



ENCATC news

A monthly e-newsletter for the latest in cultural management and policy
ISSUE N° 109

DIGEST VERSION FOR OUR FOLLOWERS

SPECIAL ISSUE!
ENCATC Member Stories



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CREATE NEW MEMBER STORIES

Don't miss the opportunity to find partners and share project ideas with members at the Annual Members' Forum



NOTE FROM THE EDITOR



What are 'Member Stories' and how can you create your own this September?

Dear colleagues,

As a network of more than 100 member institutions and professionals in 40 countries active in education, training, and research within the broad field of cultural management and policy, our members have an impact on the education of thousands of cultural managers, students, researchers, and policy makers worldwide.

As individual institutions and organisations their lasting impact is of enormous value. However, that value is exponentially increased when ENCATC members work together. By pooling knowledge and expertise, sharing resources, co-creating new curricula, carrying out research... **we accomplish far beyond what we think is possible** and expand our impact to reach new audiences.

In this special issue of *ENCATC News* we want to **showcase examples of our members working together**. Their valuable contributions are in line with our mission to **stimulate the development of cultural management and cultural policy education** in Europe and beyond, engaging and responding to new developments in politics, economics, societies and technology. These **17 examples of collaboration** include a total of **35 members from 20 countries**, in and outside of Europe.

In these pages you'll find 11 'member stories'. We have members working together on **education and training programmes**. From inviting teachers and trainers from other countries and cultural contexts, to designing and creating new curricula, these members

are taking advantage of the wealth of knowledge and expertise within the network to strengthen their education and training offers. There are **European projects** with members working on solutions to overcome challenges facing the cultural sector. Examples of **conferences and seminars** show how members are sharing expertise, presenting research, and exchanging experiences. There is **a project for students** to get hands-on experience organising a major international festival and showcasing creative talents.

We have also collected **6 publications**. This is an opportunity learn about the topics members are working on together. What are they researching? What are they publishing? Moreover, I hope you'll enrich your cultural management and policy library with these valuable resources.

All these **successful collaborations are born from the connections made within our network**. I am extremely proud each time I learn of members working together. It demonstrates the important value our network creates. This is why we have included a section in this issue for **members to express why they have joined and what being part of ENCATC means to them**.

I hope you'll be inspired by these stories and testimonials. You too could be part of these exciting collaborations by joining the network.

To support our members to realise the greatest potential for cooperation, the **ENCATC Annual Members' Forum** is the place for them to be this September!

This one-day event for members will boost networking. It will open a space to share ideas, projects, and to find partners. As part of the **25th ENCATC Congress "Click, Connect and Collaborate! New directions in sustaining cultural networks"** (27-30 September) in Brussels, the **ENCATC Members' Forum** is a core membership benefit. I'm confident the exchanges between members that will take place here are going to result in new cooperation. I look forward to sharing them as member stories in the future and the important outcomes they produce for our network and our sector.

And finally, while the examples in these pages provide evidence of members successfully working across borders and cultures, it is only a small glimpse. It is by no means exhaustive and we know there are many more stories to tell. That's why I **encourage all members working together to share their interesting projects with us** so that we may share it within the network and beyond!

Yours sincerely,



GiannaLia Cogliandro Beyens
ENCATC Secretary General

MEMBERS STORIES



Be inspired by these success stories of ENCATC members working together!

BELGIUM, SERBIA, SPAIN & UNITED KINGDOM

ENCATC members come together for the European Diploma in Cultural Project Management

Type of collaboration: Education & training

From 12 to 16 June 2017 in Delphi, Greece, the **Marcel Hicter Association**, a founding member of ENCATC, organised the final evaluation, seminar, and graduation ceremony for the 2016/2017 European Diploma in Cultural Project Management.

Over the course of 12 months, 9 participants from 8 countries, who are cultural managers with at least two years of experience, have attended two residential sessions and a comparative study visit in another region of Europe. Between the on site Diploma sessions that took place in Luxembourg and Albania, participants have continued working in the culture sector in their own countries and carrying out their own cultural projects. This learning process and mix of sessions, professional experience, and project implementation has helped them to: strengthen the knowledge of European, national, and regional cultural policies; improve skills to run cultural co-operation projects; and develop a network of European cultural managers.

