010 and at Europa Nostra's Annual Congress 2011. Her most recent publication is *Les années du romantisme Musique et culture entre Paris et l'Anjou (1823-1839)*.

Speaker: Guo, Annie - Director of the Goldsmiths Confucius Institute for Dance and Performance, Goldsmiths, London, United Kingdom



Annie Guo has been at Goldsmiths for quite a few years, first as a post-graduate student, then as a Research Fellow in the old Department of Drama (now Department of Theatre & Performance) and later as the Project Director in the Academic Development Office. Today she is Director of Goldsmiths Confucius Institute for Dance and Performance. Goldsmiths Confucius Institute for Dance and Performance is the latest member of the Confucius Institutions, of which there are currently over 300 worldwide, and the first in performing arts.

Speaker: Harris, Jon - Associate Director, Management Psychology, Actorshop, London, United Kingdom



Jon is a graduate of Cambridge University and holds a Masters in organisational psychology from the Tavistock Centre. A highly experienced manager and consultant in the arts and media, he produced theatre shows in the West End and on tour all over the world, and has trained and coached communications skills in a wide variety of industries. He was Producer at Shared Experience, founding Director of Stratford Circus, and Director of Harlow Playhouse. Jon is an expert in business training using

actors for roleplay, forum theatre and playback theatre, and teaches the UK's only specialised professional course for actors training in these areas. He is also a visiting lecturer at Goldsmiths University of London and a member of the Association of Business Psychologists.

Speaker: Hendriks, Marielle - Head of projects, Boekman Foundation, Netherlands



Marielle Hendriks is head of projects of the Boekman Foundation (study centre for arts, culture and related policy based in Amsterdam: www.boekman.nl), and business director of the Foundation's quarterly journal Boekman. Currently the Foundation works on developing a National Arts Index for the Netherlands. She previously worked at the Museum of Fine Arts (Boston) and at the Cultural Department of the city of Issy-les-Moulineaux (Paris). She holds a MA in Arts Management and Policy at Utrecht University (the Netherlands).

Speaker: Hicks, Colin - Cultural Broker, Vizir, London, United Kingdom



Colin Hicks has moved from being a cultural diplomat to a cultural broker. Considered one of the top London cultural attachés of the past twenty years, through his work at Québec Government Office in London, Colin Hicks will discuss how he now draws on many years of linking and connecting arts organizations, to offer expertise and connections to facilitate the proliferation of engagement with the arts. www.vizir.co.uk

Chair: Hristova, Svetlana - Professor on Sociology of Culture and Cultural Anthropology, South-West University in Blagoevgrad, Bulgaria



Svetlana Hristova is an Associate Professor on Sociology of Culture and Cultural Anthropology at the South-West University in Blagoevgrad, Bulgaria. She is a founder and Director of the Centre for Intercultural Dialogue and Integration 'Lyuben Bumbalov' at the SWU (2002-2008); Head of Department of Cultural Studies at the Faculty of Arts (1999-2003), Vice-dean of the Faculty of Arts (since 2003 until May 2010). She has been also a senior researcher at the Central European University, Budapest on the topic 'Places And Non-Places In Central And East-European Cities: A comparison between Sofia and Budapest' (2007); a leader of the national inter-university project 'Public Spaces of the Bulgarian City – Heritage and Development' (2006-2009), and coordinator of the INTAS project 'Imaging of Public Space in European Cities and its Role in Social and Ethno- cultural Integration' (2006-2008) with the participation of the Manchester Metropolitan University (UK), the Center for Independent Social Research, Saint-Petersburg, Russia, and National University 'Ivan Franko', Lviv, Ukraine, (2006-2008). In 2008 she became an initiator and a chair of WG7 'Urban Management and Cultural Politics of the City' at ENCATC. In her coun-

try she has been acting also as an expert at regional and national level, working for the Ministry of Regional Development and Public Construction and for different Bulgarian urban municipalities. Since 2011 she is a member of the Managing Committee of COST Action IS1007 Investigating Cultural Sustainability at the ESF.

Chair: Krebs, Anne - Head of the Studies and Research Department, Louvre Museum, Paris, France



Anne Krebs heads the Studies and Research Department of the Louvre Museum, conducting surveys and research covering Sociology, Statistics, Economy and Marketing. An important task consists in evaluating the performance of the Museum's cultural and educational offering. The department's activity also includes forecast research to predict trends likely to affect attendance or changes in publics and social uses. She is in charge of lectures and taught post-graduate students in the field of Sociology and Cultural Policies. Her research interests include museum's audiences and policies (attendance, visitors' profiles, interpretation, fidelity to museums, quality of cultural experience, social and economic role of museums) and a research programme including "Virtual" museum practices in the Knowledge Society. She is the author and co-author of many publications including: "Le renouveau des musées" (The renewal of museums, 2005), "La modélisation de la fréquentation payante du Louvre" (An econometric model of the Louvre Museum's attendance, 2007) and "Démocratisation culturelle. L'intervention publique en débat" (Cultural democratization. A debate on public intervention, 2008). Since 2007, Ms. Krebs has chaired the ENCATC working group, "Audience Policies in Europe".

Speaker: Lahav, Sylvia - Deputy Head of Interpretation and Education, Tate Modern, London, United Kingdom



Sylvia Lahav has been curator of adult programmes at Tate Britain, The National Gallery and the National Portrait Gallery and deputy head of Interpretation and Education at Tate Modern. She was the consultant director of education programmes for the Fourth Plinth in Trafalgar Square and worked on a three year programme with museum professionals in Slovakia. She has lectured on the subject of museums and museology in Portugal, Italy, Slovakia, Slovenia, Abu Dhabi and France and recently curated a large international Tate conference called Interpretation, Theory and the Encounter. She has PhD in the interpretation of visual images in museums of art and teaches regularly for Goldsmiths, Kingston University and the University of East London.

