

## Capacity Building: Training Professionals and Students

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**ENCATC is a lively platform** encouraging serious exchange of knowledge, methodologies, experiences, comparative research programmes and regular assessment of the sector's training needs in the broad field of cultural management from a European point of view through a wide range of working groups, projects, activities and events.

The extensive **consultation process** initiated by ENCATC in 2007 clearly shows the wish of the ENCATC membership to better structure the exchange of knowledge, methodologies, experiences and comparative research programmes taking place within the network. Therefore, in order to answer to this need the ENCATC General Assembly gathered in Göteborg, Sweden, last 31 May 2007 asked to the Board of ENCATC to formalise the informal structure of **working groups** set up as a pilot in 2006.

Each ENCATC working group addresses a **specific issue**. The **selected topics** results from the consultation with the membership and therefore they reflect the main **areas of interest** of our membership. Each Working Group consists of individuals, representing the training institution member of ENCATC, who are considered as having relevant knowledge and expertise in the specific field of the Working Group. Each working group can also integrate representatives from external institutions: organizations having a strong expertise or legitimacy in the specific field of the Working Group (ex: UNESCO, Council of Europe, European University Association, etc..).

The ENCATC Working groups are all **closely linked** with the **policy priorities of the association for the next three years AND with the policy priorities of the European agenda for culture recently endorsed by the European Council (16 November 2007)**.



## Working Group 1: Creative Entrepreneurship & Education in Cultural Life

### Chair:

Lotta Lekvall, Nätverkstan, Sweden

### Rationale:

Figures from the EU Commission show that the cultural and creative sector is growing. It is economically larger than the car industry. Europe is watching a new industry taking form. Cultural industries and the creative sector are substantially contributing to European GDP and employment. Researchers talk about the role of creativity, innovation and creative industries for the development of regions and cities in Europe. If culture is a motor for growth and is economically important in society, how should municipalities, regions and states act to support and develop this growing sector? How should infrastructure around art and culture be built to offer possibilities for a growing and vivid cultural life? And how are we to view a cultural sector that is to be both economically viable and retain its artistic integrity?

These questions have been and will be on the agenda for cities and regions around Europe. On 10th of May 2007 European Commission adopted its first policy statement in the role of culture in a globalised world. The statement recognises the central role of culture in supporting and fostering creativity and innovation.

### Challenges:

To start a forum for discussion of the above mentioned issues with the aim of:

- Finding methods to involve the cultural sector in education and training, from early ages to life-long learning perspectives, and new ways of promoting culture and arts in formal and informal education.
- Finding new ways of capacity-building of the cultural sector by for example additional training in managerial skills, entrepreneurship, project management.
- Finding good examples and best practices of new alliances between cultural sector and other sectors
- To discuss how a new infrastructure should be formed around the cultural sector to sustain growth, but also the intriguing question of how an economically viable sector can be built with a retained artistic integrity.

### Actions & Calendar 2008:

- **February: 1<sup>st</sup> working meeting** and study visit to the Peggy Guggenheim Collection in Venice

- **May: Blog** open by Lotta Lekval to facilitate the exchange of reflections and best practice in this specific filed work
- **April: application for the EU platform on “potential of cultural and creative industries”**
- **June:** ENCATC attends the meeting of the EU platform “Culture and creative industries”. The ENCATC WG will be actively involved in the 5 working groups of this EU platform.
- **June:** ENCATC opens an **online forum** for the members of the WG to facilitate the exchange of information among the WG members
- **June:** Lotta start a **study trip in Chicago and St. Francisco**. She will promote the ENCATC WG in USA and she will report about best practices in USA in September to al the WG members.
- **July - December :**Bibliography exchange among the members of the platform
- **October:** 2<sup>nd</sup> Working meeting in Lyon
- **September: Call for papers** and contributions for the ENCATC event on “arts and entrepreneurship” in Chicago in 2009
- **June- December :** Project application under Culture 2007-2013
- **June - December :**Mapping of the current training programme on entrepreneurship
- **December:** Evaluation of the activities 2008