For the Diploma's final evaluation and seminar phase held in Delphi, Jean-Pierre Deru **invited ENCATC members** to share expertise, lead discussions, as well as review and give feedback to participants' final project presentations. He was joined by members: Lluís Bonet from the **University of Barcelona** (Spain), Jonathan Goodacre from **The Audience Agency** (United Kingdom), and Milena Dragičević-Šešić, former President of **University of Arts, Belgrade**, and now Head of UNESCO Chair in Interculturalism, Art Management and Mediation (Serbia).

"It's a pleasure to bring in other ENCATC members to share their expertise with the students of the European Diploma. I greatly appreciate how my ENCATC colleagues promote the same values to foster cultural diversity as well as transregional and transnational cultural exchanges. At the final evaluation stage, their years of experience in the field of cultural management and work at the European level represent a key added value for students. Furthermore, they



ENCATC members from left to right: Lluís Bonet, Jonathan Goodacre, Milena Dragičević-Šešić, and Jean-Pierre Deru.



ENCATC members with European Diploma participants in Delphi, Greece.

understand and support the Diploma's unique training design and learning style," said Jean-Pierre Deru.

The next open application round will be for the 2018/2019 diploma year. The call for applications will be announced in September 2017. The learning programme will include residential sessions in Ireland, Macedonia, and Greece.

LEARN MORE ABOUT THE EUROPEAN DIPLOMA IN CULTURAL PROJECT MANAGEMENT:

<http://www.fondation-hicter.org/spip.php?rubrique62>

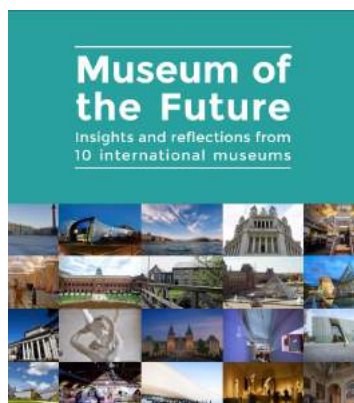
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ITALY

Museums of the future: Insights and reflections from 10 international museums

Type of collaboration: European project



What will happen to museums when digital technology shows its full potential? What features will the museum of the future have? How will it seize the opportunities offered by digital innovation? What competencies does this industry need to keep museums relevant from the twentieth century to the present?

To understand what role the digital driver is playing in the modernization of the industry, these questions were asked to ten internationally renowned European museums, where varying types and sizes of collections are conserved.

ENCATC members **Symbola**, in collaboration with **Melting Pro**, produced a report by the title, "Museum of the future" - part of the Mu.SA "Museum Sector Alliance" European project. The project, co-funded by the Erasmus+ Programme of the European Union, aims to address the increasing disconnect in the museum sector between formal education, training and the workplace due to the rapid adoption of ICT. To assist cultural professionals to deepen their knowledge and skills for the digital transformation of the museum sector, the Mu.SA project is designing and testing a unique training method.

The report is available in Italian and English.

TO READ THE REPORT:

<http://www.symbola.net/html/article/museodelfuturo>

TO DOWNLOAD:

<http://www.project-musa.eu/wp-content/uploads/2017/03/MuSA-Museum-of-the-future.pdf>
<http://www.project-musa.eu/results/publications/>

This report anticipates other reports that are going to be published soon. Check the project website <http://www.project-musa.eu/> or keep updated on Facebook @MuseumSectorAlliance.

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CROATIA, ITALY, POLAND, & THE UNITED KINGDOM

Study on audience development published: How to place audiences at the centre of cultural organisations

Type of collaboration: Research study



On top of being a buzzword in certain parts of the cultural world for few years now, audience development is one of the new priorities of Creative Europe. It brings audiences, spectators, users, citizens, and participants under the spotlight for the first time, on an equal footing with artists and cultural organisations. Current experience existing in the cultural sector (inside and outside the Creative Europe programme), is fascinating, although fragmented and scattered across the continent. This topic is an essential vector for the relevance and sustainability of any cultural entity at the financial, social and even cultural levels.