Lidstone, Gerald - Director of the Institute for Creative and Cultural Entrepreneurship at Goldsmiths, University of London and founder of the MA Arts Administration and Cultural Policy and MA in Creative and Cultural Entrepreneurship programmes, London, United Kingdom



Gerald Lidstone BA MA ATC Dr.h.c FRGS is the Director of the Institute for Creative and Cultural Entrepreneurship at Goldsmiths, University of London and founder of the MA Arts Administration and Cultural Policy and MA in Creative and Cultural Entrepreneurship programmes. After Art School he trained as a theatre designer managing and touring productions extensively in Eastern Europe and the USA. For the British Council and other agencies he has also taught Arts Management training courses including Arts Marketing, Arts Education, Fundraising, Copyright and Strategic Planning in over 20 countries. He has worked for fourteen years on behalf of The Ministry of Culture and Information in Viet Nam establishing Arts Management education in Hanoi University of Culture, funded by the Ford Foundation. He is co-author of a needs evaluation of *Arts Management in Vietnam* and *Curriculum Development in the Management of Arts and Culture in Viet Nam in a Market Economy Context* he has also contributed a chapter on the evaluation of arts education projects to the ippr publication *For Art's Sake? Society and the Arts in the 21st Century*. He has undertaken an evaluation of the National Endowment for Science Technology and the Arts (NESTA), Creative Pioneer programme. He has recently completed a major research evaluation of a dance project for Sadler's Wells in the UK and was for ENCATC part of the UNESCO group working on 'Towards a New Cultural Policy Profile'. He has co-developed a new MA in Cultural and Creative Industries in Abu Dhabi HCT and has given keynote speeches at *The 3rd Indonesia International Conference on Innovation, Entrepreneurship, & Small Business* and the *second UNESCO World Conference on Education* in Seoul. He has also recently initiated the first postgraduate option course in Cultural Diplomacy in a UK university. Gerald has been awarded honorary doctorates by Vysoka Skola Muzických Umeni v Bratislave in Slovakia, 2004 and by Hanoi University of Culture in 2009. He is currently deputy president of ENCATC and a chair of the ENCATC Thematic Area "Europe International".

Speaker: Mitrica, Ramona - Director Profusion Books, United Kingdom



Ramona Mitrica was the cultural attaché of the Embassy of Romania to the UK. She then represented other formal Romanian organizations and then moved to the commercial sector, she created Profusion International in 2008, her own artistic consultancy firm, and in November 2011 she launched a private publishing house: Profusion Books. Is she creating a more effective impact from the private sector than when she was a 'formal' diplomat? www.profusion.org.uk Ramona Mitrica will be contributing to the Seminar 1 From the State to the Commercial, New Models of Cultural Relations and Diplomacy on 13th September.

Speaker: Nesbitt, Judith - Head of National and International Initiatives, Tate Modern, London, United Kingdom



Judith Nesbitt, Head of National and International Initiatives, takes a lead in developing Tate's national and international strategic programmes, delivered through partnerships and exchanges. Before taking up this new post in November 2010, Judith was Chief Curator at Tate Britain (from 2001) where she led the curatorial team and played a key role in shaping all aspects of Tate Britain's programme of exhibitions and displays. She curated Michael Landy's Semi-detached commission in 2004, co-curated 'Days Like These' the 2003 Tate Triennial, the Peter Doig exhibition in

2008 and the Chris Ofili exhibition in 2010. Judith also leads Tate's sustainability strategy, with the aim of reducing the organisation's carbon emissions and embedding sustainability in policy and practice. Educated at the University of York and the Courtauld Institute of Art, Judith began her career at Leeds City Art Gallery, 1986-91, joined Tate Liverpool as Exhibitions Curator, 1991-1995 and was Director of Chisenhale Gallery, 1995-1998. She was Head of Programming at Whitechapel Art Gallery, 1998-2000, and Head of UK Content at eyestorm, the art media company, 2000 - 2001. She is Honorary Fellow of the Royal College of Art, is a member of the Advisory Panel for Art on the Underground, and the Board of Film and Video Umbrella.

Chair: Ortega Nuere, Cristina - ENCATC President, University of Deusto, Spain



Cristina Ortega Nuere is Director of the Institute of Leisure Studies of the University of Deusto. She is the President of ENCATC and also the chair of the Network's Policy Grouping Monitors of Culture with 40 members from 20 countries. Professor Ortega Nuere has a Doctor in Leisure and Human Potential studies, and is the Principal Researcher of the Official Research Team of Leisure and Human Development of the University of Deusto. She has contributed to more than 30 research projects in the cultural field and in the last years was the leader of the project Monitors of Culture, financed by the European Commission. She organized more than

twenty international events and scientific meetings, among them, the 6th World Leisure Congress of the Institute of Leisure Studies. She teaches in several PhD and Masters Programmes and specialized courses. She is also Director of the Master in Management of Leisure Projects, Master in Organization of Events and the Postgraduate Course in Local Cultural Management. She is also member of the Culture Council of the Basque Government. Among her publications she gave a valuable contribution to the publication for the European Commission Measuring Creativity; for the publication of the book "The events: functions and tendencies", by Ortega C. and Izaguirre, M. (2010) Bilbao: University of Deusto; and as the author Ortega, C. (2010) Observatorios Culturales. Creación de Mapas de Infraestructuras y Eventos, Barcelona: Ariel.

Speaker: Pasqua, Sylvain - Directorate General for Education and Culture, European Commission



For the last ten years, Sylvain Pasqua has been working in the European Commission's Directorate General for Education and Culture. Sylvain was very closely involved in the development of the European Agenda for culture in a globalising world, adopted by the European Commission and endorsed by EU Member States in 2007. In the framework of this Agenda, Sylvain has been in charge of cultural and creative industries. In this capacity, he worked on the Commission Green Paper on "Unlocking the potential of cultural and creative industries" in 2010) and on follow-up initiatives, such as the Commission's proposal for a new Creative Europe programme (2011) and the forthcoming Commission Communication on the cultural and creative sectors for creative growth in the EU (2012). From 17 September 2012 on, Sylvain will recently join the Culture Programme and Actions Unit of DG EAC where he will coordinate the European Capitals of Culture initiative.

Chair: Prime, Siân - Director, MA Creative and Cultural Entrepreneurship, Goldsmiths University, United Kingdom



Siân is a trainer, facilitator, coach and consultant. She has hands-on experience of running creative businesses as well as being a lecturer in creative enterprise, cultural policy and management. She has worked for IIMB in Bangalore and nationally for the Arts Council England, the National Endowment for Science, Technology and the Arts and for the Cultural Enterprise Office, Scotland. She's also worked within a number of sub-regions to deliver business advice, training and coaching for creative individuals and organisations. Siân developed the Cultural Enterprise Office in Scot-

land from its opening in 2001 to the time that it was ready to deliver its service, establishing the methodology for business advice and training that is still employed. She worked with the original Creative Pioneer Team at NESTA and was responsible for the content and delivery of The Academy - NESTA's residential enterprise development programme for highly talented individuals; she has since developed the material for Insight Out and Starter for Six, enterprise training programmes for innovative businesses.