#### Actions 2009, Calendar to be fixed in October 2008 in Lyon:

*(From Minutes of the 1<sup>st</sup> meeting in Venice, February 2008)*

- Establish **new professional links** and new roles in the artistic sector. The role of intermediaries that can communicate with and have credibility with both artists and businesspeople. Businesses need artists for branding, communication and to set up ideas. What is lacking is the function in between these two, people who have the competence to work cross-sectorial.
- Join different **research** within economy, arts, entrepreneurship, creativity, innovation together to make it available, which also can create new project ideas. Run projects that transform these ideas to reality.
- Creative goods are very much done by creative users. A curator today has to be equally interested in the **process** as in the actual goods. **Explore the content of the process as an important factor in entrepreneurship.**
- A series of **seminars** on sponsorship and corporate relations for the central-east Europe with the aim of educating business people in why arts and culture can have a value. Good practices and good examples.
- **Mapping** the sector of Arts, Business and University; their relation and also what is done within creativity, innovation and entrepreneurship. Getting to know what is done and how.
- **Local and regional rebranding** through creative sector. Ideas, best practices and challenges.
- **Entrepreneurship and Art Universities.** How do we address the issues of marketing and basic business knowledge within the artistic Universities? Investigating best practices around Europe and sharing experiences in the group.
- Best practices and sharing experiences concerning **cultural export** and **cultural practice.**
- **Share creative curriculums** within education in creativity, innovation, entrepreneurship and other related areas. Practical exchanges of ideas.

- **Raise the awareness** of creativity among people and businesses. Do a project that can raise awareness and put forward artistic work and creativity.
- **Co-organize the international seminar and study visit in Chicago**, summer
- **Evaluation** of the activities

#### Actions 2010:

- Working group meetings
- Study visits
- Evaluation of the activities

#### Timetable:

January 2008 - December 2010

#### Deliverables:

- Study visits and Working meetings
- A major international event in USA
- Publication
- Bibliography
- Directory of training programmes on the field
- Policy guidelines and recommendations
- Exchange of students and teachers Europe / USA

#### Target Groups:

There are three types of target groups:

- Cultural Organisations and institutions (public and private) at European, national and local level
- Training institutions, universities and colleges, vocational education training institutions (VET) and similar organisations dealing with cultural entrepreneurship and creativity.
- Business sector

#### Partners:

ENCATC will work in partnership with a range of international, European and regional stakeholders.

#### Expected Results:

- Multi-stakeholders platform to foster creativity in education for all
- Promote the mobility of European students and teachers to USA and vice versa
- Fostering employability in the cultural sector
- Improve the educational and training offers in relation to culture and creative professions
- high quality training material produced and shared

## Interpretation / Mediation applied to heritage sites

encatc working group

### Working Group 2: Interpretation/Mediation applied to Heritage Sites

#### Chair:

Claire Giraud Labalte, Catholic University of Angers, France

#### Rationale:

The expansion of free time in European countries offers a good opportunity for the discovery of patrimony. In addition, the growth in travel, and the development of technology and the media makes the public increasingly demanding about what is available with regard to culture and tourism. In order to face up to this new reality and to the competition, public and private sites must re think about the mediation that they are offering to their public(s), come up with appropriate solutions for the diverse needs, explore all the possibilities offered by the developments that have taken place and even support the emergence of new artistic forms without always showing a stronger allegiance to the cultural content than to the technical.

It is therefore necessary to review the existing programmes and methods, to include new models and even create specific pedagogical programmes for initial and continuous training.

#### Challenges

- To find models to enable the conception of a pedagogical model or a pedagogical mediation programme applied to patrimony
- To determine the types of qualifications required in the domain of mediation (in particular, the conception of what can be offered in the way of visits of patrimonial sites for a heterogeneous public)
- To find the means of establishing the link between education, patrimonial sites and the cultural and tourist institutions.
- To define the basic elements and pedagogical content of the programme.
- To introduce didactic options into the teaching of mediation applied to the patrimony
- To introduce some good practices into training in mediation applied to the patrimony.