The new EU study "How to place audiences at the centre of cultural organisations" published on 21 April, was undertaken by a consortium led by ENCATC member, **Fondazione Fitzcarraldo**, together with Culture Action Europe, ECCOM and Intercult. ENCATC members Alessandro Bollo and Alessandra Gariboldi from Fondazione Fitzcarraldo were among the authors. **More ENCATC members were invited to take part in a group of additional experts** in the field of audience development – with various backgrounds and nationalities – to collaborate and integrate with the Consortium team: Marcin Poprawski – **AMU Culture Observatory**, Adam Mickiewicz University (Poland); Antonia Silvaggi – **Melting Pro** (Italy); Anne Torreggiani and Jonathan Goodacre – **The Audience Agency** (UK); and Dea Vidovic, **Kultura Nova Foundation** (Croatia). ENCATC was also part of a group of relevant institutions, networks and entities associated and committed to the project and taking part to the advisory board.

The study has innovative approaches in audience development, providing a basis for selection criteria in future calls for proposals launched by Creative Europe. It equips cultural leaders with means to make a convincing case within their organisation for becoming more audience-centric, and to investigate peer-learning opportunities.

DOWNLOAD THE FINAL REPORT:

<https://bookshop.europa.eu/en/study-on-audience-development-pbNC0116644/>

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CZECH REPUBLIC & SLOVAKIA

SETKANI/ENCOUNTER International Festivals for Theatre Schools

Type of collaboration: Capacity building for students

The International Festival of Theatre Schools Setkání/ Encounter was organised by the students of the **Janáček Academy of Music and Performing Arts** in Brno. It is a part of education syllabus of the Theatre Management Department. The 27th edition took place from 28 March to 1 April 2017 in Brno, Czech Republic.



This year, the festival was attended by about two hundred university students from 13 art academies. Every year the festival hosts students from 12 to 15 different artistic academies from all around the world, however the core of participants is formed by the schools located in Europe. In 2017, theatre schools came from Croatia, Israel, Colombia, Moldavia, Poland, Austria, Slovakia, Spain and Switzerland.

Among the schools were ENCATC member institutions **DAMU - Theatre Faculty of AMU** in Prague and **the Academy of Performing Arts in Bratislava (VSMU)**. This was an opportunity for students studying theatre and theatre management to present their best works and grow their young professional networks with other students from around Europe and beyond.

The whole event is the most prestigious Central European festival. Every year, the event changes its theme. This year was expressed by the English question "Hard Choices? That's a hard choice?"

The students were joined by around 2,000 spectators who came to the festival which offered extensive programming with 25 main performances, 10 off-programme performances, workshops, an awards ceremony, evening parties, and morning discussions during the festival's week-long programme.

FOR MORE: <http://www.encounter.cz/en/>

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FRANCE & ROMANIA

Developing a new Master's programme and curricula for cultural management in Romania

Type of collaboration: Education and training

ENCATC Vice President, Manuèle Debrinay-Rizos and ENCATC member, Carmen Croitoru from **The National Institute for Cultural Research and Training (NIRCT)** in Romania met for three days in March 2017.

Following authorisation to create a new Masters programme in Cultural Management with the National University of Arts in Bucharest, Carmen Croitoru was seeking input and expertise. She invited Manuèle Debrinay-Rizos who teaches at **Lyon 2 University**, a member of ENCATC, to share her recommendations on curricula, teaching practices, and potential academic partnerships with higher education institutions in France and Morocco.

Following in April, Carmen Croitoru travelled to France to meet with French educators, academics and researchers thanks to new contacts from the meeting in Bucharest.

Then in June, Manuèle Debrinay-Rizos returned to Bucharest to chair a roundtable following an invitation from the Secretary of State in Romania. The event explored the relationship between the government and independent artists. She was invited to participate in a platform on cultural management in the framework of the 24th Sibiu International Theatre Festival that took place from 9 to 18 June 2017.