Rolén, Mats - Board member, European Cultural Foundation



Dr. Mats Rolén was born 1948. He graduated in History (1979) at Uppsala University where he 1986 became associate professor. Over the years he has mainly worked for at state ministries and agencies, but combined these positions with academic research in local and cultural history. He has published three books, several articles and edited a number of conference reports. During period 1989-92 he was the Secretary General at The Swedish Local Heritage Movement and from 1992-98 head of unit at the Swedish Council for Planning and Coordination of Research. From

1998-2010 he was the research director of Stiftelsen Riksbankens Jubileumsfond, where he had a special responsibility for initiating cultural policy relevant research and for dissemination of research. He has been a member of committees at the European Foundation Centre (EFC) and also

worked as an expert for the European Commission. He chaired the international steering committee of Lab for Culture (ECF) from 2005 to 2009. After his retirement 2010 he is senior advisor at the Riksbankens Jubileumsfond, Stockholm, and works as freelance project leader for foundations in the cultural sector in Sweden, Finland and Norway. Since 2011 he is board member of the European Cultural Foundation.

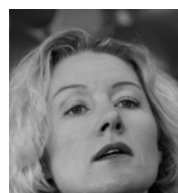
Chair: Schramme, Annick - Lecturer, University of Antwerp, Belgium



Annick Schramme is professor at the Management Department of the University of Antwerp, where she teaches about cultural policy, international cultural policy and cultural entrepreneurship. She is the academic coordinator of the master Cultural Management (University of Antwerp) and the master class Cultural Management (Antwerp Management School). Besides that, she is supervising the research-output of the 'Knowledge Centre Creative Industries' of Flanders DC. Finally, she is also expert-advisor of the alderman for Culture and Tourism of the city of Antwerp and she is member of several boards in the cultural sector in Flanders and the Netherlands.

Her current research focuses on cultural policy, international cultural policy, cultural diversity, the international dimensions of arts management and the creative industries in Flanders.

Chair: Schwarz, Isabelle - Head of Programmes and Advocacy, European Cultural Foundation



Isabelle Schwarz joined the European Cultural Foundation in 2002 with the assignment to build up a cultural policy development strand for the foundation. Since June 2009, she leads the programmes, grants and advocacy team with the ambition to generate sustainable links that add value to the individual programme areas. Former Executive Director of the European Network of Cultural Administration Training Centres, first in Brussels then Copenhagen, she launched within ENCATEC the Nordic-Baltic Platform for Cultural Management. Earlier, she worked at the

World Commission on Culture and Development (UN/UNESCO), the Council of Europe (Cultural Policy and Action Division), the French Ministry of Culture (Department of Forecast Studies), and with cultural NGOs in London, Paris, and Brussels. Isabelle is former President of the Thomassen Fund (mobility fund) and serves on several boards and juries. She holds a MPhil in international cultural exchanges, as well as and in history of international relations. She also has an M.A. in history of art and archaeology.

Speaker: Tieri, Barbara – Head of European Projects Area, Luigi Sturzo Institute, Italy



Graduated in Law, expert in europlanning for community, national and local funding. Head of European Projects Area of Luigi Sturzo Institute. She manages innovation and cultural projects in the design and the realization of actions related to cultural enhancement and training activities for adults interested in working or already employed within the cultural sector with the aim to upgrade their skills.

Speaker: Varbanova, Lidia - Faculty member, John Molson School of Business, Concordia University, Montréal, Canada



Dr. Lidia Varbanova has over 20 years of professional experience as a consultant, researcher and visiting professor in more than 50 countries. She provides professional services for government authorities, foundations, businesses, nonprofit organizations and networks in Canada and abroad. Her portfolio covers subjects as diverse as strategy, entrepreneurship, management, organizational development and change, application of online technologies in management practice, and sustainable development, with a special emphasis on (but not limited to) culture, arts, entertainment industries and the nonprofit sector.

Dr. Varbanova has received a number of research grants and awards, among them a Fulbright fellowship in economics; a fellowship grant from the Japan Foundation; a postdoctoral research grant from the North Atlantic Treaty Organization. She obtained her PhD in economics from the University of National and World Economy, Sofia. Dr. Varbanova has been a regular visiting professor in distinguished universities and training centres around the globe. She is currently a faculty member of the John Molson School of Business, Concordia University, Montreal. Her latest book is Strategic Management in the Arts, to be published by Routledge in November 2012. Dr. Varbanova has been a Board member and Vice President of ENCATEC in the past. Website: www.lidiavarbanova.ca

Watson, Katherine - Director, European Cultural Foundation



Katherine Watson currently is director of the European Cultural Foundation (ECF), an independent pan-European foundation, which acts as a catalyst for change through arts and culture. She has over thirty years of international experience, on both sides of the Atlantic, combining interdisciplinary art productions with advocacy, research, and policy and program development for non-profit arts organizations as well as governments. She has a particular interest in investigating how the digital shift has affected our society and in the intersection of art and culture with

other fields of endeavor. Ms. Watson has been a producer, director, manager, fund developer, arts adviser and jury member, and chair of several boards. She is currently on the governing council of the European Foundation Centre in which ECF plays an active part.

Chair: Waradzinova, Svetlana - Head of Dept. of Arts Management and Vice-Dean for Study Affairs, Academy of Music and Dramatic Arts (VSMU), Bratislava, Slovakia



Graduated 1997 from the Dept. of Directing and Dramaturgy at the Theatre Faculty of the Academy of Music and Dramatic Arts, 1997- 1998 fellowship on Course of Arts Administration and Cultural Policy at Goldsmiths College London University, 2006 – habilitate for Associate Professor. Working full time at the Theatre Faculty as a Head of Dept. of Arts Management and Vice-Dean for Study Affairs and as a consultant for Slovak professional theatres and NGO's at different projects (connected with marketing strategy, fundraising and training programmes).

Study visits



The British Council

10 Spring Gardens, London, Greater London SW1A 2BN

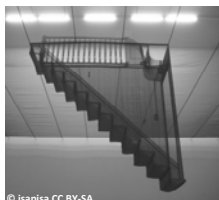
The British Council creates international opportunities for the people of the UK and other countries and builds trust between them worldwide. The British Council is on the ground in six continents and over 100 countries bringing international opportunity to life, every day. Each year it works with millions of people, connecting them with the United Kingdom, sharing their cultures and the UK's most attractive assets: English, the Arts, Education and British ways of living and organising society.



Asia House

63 New Cavendish Street, London W1G 7LP

Asia house, the leading pan-Asian organisation in the UK, exists to build dynamic links with Asia, important now more than ever. By providing unique insights into culture, policy, business and education, Asia House promotes informed understanding and the mutual exchange of ideas, building stronger relationships between the diverse communities of Europe and Asia.



Tate Modern

Bankside London SE1 9TG

Tate Modern houses the UK's collection of modern and contemporary art from 1900 to the present day and hosts special exhibitions and events. The Tate Modern forms part of the Tate group (together with Tate Britain, Tate Liverpool, Tate St Ives and Tate Online). It is the most-visited modern art gallery in the world, with around 4.7 million visitors per year.