#### Actions and Calendar 2008

- **January:** Participation in the **working meeting** with the CoE in **Brussels**
- **March:** Participation in the **Experts' meeting** in **Paris** organised by the Council of Europe

- **April: application for the EU platform on “access to culture”**
- **June: ENCATC attends the meeting of the EU platform “Access to culture”** The ENCATC WG will be actively involved in the development of policy documents aimed to improve the access to culture heritage in Europe
- **May: Participation in the Experts’ meeting in Strasbourg** organised by the Council of Europe
- **June: ENCATC opens an online forum for the members of the WG to facilitate the exchange of information among the WG members** **June: ENCATC opens an online forum for the members of the WG to facilitate the exchange of information among the WG members**
- **June: 1<sup>st</sup> Working group meeting in Brussels**
- **August: active participation of several members of the working group in the SINAXIS Baltica Seminar in Russia**
- **October: 2<sup>nd</sup> Working group meeting in Lyon**
- **October: 3<sup>rd</sup> working group meeting and participation in the organisation of the WG in the implementation of the Forum on Interpretation/Mediation of heritage sites, Brussels,**
- **January - December: Collection of data and bibliographies**
- **January - December: mapping of the main actors active in the field in Europe and beyond**
- **January - December: mapping of the training programmes in the field in Europe and beyond**

#### Actions 2009

- Working group meetings
- Summer Academy
- Collection of data and bibliographies
- Evaluation of the activities

#### Actions 2010

- Set up of a UNESCO Chair on “Mediation applied to Heritage sites
- Evaluation of the activities 2008-2010

#### Timetable:

January 2008 - December 2010

#### Partners:

ENCATC will work in partnership with a range of international, European and regional stakeholders. Among its most important partners will be the UNESCO World Heritage Center (WHC), Europa Nostra, National Trust, UNESCO Chair “Fleuves and patrimoine”, ICOMOS, and Council of Europe.

#### Deliverables:

- Working Meetings
- Bibliography
- Collection of data (actors and training programmes)
- Summer Academy in 2009
- UNESCO Chair, fall 2010

#### Target Groups:

- Education and training institutions
- Representatives from the cultural and heritage sector
- Representatives and experts from international, European and national institutions.
- Researchers

#### Expected results

- Platform for dialogue and exchange between education and training institutions, heritage organisations and research field.
- Increased awareness among the local public and decision makers of historical sites as a resource for local development;
- High quality training material on mediation programmes applied to heritage sites produced and widely shared and disseminated
- Number of good practices identified and documented and promoted

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## Working Group 3: Cultural Observatories and Cultural Information and Knowledge

### Chair:

Cristina Ortega Nuere, University of Deusto, Spain

### Partners:

UNESCO, INTERARTS, The Budapest Observatory; Observatoire du Canada; Observatoire des Politiques culturelles de Belgique

### Rationale:

Cultural observatories constitute a recent phenomena that has arisen in Europe by the end of X Century, in the context generated by the emerging society. Their sense appears as a consequence of: a) the increasing role assumed by information; b) the change of paradigm of knowledge in the present society; and c) the close relationship between the decision taking in the design of policies and the development of a contrasted indicators system.

Since cultural observatories are a recent phenomena it requires to be studied. Thus, there are several issues concerning their nature that need to be discussed such as the following ones: a) The meaning of organisms devoted to cultural observation (the role of information and knowledge in the change of paradigm in the current society; the role of statistics and indicators in cultural policies); b) Genesis of cultural observatories (conception, features, promoting agents); c) Different points of view to look at culture (sectors, fields, themes); d) Competences of cultural observatories (mission, aims, objectives); e) Geographical scope (area of influence, collaboration networks, etc.)

The WG will also provide the opportunity to research on the information systems used by cultural observatories and debate on the process of collecting, managing and disseminating information and knowledge. This will give the WG the chance to argue about cultural data, statistics and indicators, common frameworks, cultural mapping, supply and demand study, methodologies research, etc. The WG should therefore provide a platform of exchange of knowledge, dissemination of information and access to best practices.