This fruitful collaboration between these members in France and Romania demonstrates successful continued cooperation. In addition to the many exchanges following the meeting in March, already last October 2016, Manuèle Debrinay-Rizos, was invited to speak at the 3rd Conference for Cultural Mangers "Consideration and Disregard for Cultural Management" organised by NIRCT.

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ENCATC member, Carmen Croitoru in Romania with ENCATC Vice-President, Manuèle Debrinay-Rizos from France.

GERMANY & THE UNITED KINGDOM

Framing Art and Cultural Management

Types of collaboration: Sharing expertise, exchanging experiences, seminar

ENCATC members, **Heilbronn University** and **Queen's University Belfast** worked together to organise the seminar "Framing Art and Cultural Management: the relationship of the management of arts and cultural objects to globalisation, internationalisation, and migration" that was held from 16-17 January 2017 in Heilbronn, Germany.

The seminar was the first of a series that aims to build a network of researchers, policymakers and arts and cultural management practitioners who are interested in developing greater critical discourse on the contribution of arts and cultural management to intercultural understanding. The organisers wished that, together, it is possible to reflect on the historical, institutional and social dimensions of intercultural activities that take place within the realms of arts and cultural management practice and education.

Sessions explored the relationship between global politics and symbolic creative expression as expressed through arts and cultural management. These include: international project activities between individuals working in different countries; inter- and cross-cultural interactions that occur in arts and cultural programmes among majority and minority cultures within a single country; and teaching and learning within arts and cultural management courses, particularly in higher education.



Raphaella Henze, Heilbronn University, presented her new research on the impacts of globalization on arts management and arts management education.

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ITALY, POLAND & THE UNITED KINGDOM

Working together to build a Knowledge Alliance through "CONNECT"

Type of collaboration: European project

ENCATC and five of its members are working together on a new European project funded by the European Commission's Erasmus+ programme. CONNECT is a Knowledge Alliance that promotes innovative cooperation between universities and enterprises in the cultural sector across Europe. The purpose of CONNECT is to bridge the gap between teaching in the academic/higher education world and continuous professional development in the cultural sector for the promotion of best practices and a systemic growth of Audience Development.



The CONNECT consortium gathers in Poland for a second meeting, hosted by ENCATC member, Adam Mickiewicz University in Poznań.

The project consortium is composed of higher education institutions and private cultural organisations as well as public authority and a European network. It includes the following ENCATC members: the **Fitzcarraldo Foundation** (Italy); **MeltingPro -Laboratorio per la Cultura** (Italy); **Adam Mickiewicz University in Poznań** (Poland); **Goldsmiths, University of London** (UK); and **The Audience Agency** (United Kingdom). ENCATC is also involved in the project as the leader for dissemination of project results. Other project partners in the consortium include: the University of Deusto, the Center for Kunst & Interkultur (Denmark); The City of Warsaw (Poland); and Asimétrica (Spain).

The project was selected for funding in autumn 2016. Over the course of 36 months, it will develop a new twin-track programme in audience development for students and practitioners working in arts management. It will be designed and launched by a transnational team of 54 researchers, teachers and trainers in five national hubs (Italy, Poland, Spain, UK and Denmark). The programme is based on multidisciplinary training modules mixing formal and informal learning methodologies and digital resources. Parallel running sessions will introduce audience development theory, practice and philosophy.

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Goldsmiths, University of London, Gerald Lidstone

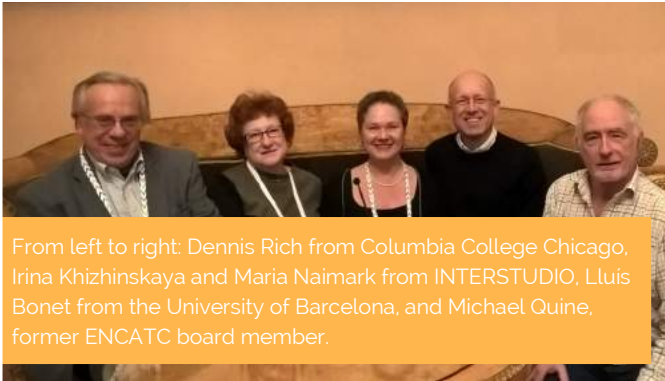
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RUSSIA, SPAIN & THE UNITED STATES