Stephen Lawrence Centre

39 Brookmill Rd London SE8 4HU

The Stephen Lawrence Charitable Trust and Centre was built in memory of the aspiring architect student murdered by a racist gang. The Centre was designed by architect David Adjaye and the annual Stephen Lawrence Prize, was established by the Royal Institute of British Architects in Lawrence's memory. Since then, thousands of young people from all over the United Kingdom have attended programmes ranging from evening music courses to long-running basic skills training.



Cockpit Arts

18-22 Creekside Deptford London SE8 3DZ

Cockpit arts is an award winning social enterprise and the UK's only creative-business incubator for designer-makers. Since they first started in 1986 they have helped thousands of talented craftspeople to grow their businesses, many of whom have gone on to achieve national and international success.



Trinity Laban Conservatoire of Music and Dance

Laban, Creekside London SE8 3DZ

Laban is the UK's only conservatoire of music and contemporary dance. Leaders in music and contemporary dance education, they also provide exciting opportunities for the public to encounter dance and music, and access arts health programmes. The unequalled expertise and experience of their staff and their world-class facilities are housed in landmark buildings.



Sadler's Wells Theatre

Rosebery Avenue London EC1R4TN

Sadler's Wells is the UK's leading dance house, uniquely dedicated to bringing the very best international and UK dance to London audiences. They are committed to producing, commissioning and presenting works of the highest standards, crossing the boundaries between different art forms. From contemporary dance to tango, hip hop to flamenco, tap to kathak, choreographers are reinventing dance and undertaking bold collaborations with visual artists and musicians. Sadler's Wells is playing a leading role in making this happen through the commissioning of new work. In the past five years we have commissioned and co-produced almost 70 productions.

About the artist



To celebrate the 20th Anniversary of ENCATC ICCE at Goldsmiths will be giving each delegate a numbered and signed artwork by the Korean artist Hee Seung Sung, a PhD student in ICCE. **Hee Seung Sung** is an artist originally from South Korea, currently living and working in South East London. She is a painter, photographer and video artist exploring her place in a city and an art world that are increasingly entrepreneurial. In her work, Sung is creating self-portraits that can be seen to represent her generation and gender in a sensorial experience rather than as a

statement of modernism.

"In a recent description of her own artistic practice, Hee Seung Sung states that she is constantly aiming 'to reveal the problematic situation of managing one's desires and dreams within the greater society of art.' Inherent in this manifesto is an honesty of product and process, presented with no hidden agenda, no obvious plot to manipulate or capitalize on the system for her own gain at the sacrifice of her integrity. Hee Seung acknowledges the realities of the business of art, but she is a painter transparently exploring her place within this scene and city where fine art skills need realistically benefit from some element of entrepreneurship." by Jocelyn Page (art critic)



Olympia 04, 160cm*95cm, Oil on canvas, 2011, Hee Seung Sung

Participants

Family Name	First Name	Institution	Job Title/Position	Country
Abate	Daniele	Gruppo Alconi	Project Manager	Italy
Abdellatif	Shaden	Goldsmiths	Student	UK
Agiomyrgian-naki	Maria	Manuel Vason Studio	Artist Producer	UK
Agnes	Kornyei	PPCU	Associate Professor	Hungary
Agyemang	Otuo Serebour	University of Ferrara	PhD Candidate	Italy
Ahani	Afroz	Birmingham City University	Artist, MA Art, Health and Well-being	UK
Alberth	Patricia	UNESCO	Associate Expert	France
Alperyte	Irena	Vilnius Academy of Arts	Associate professor	Lithuania
Andreasyan	Boris	International Cultural Dialogue (ICD) NGO	Vice President / Founder	Armenia
Arroyo Serrano	Santiago	FIBICC	President	Spain
Assefa	Temesgen	National Graduate Institute for Policy Studies	PhD Candidate	Japan
Back	Maria	Novia University of Applied Sciences	Senior Lecturer	Finland
Barreiro Carril	Beatriz	Rey Juan Carlos University	Assistant Professor of International Law and International Relations	Spain
Bartha	Anikó	Council of Josefcity	Director of culture programs	Hungary
Barushi	Kujtime	Epoka University	Research Assistant	Albania
Battioni	Isabelle	ACCR	General Delegate	France
Bereson	Professor Ruth	LASALLE College of the Arts	Dean (Faculty for the Creative Industries)	Singapore
Bernadska	Anna	Great Cities Institute, University of Illinois in Chicago	CNM Program Staff	USA
Bernardini	Maria Cristina	Associação Cultural Sotaques da Língua Portuguesa	Diretoria	Portugal
Besirevic	Kanita	B.Z.K. "Preporod" Travnik	Researcher - Librarian	Bosnia and Herzegovina
Björkqvist	Leena	Helsinki Metropolia University of Applied Sciences	Senior Lecturer	Finland

Family Name	First Name	Institution	Job Title/Position	Country
Bodelius	Annika	Lunnevad Folk High School	Headmaster	Sweden
Bonet	Lluís	University of Barcelona	Director of the Cultural Management Program	Spain
Brigato	Maria Vittoria	Politecnico di Torino	PhD Student	Italy
Brkic	Aleksandar	University of Arts in Belgrade	Lecturer/Research Fellow	Serbia
Bues	Nadine	Université de Savoie	Teacher	France
Bulina	Anna	Saint-Petersburg State University	Student	Russia
Buracheuskaya	Veranika	Belarusian State University	Graduate	Belarus
Cakar	Hatce Ddem	Cekul Foundation	Coordinator	Turkey
Campos	Yussef	Juiz de Fora Federal University	PhD Student	Brazil
Cantell	Timo	City of Helsinki Urban Fact/Sibelius Academy	Research Director, Adjunct Professor	Finland
Catselli	Kakia	Artstudio	Conceptual artist	Cyprus
Ceku	Hajrulla	NGO EC Ma Ndryshe	Executive Director	Kosovo
Chesta	Jacqueline	Groupe EAC Paris	Internship and employment manager	France
Chladkova	Blanka	Janacek Academy of Music and Performing Arts in Brno, Theatre Faculty	Vice-dean, lecturer	Czech Republic
Chriastelova	Daria	Cultural Contact Point Slovakia	Project manager	Slovakia
Cirvakayawa	Tuliana	Pacific Islands Museum Association	Cultural Officer	Vanuatu
Clover	Darlene Elaine	University of Victoria	Professor	Canada
Cogliandro Beyens	Giannalia	ENCATC	Secretary General	Italy
Colbert	François	HEC Montréal	Professor	Canada
Comunian	Roberta	University of Kent	Creative Industries Research Associate	UK