### Challenges:

The aim of the WG is to provide tools in order to:

- provide useful information to organisms in charge of the observation of cultural phenomena:
- clarify the role and nature of cultural observatories

- innovate on cultural information systems
- strengthen the collaboration between cultural observatories in terms of exchange of information and knowledge
- supply cultural managers useful information
- recognise what kind of skills and knowledge (methodologies, information systems, etc.) are needed for cultural managers acting for gathering and interpreting cultural data.
- introduce didactic options in the teaching and learning of methodologies for gathering data about cultural supply and demand.
- To improve the links / connections between the researchers, academic sector and professionals.

#### Actions and calendar 2008

- **March: 1<sup>st</sup> Working group meeting and contribution to the international conference on cultural observatories in Split**
- **April: successful application for funds for mapping cultural Observatories in Europe and beyond**
- **April: successful application for funds for organising an international conference in Bilbao in December**
- **June: ENCATC opens an online forum for the members of the WG to facilitate the exchange of information among the WG members**
- **October: 2<sup>nd</sup> Working group meeting, Lyon, October 2008**
- **November /December: International Conference in Bilbao**
- **December: Evaluation of the activities**

#### Actions 2009:

- **Organisation of 2 Working group meetings**

Moreover the participants in the meeting organised in Split in march 2008 agreed to deliver in 2009 the following projects and activities:

- ***Tool kits about cultural observatories***

The tool kits are intended to deal with the *practical issues* of the running of a cultural observatory that start with its origin and creation, follow with its running and finish with its evaluation. They will gather expertise form professionals. There are many topics to be developed such as:

- How to create a cultural observatory: role, scope, area of influence, competences, sponsorship, partnerships...
- How to run a cultural observatory: human resources, management, methodologies, information systems, outcomes...
- How to evaluate a cultural observatory
- How to monitor culture: capture, manage and disseminate information and knowledge...
- Peering, coaching to accompany cultural observatories

- ***Working papers***

Working papers will reflect on issues concerning cultural observatories in the knowledge society. They will require a previous research. There are several topics that need to be researched and discussed about such us:

- The role of cultural observatories
- Models of reference
- State of Arts
- Monitoring Culture

- **Best practices**

Good ideas that work that will serve as a reference for other cultural observatories

- **A Repertory of Bibliography:**

A selection of basic literature on Cultural Observatories and Cultural Information and Knowledge

Moreover, in 2009 the groups will organise:

- A Conference, spring 2009
- And will draft an Evaluation of activities

### Actions 2010

- Working meetings
- Evaluation of the activities 2008-2010

### Timetable:

January 2008 - December 2010

### Deliverables:

- Working group meetings in 2008 and 2009
- Conference in 2008, 2009 and 2010
- Bibliography
- Working papers
- Best practices
- Map of Observatories
- Tool kits about cultural observatories
- Set of guidelines and recommendation

### Target Groups:

- Educational and training institutions,
- Representatives from cultural observatories and research organisations
- Policy makers and experts from international, European and national institutions.

### Expected results:

- Multi stakeholder's platform for dialogue and exchange between education and training institutions, cultural observatories, and research field.
- Contribution to the definition of skills and knowledge (methodologies, information systems,

etc.) needed for cultural managers acting for gathering and interpreting cultural data;

- Didactic options in the teaching and learning of methodologies for gathering data about cultural supply and demand identified and documented and promoted;
- Number of good practices and data collected and widely disseminated.

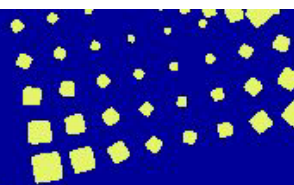
**Partners:**

ENCATC will work in close partnership with a range of international, European and regional stakeholders. Among its most important partners will be the Cultural observatories in and outside Europe, UNESCO, OCDE, European Commission (EUROSTAT), INTERARTS, Committee of Regions, etc..

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# Audience Policies in Europe

encatc working group



## Working Group 4: Audience Policies in Europe

### Chair :

Anna Krebs, Musée du Louvre , Paris, France

### Rationale:

Visitors are now recognized to have a key role within cultural projects in museums and the cultural heritage. One sees the strong implementation of audience and public development policies; cultural institutions are enhancing their training and social roles, paying extra attention to their local audience and surroundings. A renewed economic and social context is redefining local and global audience policies. At the same time, cultural organizations experiment new management's models and their ambition is to carry new responsibilities in order to earmark their visitors policies.

The professional and academic stakeholders need to enhance theoretical and practical approaches and new skills to accompany the European museums and heritage development. The question of audience policies' evaluation underlies the thoughts as a growing problematic.

Audiences' policies cover a wide range of academic matters (art, sociology, economics, marketing, psychology, museum studies...), and a wide range of services and job opportunities (audiences marketing, mediation, and studies).

Relations between cultural institutions and audiences are moreover to be constantly enhanced, unique in time, space and context. Therefore, professionals specialised in audiences policies finally need to develop technical, intellectual and above all personal skills. Educational programs dealing with audiences' policies and mediation are to be permanently updated. A balance must be found between theoretical and practical approaches.

### Challenges:

- To contribute to the development of collaborations between universities, experts and practitioners from the museums
- To exchange information, academic and working knowledge, to study relevant European examples and theoretical approaches on the subject.
- To develop a network of Regional and European partners within the Louvre-Lens project.
- To introduce thoughts on a European program focusing on mediation training, management and audience policies in museums
- To contribute to the global evaluation of European cultural audience policies

### Actions & Calendar 2008

- **February: Project application "Museums Literacy", Gruntvig programme (project leader**

Fondazione Fitzcarraldo)

- **April: working meeting** with Anne krebs in Paris
- **April: successful application to the EU platform on “Access to culture”**
- **June: ENCATC attends in Brussels the meeting of the EU platform “Access to culture”.**
- **June: 1<sup>st</sup> working group meeting and study visit** at the Louvre Museum in Paris
- **October: 2<sup>nd</sup> working group meeting in Lyon**
- **November: 3<sup>rd</sup> working group meeting (place to be defined)**
- **June - December: collection of publications, articles and researchers in the field among the members of the WG**
- **By July:** The working group members decided to develop for their own country a “fiche “mentioning the current State of Art of the audience policies. In this same document (max 2 pages A4) each member of the group must also present the current needs in his/her own country (ex: topics of reflections, research needs, needs in terms of policies and equipments etc.). Evaluation of the activities

#### Action 2009

- **March: international Conference** in Turin
- **April:**
- **May: seminar and study visit** in Lille and Brussels
- **November: Working group meeting** in Brussels
- **November: Recommendations on future policies and research needs to be submitted to the European Cultural Forum in Sweden**
- **Evaluation of the activities**

#### Actions 2010:

- Working group meetings (dates to be defined)
- Conference in Bozen, Italy
- Publication
- Set of guidelines and recommendations
- Evaluation of the activities 2008 2010

#### Timetable:

January 2008 - December 2010

#### Deliverables:

- Working meetings in 2008, 2009 and 2010
- International Conference in 2008 and 2009
- Publication
- Set of guidelines and recommendations

**Target Groups:**

- Educational and training institutions
- Professionals from museums
- Specialist on Audiences Policies
- Researchers
- Policy makers at international, European and local level.
- Representatives from UNESCO, Council of Europe, European Commission, ICOM, organisations dealing with museums' audience policies issues.

**Partners:**

ENCATC will work in close partnership with a range of international, European and regional stakeholders.

**Expected results:**

- Multi-stakeholders platform for dialogue and exchange between education and training institutions, museums, policy makers and researchers;
- Policy makers awareness that renewed economic and social context is redefining local and global audience policies for cultural infrastructures;
- Number of good practices and innovations in policy identified, collected and documented
- High quality training materials produced and widely shared
- Contribution to the global evaluation of European cultural audience policies

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**Working Group 5: Europe International****Chair:**

Gerald Lidstone, Goldsmith University of London

**Rationale:**

To develop thinking on the cultural relationship between Europe and the rest of the world.