Family Name	First Name	Institution	Job Title/Position	Country
Cortes	Nuria	University of Deusto	Research Assistant	Spain
Coscia	Cristina	Politecnico di Torino	Assistant Professor	Italy
Csilla	Tordai	Kódex Advisory & Consulting	Art Manager	Netherlands
Csilla	Tordai	TCH art projects / Kodex Advisory	Director	Netherlands
Cwikla	Malgorzata	Jagiellonian University Krakow	PhD Student	Poland
Darley	Elisabeth	ENCATC	Communications	Belgium
De Beukelaer	Christiaan	University of Leeds	PhD Student	UK
De Brabander	Guido	University of Antwerp	Professor	Belgium
De Brouwer	Benedicte	Fédération Wallonie-Bruxelles	Cultural Contact Point Wallonia-Brussels	Belgium
De La Court	Adrian	Goldsmiths	Freelance arts consultant	UK
De Rose	Gabriella	Università di Ferrara	MA Student	Italy
Deru	Jean-Pierre	Association Marcel Hicter	Director	...
Dimitrova	Lyudmila	Ministry of foreign affairs	Director	Bulgaria
Dizdaroglu	Yesim	Cekul Foundation	Education Coordinator	Turkey
Donato	Fabio	University of Ferrara	Full Professor	Italy
Doustaly	Cécile	Université de Cergy Pontoise	Senior lecturer	France
Drobna	Helena	Unesco chair	Programme Specialist at UNESCO/Culture Sector	France
Eklund	Lars	Lunnevad Folk High School	Chairman of the school	Sweden
Eva Lilla	Kronauer	Kódex Advisory & Consulting	Managing director	Netherlands
Ezekiel	Efe	Ushine Ishine	Founder	UK
Faber	Marijke	Utrecht school for the arts	Teacher	Netherlands
Feder	Tal	University of Haifa	PhD Candidate	Israel
Figueira	Carla	Goldsmiths	Lecturer/Researcher	UK

Family Name	First Name	Institution	Job Title/Position	Country
Fisher	Rod	Goldsmiths	Director International Intelligence on Culture	UK
Garcia	Beatriz	Institute of Cultural Capital University	Head of Research in Cultural Policy & Impact	UK
Garlan	Alain	SMartBe	Project officer	Belgium
Gayle	Mark	Goldsmiths	Student	England
Ginkinova	Ianina	KusiCreavision	Projects Manager, PR and communication	Ukraine
Giorgi	Sergio	SMartBe Foundation	Chargé de projet / Project Officer	Belgium
Giraud-Labalte	Claire	UCO - LUNAM	Maître de conférences - Master "Management de la culture"	France
Giuliani	Donato	Conseil régional Nord - Pas de Calais	Directeur adjoint en charge des projets d'Initiative Régionale	France
Gracia	Laura	Assosiacio Joan Ponç	Curator	Spain
Grech	Joyce	Malta Film Foundation/Malta National Book Council	Director	Malta
Guo	Annie	Goldsmiths	Director of the Goldsmiths Confucius Institute	UK
Halonen	Katri	Helsinki Metropolia University of Applied Sciences	Head of degree Programme	Finland
Harris	Jon	Actorshop Ltd. London	Associate Director, Management Psychology	UK
Heidemann	Kathryn	Carnegie Mellon University	Director, Master of Arts Managment Program	USA
Hendriks	Marielle	Boekman Foundation	Head of Projects	Netherlands
Hicks	Colin	VIZIR* Limited	Cultural Broker	UK
Hristova	Svetlana	South-West University 'Neofit Rilsky'	Prof. Associate	Bulgaria
Ibanez Barبران	Gema	Concorcio Museos	Coordinator	Spain
Ignatiou	Demetra	Maastricht University	Student	Netherlands
Inserra	Valentina	TIA-Transformation in Action no profit charity	Events and projects management	Italy
Irina	Khizhinskaya	INTERSTUDIO Innovative Programs in Culture	Head of Programs	Russia

Family Name	First Name	Institution	Job Title/Position	Country
Jangulashvili	Tamar	Tbilisi Teaching University	Dean of Humanities	Georgia
Jani	Paola	Brandenburg Technical University	Student	Germany
Jansdotter Samuelsson	Maria	Karlstad University	Vice Dean	Sweden
Juno-Delgado	Edwin	ESC Dijon "Burgundy School of Business"	Associated professor. Head of Arts and Cultural Management Specializations	France
Jurowicz	Julek	SMartBe Foundation	Managing Director	Belgium
Kamel	Ehab	University of Nottingham	Assistant Professor	UK
Karatzias	Konstantinos	IMT Institute for Advanced Studies	PhD Student	Italy
Katsimicha	Myrto	Panteion University of Social and Political Sciences	Student	Greece
Khachatryan	Hasmik	Contemporary Arts NGO	Manager	Armenia
Kieliszewski	Przemysław	ROK AMU Culture Observatory	Research Coordinator / Assistant Professor	Poland
Kinnaer	Lissa	BAM - Flemish Institute for Visual, Audio-visual and Media Art	International relations	Belgium
Kisic	Visnja	Faculty of Philosophy, University of Belgrade	PhD Candidate	Serbia
Knapskog	Kristine	University of Agder	Ph.D. Research Fellow	Norway
Knubben	Thomas	University of Education Ludwigsburg	Professor	Germany
Koretskaya	Galina	NGO «Eurasian Cultural Alliance»	Arts Programme coordinator	Kazakhstan
Kotska	Olha	The Centre for Cultural Management	Coordinator of the Ukrainian Culture Network	Ukraine
Koudelova	Tereza	Janacek Academy of Music and Performing Arts in Brno, Theatre Faculty	Student	Czech Republic

Family Name	First Name	Institution	Job Title/Position	Country
Krebs	Anne	Musée du Louvre	Head of Studies and Research Depatment	France
Kregar Egota	Irena	City of Rijeka	Adviser for International Cooperation	Croatia
Krejci	Hana	Janacek Academy of Music and Performing Arts in Brno, Theatre Faculty	Lecturer	Czech Republic
Kuiziniene	Ieva	Vilnius Academy of Fine Arts	Head of Department	Lithuania
Kuznetsova- Bogdanovits	Kristina	Estonian Academy of Music and Theatre	Cultural Management MA Programme Coordinator	Estonia
Lachka	Miroslava	European Contact Point Slovakia/ Theatre Institute	Head of the office	Slovakia
Lavanga	Mariangela	Erasmus University Rotterdam	Assistant Professor in Cultural Economics	Netherlands
Laznovsky	Michal	Theatre faculty of Academy of Perfor- ming Arts in Prague	Head of Department	Czech Republic
Lidstone	Gerald	Goldsmiths	Professor	UK
Linder	Karin	DIK	President	Sweden
Linin	Lea	University of Arts in Belgrade	Graduate student	Serbia
Liskova	Magdalena	ENCATC	Assistant to the Secretary General	Czech Republic
Lopes	Mayra	ENCATC	Intern	Belgium
Lubyt	Elona	Vilnius Academy of Arts	Professor	Lithuania
Maertens	Anton	Flemish Government	Advisor Communication	Belgium
Magkou	Matina	Panteion University	PhD Candidate	Greece
Makarov	Katrin	Estonian Academy of Music and Theatre	International Relations Coordinator	Estonia

Family Name	First Name	Institution	Job Title/Position	Country
Makhumula	Catherine	University of Malawi	Lecturer in Drama	Malawi
Maloney	Richard	Boston University	Assistant Director/Assistant Professor	USA
Mancuso	Silvia	Bocconi	Freelance Cultural Manager	Italy
Manuela	Barreca	Università della Sviz- zera Italiana	Teaching Assistant/Phd Student	Switzerland
Marcinkowska	Magdalena	University of Gdansk	PhD Student	Poland
Maryunani	Salfitrie Roos	Goldsmiths	Student	UK
Mitrica	Ramona	Profusion Publishers	Director	UK
Montgomery	Lucy	Knowledge Unlatched	Research Director	UK
Montiel	Gonzalo	Universitat de Valèn- cia	Director of Cultural Management	Spain
Mundy	Simon	SMartEu	SMartUk director	Belgium
Naimark	Maria	INTERSTUDIO Innova- tive Programs in Culture	Head	Russia
Nesterenko	Olena	Youth Unit of Artists	PR & Communication Manager	Ukraine
Nunes Penna	Karla	Curtin University of Australia	Researcher	Australia
Omaljev	Ana	University of Reading	Sessional lecturer, PhD Researcher	United Kingdom
Ortega Nuere	Cristina	University of Deusto	Director	Spain
Oslancová	Jana	Academy of perfor- ming arts in Bratislava	PhD student	Slovakia
Ozutsumi	Asuka	Goldsmiths	Student	UK
Paas	Marge	Tallinn University	Doctoral student, Culture theory	Estonia
Paganelli	Irene	Goldsmiths	Student	UK
Painbéni	Sandra	European Business School Paris	Professor of Marketing	France
Palaska	Artemis	Maastricht University	Student	Netherlands
Palonen	Osmo	Sibelius Academy	Development Manager	Finland
Pasqua	Sylvain	EU Commission	Culture officer	Belgium

Family Name	First Name	Institution	Job Title/Position	Country
Patrizia	Garibaldi	City Council of Genoa	Archaeological Museum Director	Italy
Paulissen	Vivian	European Cultural Foundation	Youth and Media Programme Manager	Netherlands
Penny	Dick	Watershed	Director	UK
Pérez Hernandez	Elena Catalina	FIBICC	Vice President / Cultural Manager	Spain
Pestell	Louisa	Trinity Laban Conservatoire of Music and Dance	Projects Manager	UK
Pitkänen	Jaakko	Mikkeli University of Applied Sciences	Senior Lecturer	Finland
Popoli	Irene	Stockholm School of Economics	PhD Candidate	Sweden
Poprawski	Marcin	ROK AMU Culture Observatory	Research Coordinator, Assistant Professor	Poland
Potrykus	Adam	Stockholm Fringe Fest (Stoff)	Head of international projects and artist liaison	UK
Prime	Siân	Goldsmiths	Director, MA Creative and Cultural Entrepreneurship	UK
Prokop	Petr	Theatre faculty of Academy of Performing Arts in Prague	Vicedean for Study Affairs	Czech Republic
Psarrou	Maria	Panteion University	PhD Candidate	Greece
Puc	Tihana	IMT Institute for Advanced Studies Lucca, Italy	PhD Student	Italy
Quaye	Paa "C"	Ujamaa Arts Project Limited	Artistic/Executive Director	UK
Quine	Michael	City University London	Senior lecturer - Department of Arts Policy & Management	UK
Rajakangas	Mikko	HUMAK University of Applied Sciences	Student	UK
Ramalho	Joana	University of Lisbon	PhD Student	Portugal
Räsänen	Henna	Metropolia University of Applied Sciences	Student	Finland

Family Name	First Name	Institution	Job Title/Position	Country
Retko	Malgorzata	National Center for Culture	Head of Research Unit	Poland
Rida	Mina	Ferrara University	Student	Italy
Rolén	Mats	Riksbankens Jubileumsfond	Associate Professor, Former Research Director, Stiftelsen Riksbankens Jubileumsfond	Sweden
Rustiadi	Sonny	Goldsmiths	Student	UK
Salem	Rebecca	University College London	Student	UK
Salzenstein	Alan	AAAE and DePaul University	President (AAAE) / Associate Professor (DePaul University)	USA
Santos	Sofia	Madeira Regional Archive	Archivists	Portugal
Sanuna	Ksenua	Vinnitsia State Pedagogical University	The historian, political scientist	Ukraine
Scaravelli	Francesca	Bocconi	Student	Italy
Schmidt	Norbert	University of Applied Sciences Potsdam	International Coordinator at BA Cultural Work & Arts Management	Germany
Schramme	Annick	University of Antwerp/Antwerp Management School/city of Antwerp	Professor / Advisor expert	Belgium
Schwarz	Isabelle	European Cultural Foundation	Head of Programmes and Advocacy	Netherlands
Sebestova	Michaela	Janacek Academy of Music and Performing Arts in Brno, Theatre Faculty	Student	Czech Republic
Seroen	Jean-Dominique	Haute Ecole "ICHEC - ISC Saint-Louis - ISF-SC"	Professor	Belgium
Shafiev	Bekhriz	Moscow State University Cultura and Arts	Student	Russia
Sharp	Jess	Goldsmiths	Student	UK
Sheffield	Graham	British Council	Director Arts	UK
Shupik	Valentina	Moscow State University of Culture and Arts	Director, Professor	Russia