**1. Policies and Competencies**

Students need to develop competencies and skills to work worldwide across and between cultures. To understand and respect cultural difference in both policy and management. This is best achieved through dialogue with partner organisations institutions and networks in countries outside Europe.

ENCATC will research existing and emerging networks worldwide concerned with the teaching of international cultural policy and cultural management and where appropriate develop a relationship with them , for example the new Higher Education Cultural Policy network in Japan, UK Cultural Policy and Management Network and Asia - Europe Foundation.

ENCATC will research and share knowledge of the specific international schemes and funding to facilitate international exchange of the arts of member EU and related countries - to encourage inclusion within curricula and discussion and analysis.

ENCATC will through symposia examine the role of national cultural agencies such as the Institut Francais, Goethe Institut, British Council, Instituto Cervantes, Romanian Cultural Foundation the OMNI Foundation Bulgaria in a European and International context

## 2. Diversity of students

Many academic partners within the network have a significant percentage of students from outside Europe. There is a need to develop understanding by staff of the cultural context and the cultural key issues that concern these students. In addition evidence suggests that students from different cultures/countries working together on projects and programmes (as they maintain their contacts) leads, when employed back in their countries, to a greater future movement of performances/exhibitions worldwide and an enrichment of intercultural dialogue.

ENCATC will provide the forum (through conferences and web dialogue) for both its members and others to develop strategies to deal with these concerns and provide practical examples of good practice to disseminate into the public domain.

## 3. Learning and teaching

For staff in Universities to be able to reflect on cultural policy and practice in Europe with their students there needs to be further knowledge and dialogue with universities from countries outside the EU. There also needs to be dialogue with the national agencies responsible for policy - this could initially be achieved in part through International Federation of Arts Councils and Cultural Agencies, IFFACCA. This dialogue will be focused on the exchange and translation of key documents and bibliographies for staff and students to become more familiar with policy and practice in other countries. This links directly to the ENCATC Bibliographies Project.

### Challenges:

- To undertake a range of international projects, seminars, symposia and international collaborations that can advance thinking on Cultural Policy and Management and its teaching.
- Particularly :
- To develop how the EU relates culturally to the non EU through a variety of agencies
- To develop the forums for students to reflect on how they construct their own cultural identity and that of others.

### Actions 2008

- **April: working meetings** in London and Brussels with representaives from the Asia Europe Foundation
- **October:** working meeting in Lyon
- **July - December=** Create a resource of EU and international agencies both governmental, NGO and Foundations that have a mission to encourage and fund international arts. December 2008 Available online;
- Evaluation of the activities

### Actions 2009

- **Spring: International ENCATC event** both staff and student to explore the role of international agencies April London [this will be in partnership with 5 or more international agencies - mentioned above]
- Evaluation of the activities

#### Actions 2010

- **Summer:** International Student event Europe- Asia on international policies and cultural identity. With representatives from all EU countries;
- Evaluation of the activities 2008 - 2010

#### Timetable:

- January 2008 December 2010

#### Deliverables:

- Online resource on EU/international agencies
- International Event London, April 2009
- International Event in Asia, summer 2010
- International Bibliography and policy resource

#### Target Groups:

- ENCATC Members
- Cultural Management Students
- International Government and NGO agencies
- EU agencies

#### Partners:

ENCATC will work in partnership with a range of international, European and regional stakeholders. Among its most important partners will be Asia Europe Foundation, European Commission, EUA

#### Expected Results:

- Development of forums for students
- Development of principles and action guidelines to encourage the exchange of students and dialogue among different cultures
- Increased mobility of students and teachers on cultural policy and management from / to Asia/Europe

#### Visibility and dissemination:

- Conference leaflets
- Publication of the data collection of principles and guidelines
- articles, news, reports
- website

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# Bologna Process

encatc working group



## Working Group 6: Bologna Process

**Chair:**  
ENCATC

### **Rationale:**

Between November 2005 and December 2006 ENCATC was responsible for conduction of SECEB, the project co-financed by the European programme SOCRATES. One of the SECEB's outcomes was the survey. Its aim was to give an overview of the existing degree programmes in arts/cultural management and cultural policy in Europe. The survey was intended to highlight similarities and divergences between these degree programmes in regard to the implications of the Bologna Process. It was intended as a starting point for an analysis and evaluation of the achievements reached up to today. The final outcomes of the project were presented on the international conference organised by ENCATC in Potsdam in April 2006.