Family Name	First Name	Institution	Job Title/Position	Country
Siamer	Aziza Nesrine	François Rabelais University	Grandmont	France
Sigurjonsson	Njordur	Bifrost University	Lecturer	Iceland
Silvaggi	Antonia	Meltingpro.org	Project coordinator	Italy
Simone	Giuseppe	Europa Nostra	Web Communications	Netherlands
Sinapi	Christine	Burgundy School of business	Professor of finance / Head of Department	France
Slavcheva	Plamena	Rijksuniversiteit Groningen	Student	Bulgaria
Smith	Vanessa	Goldsmiths	Student	UK
Sokalska	Beata	Multimedia of Culture	Project manager	Latvia
Song	Ji-Sun	Goldsmiths	Student	UK
Stefanovic	Milena	Faculty of Dramatic Arts	Assistant Lecturer/PhD candidate	Serbia
Stephenson	Karen	Netform	Speaker	Netherlands
Sternal	Malgorzata	Academy of Music in Krakow	Adjunct	Poland
Swistak	Marina	Goldsmiths	Student	UK
Svobodová	Tereza	Janáek Academy of Music and Performing Arts in Brno	Master's degree student	Czech republic
Taormina	Antonio	ATER	Director	Italy
Teles	Stephanie	Gold smiths	Student	UK
Telman	Daryn	L.N. Gumilyov Eurasian National University	Student	Kazakhstan
Thevenin	Denis	AGECIF	Directeur	France
Tieri	Barbara	Istituto Luigi Sturzo	Head of European Project	Italia
Tomka	Goran	Faculty of sport and tourism	Teaching assistant	Serbia
Tonga	Yesim	IMT Institute for Advanced Studies Lucca	PhD Candidate	Italy

Family Name	First Name	Institution	Job Title/Position	Country
Tresserras	Jordi	Universitat de Barcelona	Academic Coordinator	Spain
Trifunovic	Nina	Faculty of drama arts, University of arts of Belgrade	PhD Student	Serbia
Tsiviltidou	Zoi	Université Lumière Lyon II	Student	France
Tubadji	Annie	Regensburg University	PhD Student	Greece
Uotila	Pekka	Mikkeli University of Applied Sciences	Principal Lecturer	Finland
van Kharitounova	Yelena	Caravan Cultura Art Agency	Founder	Netherlands
Varbanova	Lidia	John Molson School of Business, Concordia University	Assistant Professor	Canada
Vartiainen	Pekka	HUMAK University of Applied Sciences	Principal lecturer	Finland
Veldpaus	Loes	Eindhoven Unieversity of Technology	PhD Student	Netherlands
Vlachou	Christina	University of Arts	Student	Serbia
Voesgen	Hermann	Fachhochschule Potsdam	Prof. Dr.	Germany
Volchenko	Nataliya	Youth Unit of Artists	Head	Ukraine
Vulkovsky	Yuriy	Foundation for Urban Projects and Research	Executive Director	Bulgaria
Watson	Katherine	European Cultural Foundation	Director	Netherlands
Wei	Chun-Ying	Goldsmiths	Student	UK
Weijs	Menno	European Cultural Foundation	Project Officer Youth and Media	Netherlands
Westas	Bo	DIK	Researcher	Sweden
Wong	Ashley	DOXA	Founder / director	UK
Wong	Audrey	LASALLE College of the Arts	Programme Leader, MA Arts and Cultural Management	Singapore
Yonghee Gwak	Isadora	Goldsmiths	Student	UK
Zerek	Izabela	National Center for Culture	Head of External Communication Department	Poland

About ENCATC

Since 1992, ENCATC is **the only European network on Cultural Management and Cultural Policy education**. ENCATC holds the status of an **international non-profit organisation**, an **NGO with operation links with UNESCO**, and of **observer** to the Steering Committee for Culture of the **Council of Europe**. At date, it counts over 100 members in 38 countries.

ENCATC gathers higher educational institutions and vocational training organisations active in the field of cultural management and cultural policy. It was founded to provide a forum for debate among its members and to advocate quality and efficiency of education and training in the field of cultural management and cultural policy. The association encourages its members and young researchers to carry out, publish, present, and disseminate research in cultural management and cultural policy to strengthen the understanding of cultural management and cultural policy issues in the academic, political and professional field.

To contribute to future thinking ENCATC monitors trends and developments that affect the future of arts and culture, support businesses and organizations with strategy

development by means of scenario planning, and develop new educational and training curricula, services and business concepts based on these scenarios.

ENCATC actively encourages by means of programmes and transnational activities the mobility of educators, trainers, researchers, students, artists and cultural managers across the sectors and among countries because this experience is invaluable for skills development and for achieving the objectives of the Europe 2020 strategy.

The **mission** of ENCATC is to “provide its members a Platform for the development of cultural policy and management education within Europe and beyond”.

To achieve its mission ENCATC **has the following objectives:**

1. **ADVOCACY:** ENCATC develops and influences policies. It provides expertise in advancing debates in cultural policy and management to intergovernmental organisations, the EU and Member States. Additionally, it provides the membership with tools to influence and create change within their own organisations and cultural administration of their countries.



2. **NETWORKING:** ENCATC is a powerful tool for sharing knowledge inside and outside the network by providing expertise through its pool of high level experts and by organising activities for academics, students, policy makers, researchers, and professionals by providing a space for cross-disciplinary and cross-organisational exchanges often leading to the implementation of transnational projects or major studies/research.

3. **CAPACITY BUILDING.** ENCATC creates contexts to debate and share curricula, and pedagogic best practice to further develop theory and cultural management learning that is rooted into practice. It also ensures that the membership has access to the latest learning strategies, tools and materials. In recent years, ENCATC has been using its knowledge and experience as a European network to facilitate other cultural organisations in becoming more established and prominent European players and professionals. In 2007, ENCATC set up a high level pool of experts for a peer to peer learning exchange inside and outside the network.

4. **KNOWLEDGE:** ENCATC creates, collects and disseminates information to improve the quality and efficiency of education and training. It provides through engagement with its partners in governments and cultural organisations a two-way flow of knowledge related to new learning strategies, employment competencies and attributes for future cultural policy makers and managers.

5. **RESEARCH:** ENCATC carries out, publishes, presents, and disseminates research in arts

and cultural management and cultural policy to strengthen the understanding of cultural management and cultural policy issues in the academic, political and professional field. It promotes access to cutting-edge research and publications on cultural management and cultural policy. ENCATC also ensures that research feeds into policy making and decision makers have a better understanding of cultural policy and educational issues and ways to address them.

6. **COOPERATION:** ENCATC maintains close relationships with emerging countries, including Brazil, Canada, China, Hong Kong, and the USA. It also regularly nourishes its close links with partners and institutions based in Europe and beyond. Among our major partners we count the European Cultural Foundation, ESEF, EFACCA and AAEE, IFACCA, Interarts, ERICarts, EUROPA NOSTRA, European Council Music, CAE, and EFA.

7. **MOBILITY:** ENCATC encourages the mobility of educators, students, artists and cultural managers actively across the sectors and among countries because this experience is invaluable for skills development and contribution to the Europe 2020 objectives for smart, sustainable and inclusive growth. Increased mobility of academic, researchers and students in cultural management and cultural policy contributes to the reform and modernisation of education and training systems by facilitating cross border dissemination of ideas and best practices.