Having the above in mind and particular aims of the ENCATC's mission the network activities, in the following three years, will be concentrated on the Bologna Process issue, and in particular on the information dissemination among its members and fostering the discussion on the possible tuning process among degree programmes in arts/cultural management and cultural policy in Europe.

### **Challenges:**

The cooperation will be started by the end of 2008, as to allow ENCATC to prepare at the beginning of the year 2009 the application for an additional, operational grant (i.e. form the Socrates programme), which will explore further and on the practical basis the tuning possibilities;

Tuning project, established by ENCATC, will take into consideration the variety of organisations, which provide degree programmes in arts/cultural management and cultural policy in Europe. Among them we find arts schools (which mean fine arts, drama, and music schools), universities (humanities faculties and economics faculties) and polytechnics.

The tuning project will be aimed on establishing methodology to (re-)design, develop, implement and evaluate study programmes for each of the Bologna cycles;

The project will take into consideration the European Qualification Framework, European Standards and Guidelines and Member States national qualifications systems to the EQF;

The project will explore the possibility of establishing the common core of curriculum, its theoretical and practical parts for each of Bologna cycles of the degree programmes in arts/cultural management and cultural policy in Europe.

The obligatory “core of curriculum” will enclose principal subjects for future culture managers, regardless of the type of organisation, which conducts them. The obligatory “core of curriculum” will provide students with skills and competencies, which are inevitable in their future work. The “core of curriculum” will be adjusted to the present labour markets needs.

The practical part of curriculum will enrich by the obligatory part. This practical part will be defined separately for the different groups of interests. It means that these subjects will be carefully carried out for arts schools (with a due respect to their internal differences i.e. drama vs. fine arts), universities (depending on the faculty - economics or humanities) and polytechnics.

Theoretical part of curriculum will also enrich by the obligatory part. It will be based on the curriculum best traditions on different schools and universities; it will also allow schools to differentiate their educational offer.

Apart from these parts of curriculum there will be also some space left for the unique subjects, not defined in common curriculum (i.e. amounting up to 10% for each of the Bologna cycles)

**Partners:**

To this end, ENCATC will establish a cooperation with University of Deusto (Spain) and University of Groningen (The Netherlands) to discuss possible application of the tuning methodology (elaborated and described in the project: “Tuning Educational Structures in Europe”) on the degree programmes in arts/cultural management and cultural policy in Europe.

**Timetable:**

The project will be carried out from mid 2009 till mid 2010.

**Expected Results:**

After the project completion ENCATC will measure:

the overall assessment of the project outcomes in two target groups, that is: tutors and students in degree programmes in arts/cultural management and cultural policy;

the possibility of wide implementation of the common curriculum for these studies - regarding necessary divergences among different school types;

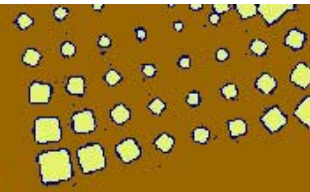
the compliance of the proposed curriculum with the European Standards and Guidelines and Member States national qualifications systems to the EQF.

Basing on the project outcomes ENCATC will discuss the stages of possible tuning process for each of the Bologna cycles of the degree programmes in arts/cultural management and cultural policy in Europe;

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## Urban Management and cultural policy of city

encatc working group



### Working Group 8: Urban Management and cultural policy of city

#### Chair:

Svetlana Hristova, SWU-South West University 'Neofit Rilski' in Blagoevgrad - Bulgaria

#### Rationale:

European cities are a unique context in which significant processes of European integration and cultural interactions are shaped. These changes take place at the scale of urban networks and the organization of urban space. Cities form important nodes in European and global networks of flows of capital, migration, ideology and culture. Increasingly they are being seen as sites in which new forms of identity can be created and co-exist, for example, through the promotion of innovative design and new architectural developments, culture-lead urban regeneration and creative management of public space. Now we observe also a process of rescaling of governance and growth of the potential role for cities as a driving force for social change in a new 'European' society in which Europe is 'a community of cities rather than a community of nations and/or countries' (Simioforides, 1998, 144). Therefore the dynamics of European cities in a range of contrasting contexts, related to inclusion-exclusion of various cultures and subcultures in public spaces of modern cities requires closer attention in order to understand contemporary processes of socio-cultural change and the potential for managing such change in the urban environment. Current European enlargement and integration processes suggest the need to rethink the implications of the new multicultural context, particularly with regard to minimizing the negative effects of this new cultural situation of constantly growing and less manageable diversity. Arts and creative activities are of profound significance in this process of promotion of inclusive European citizenship as instruments for social activation and reintegration, due to their value added to stimulate positive cultural identities and to afford opportunity for self-expression and self-determination of different sections of the population, including various disadvantaged groups.

#### Challenges:

- To organize a core of professionals, academicians and researchers with different professional, cultural and educational background for multidisciplinary urban research and analysis and elaboration of alternative urban policy models;
- To stimulate a debate among the scientific community and cultural sector about the possibilities for introduction of alternative science-based approaches in urban planning and regeneration (through conferences, special publications, photo-exhibitions, catalogues and media campaigns presenting changing European townscapes);

- To create a **database of empirical results, research findings and examples** of innovative urban planning and use of urban imagery which allows the identification of good/bad practices (and also examples of (un)successful urban identity formation) which can inform the civil society and relevant expert groups about the possibilities for urban regeneration policy. This database will be used for the production of a catalogue of good/bad practices in European urban regeneration.
- To map the curriculum of existing education and training programs in the field of urban studies and to prepare a model for interdisciplinary program in 'Urban management and cultural policy of city'.
- To **raise awareness** of the civil society about the potential of urban environment to be a factor of integration of certain social groups and subcultures on the territory of the city;
- To create a bridge between academic world and the urban policy-makers, by involving them into academic and research programs and sensitizing them about **existing innovative practices and shifts in the urban planning and regeneration.**

### Actions 2008

- **July 2008: international conference 'Public Space and Social Cohesion of the City: Present and Future'** in St. Petersburg (3-4 July 2008); opening of an exhibition 'The Square Lives'; launching of album 'Public Space of European Cities'
- October: working meeting in Lyon
- **October - December:** Review of existing research practices and methods
- **October - December:** Review of existing education and training programs
- Evaluation of the activities

### Actions 2009

- Working group meeting "The Best Practices in Research and Education of Urban Studies and Management of the City"
- Elaboration of draft models for education programs on modular principle
- Study visits 'Creative city'
- Evaluation of the activities

### Actions 2010

- Working group meeting (or conference): The City We Have, The City We Need
- Study visits 'Creative City'
- Evaluation of activities

### Timetable

July 2008 - December 2010

### **Deliverables**

- WG meetings;
- Broadly disseminated comparative analysis from the study visits;
- Publications;
- Exhibitions;
- International conference.

### **Target Groups**

- Education, training and research institutions like universities, colleges, and similar organizations, dealing with education in the field of cultural management and cultural policies;
- Public and private cultural organizations and associations at international, regional and local level;
- Key figures of urban governance;
- Business sector.

### **Partners**

ENCATC will work with the broadest possible range of international, European, regional and local stakeholders both from governmental, non-governmental and business sector. Among the most relevant partners we regard: UNESCO, COUNCIL OF EUROPE, EUCLID INTERNATIONAL, Eurocities. Moreover, the working group will develop its activities in synergy with all already established ENCATC groups.

### **Expected Results**

- Expanding multi-stakeholder partnership network
- Elaborated research methodology for regular observation and collection of information on the
- development of public space of European cities (this could be in comparison with non-European cities)
- Curriculum Model for new education program
- Information data base of positive/negative examples of urban development and regeneration

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ENCATC/ 20 June 2008