About Goldsmiths & ICCE



Goldsmiths University

Internationally renowned for their creative and innovative approach to teaching and research, at Goldsmiths they offer undergraduate, postgraduate, teacher training and return-to-study opportunities in subjects covering the arts and humanities, social sciences, cultural studies, computing, and entrepreneurial business and management. They're in the world's top 100, and the UK's top 20, universities for the arts and humanities, and are ranked ninth in the UK for world-leading 4* research (Research Assessment Exercise 2008). Their academic excellence is illustrated in their membership of the 1994 Group, which brings together a select number of research-focused universities. They have been part of the University of London for over 100 years.

Institute for Creative and Cultural Entrepreneurship (ICCE)

ICCE delivers enterprise, cultural management and policy education to the creative and cultural sectors, and supports research in to new approaches to business, financial models and management in the Creative Economy. It delivers a range of academic programmes and presents activities and events to promote an environment in which creative and cultural entrepreneurship can flourish. Our approach is to integrate entrepreneurship within the development of creative practices, and to take a creative approach to the development of new businesses and the infrastructure that supports them. For arts and cultural organisations we encourage students to critically analyse current management and policy practice at both micro and macro levels and recognise their potential to create new models and practice for both. ICCE takes the view that Entrepreneurship is the creation of value, this value could be social, aesthetic or financial, and that when entrepreneurial activity is strong the three strands are interwoven.

Practical Information

London Tourist Services

There are 16 Tourist Information Centres spotted around London. Check www.britainexpress.com/TIC/London.htm for a complete list or contact these central offices in the city center:

Tourist Information Centre: Britain Visitor Centres, 1 Regent St. Piccadilly Circus. Open M --9:30am-6:30pm, Tu-F -9am-6:30pm, Sa-Su-10am-4pm.

London Information Centre, 1 Leicester Pl. (020 7930 6769; www.londoninformationcentre.com), Leicester Sq. Open M-F -8am-midnight, Sa-Su -9am-6pm.

Pharmacies:

New Cross Pharmacy Waldron Health Centre, Amersham Vale, New Cross, SE14 6LD Tel. 020 86925807

24hr Pharmacy: Zafash Pharmacy, 233 Old Brompton Road, London SW5 0EA Tel. 020 7373 2798

Hospitals:

King's College Hospital, Denmark Hill, London SE5 9RS Tel +44 (0)20 3299 9000

St. Thomas' Hospital, Westminster Bridge Road, London SE1 7EH Tel. 020 7188 7188

Chelsea and Westminster Hospital 369 Fulham Road London SW10 9NH Tel. 020 8746 8000

Charing Cross Hospital, Fulham Palace Road, London W6 8RF Tel. 020 3311 1234

Royal Free Hospital, Pond Street, London, NW3 2QG Tel. 020 7794 0500

University College Hospital, 235 Euston Road London NW1 2BU, Tel. 0845 155 5000 or 020 3456 7890

Getting around

Buses

The City is served by 40 high-frequency bus routes, including 10 that run 24 hours-a-day and 14 night bus routes. Further information on bus routes is available from the Transport for London website, including real-time departures and bus route maps.

London Underground

The City of London is served by seven Underground lines (Central, Circle, District, Hammersmith & City, Metropolitan, Northern and Waterloo & City), providing excellent connectivity to all parts of London. Tube maps are available to download from the Transport for

London website

Taxis

London's black cabs can be hailed anywhere; their "For Hire" sign is lit up when they are free. You can also find them at railway stations, airports and taxi ranks. A 10 per cent tip is customary. Black cabs can be ordered in advance from Radio Taxis and Dial-a-Cab.

Car Rental

Car rental is not cheap in the United Kingdom and the rates are similar among the larger companies. Europcar and Thrifty are most likely to offer deals. Drivers must show a valid licence and be aged 21 or even 24.

Cycle Rental

You need a strong nerve to cycle in London's busy traffic, but it can be a great way to see the city. Lock up bikes as theft is common. There is a choice of bicycle rental companies in London.

London on Foot

Walking is a rewarding option in London. The centre of the capital is not large, and you will be surprised at how short the distance usually is between two points that seem quite far apart when travelled by tube. Traffic drives on the left in the UK, so take care when crossing the road, and watch for light signals.

Railways

There are eight stations within or close to the City boundary: Blackfriars; City Thameslink; Cannon Street; Fenchurch Street; Farringdon; London Bridge; Liverpool Street; and Moorgate. For information about UK rail services visit the National Rail website, and for London rail maps visit the Transport for London website.

Airports

The City of London has direct rail access to four international airports, and is well connected to **Heathrow. London City Airport** can be accessed by a direct DLR service from Bank in just 22 minutes. Gatwick and Luton are served directly from the City by First Capital Connect services from Blackfriars, City Thameslink and Farringdon. Stansted Airport is accessible via Stansted Express services from Liverpool Street station. There is not currently a direct rail service to Heathrow Airport from the City, but the airport is easily accessed via the London Underground Piccadilly

line, and by Heathrow Express or Heathrow Connect services from Paddington. When complete, Crossrail will provide direct rail access from the City to Heathrow.

Passports and Visas

A valid passport is needed to enter the UK. Visitors from the EU, Commonwealth countries and the US do not need a visa. Always check with the British Embassy in your country. Contact your London-based embassy if you need to extend your stay beyond six months.

Driving Licence

If you are planning to drive in the UK and you are an EU citizen, be sure to bring your licence as well as registration and insurance documents. Also inform your insurance company of the trip. Other foreign nationals



Emergency Numbers

Police, Fire, Ambulance	999
Emergency Dental Care	+44 (0) 20 78373646
Medical Express	+44 (0) 20 74860516
Lost and Found Office	+44 (0) 20 79182000

Transport numbers

Heathrow Airport	+44 (0) 870 0000123
Gatwick Airport	+44 (0) 870 00002468
Stansted Airport	+44 (0) 870 0000303
London Underground	+44 (0) 20 72225600
Bus	+44 (0) 20 79184300
Taxi	+44 (0) 20 9414500
Tram	+44 (0) 20 86818300
Rail	+44 (0) 845 7484950

require an international driver's licence.

Time Difference

Don't forget to set your watch to Greenwich Mean Time for the UK, which is one hour behind Continental European Time and five hours ahead of US Eastern Seaboard Time. From March to September clocks go forward an hour ("summer time").

Electrical Appliances

Throughout the UK, the electricity supply is 240 volts AC. Plugs are of a three-square-pin type, so buy an adaptor before leaving home. Most hotels have two-pin sockets in their bathrooms for use with shavers only.

Notes

[illegible]

[illegible]

This outstanding international conference is organised by ENCATC in close cooperation with Goldsmiths, University of London.

This event is under UNESCO's patronage and with the support of the European Commission, Culture Programme.