Members share expertise at the "Space of Cultural Politics" conference in St. Petersburg

Types of collaboration: Sharing expertise, exchanging experiences, conference

From 3 to 4 December 2016 in St. Petersburg, Russia, CT **INTERSTUDIO-SPB** held a conference on "Space of Cultural Politics" organised with support of the St. Petersburg Committee for Culture in collaboration with the St. Petersburg Branch of the Theatre Union of Russia.



The first day was in the format of a panel discussion on "Economics, Theatre Education, and Management in Cultural Politics Space". The conference enjoyed the keynotes of the international guests – members of the ENCATC, Lluís Bonet from the **University of Barcelona** and Dennis Rich from **Columbia College Chicago**, and **former ENCATC board member**, Michael Quine, and a number of Russian speakers along with the vivid debates driven by the themes and issues raised.

Dr. Lluís Bonet, Director of the Cultural Management Programme University of Barcelona School of Economics and Business and ENCATC member remarked: *"The 15th YUFIT conference "Space of the cultural politics" organised jointly to the V St. Petersburg International Cultural Forum were a complete success. The quality of the presentations and debates around its main subject "Economics, Theatre education and management in cultural politics space" were very useful and alive. I enjoyed a lot taking part of them and they gave me a much better understanding on today's cultural situation in Russia."*

ENCATC member, J. Dennis Rich, PhD, Emeritus Professor Business and Entrepreneurship Department Columbia College Chicago, Managing Director Creative Enterprise Consulting said: *"I have attended this conference since its inception. This year, as a part of the International Cultural Forum, Yufit had more interesting presentations. The responses to these presentations and the discussion was at a very high level. I hope the conference will continue in this format. It was an exceptional experience."*

FOR MORE INFORMATION:

www.interstudio.ru

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FRANCE & CROATIA

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

Type of collaboration: Education and training

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

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

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



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

They also met with representatives from the Ministry of Culture (Directorate of Foreign Affairs), the universities of Zagreb, parliamentarians, and the Popular Library of the City of Split, as well as with local partners working on management of World Heritage Sites and a representative of the Archaeological Museum Narone.

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ITALY & THE UNITED KINGDOM

EMPHOS project uses cultural entrepreneurship to empower professionals in museums and heritage

Types of collaboration: European project

ENCATC members **Goldsmiths, University of London** in the UK and the **University of Bologna** in Italy are among the consortium for an Erasmus+ project entitled "Empowering Museum Professionals and Heritage Organizations Staff by cultural entrepreneurship training and research" which is running for three years (2015-2018). It has the objective to develop the entrepreneurial skills of museum professionals taking into consideration, at the same time, other core tasks like conservation. Hence the concept of "cultural entrepreneurship".

In many European countries, art and culture are subsidized by the government. However, due to the crisis and budget cuts, the amount of funds for direct subsidies is decreasing. Some cultural heritage organisations and museums do not have enough funds to sustain themselves. Putting entrepreneurial skills into practice – for example by network building, fundraising, creating new ways to involve the public – is becoming increasingly important as a way to stay healthy.

Moreover, there is a distinct need of obtaining more cultural entrepreneurship skills in the sector and putting them into practice. Although training courses aimed at the heritage and museum sectors exist in most EU Member States, their availability, take-up and accreditation is not widely spread. This project aims at giving cultural heritage organisations and museums possibilities to acquire competences and tools in the field of cultural entrepreneurship.

The project's objective to contribute to the 'cultural entrepreneur' curriculum could be of great interest to ENCATC members. The consortium will be working to agree on the specific elements / skills necessary and effective ways to obtain these skills as well as using innovative techniques within current established fields. This will help to develop a cultural entrepreneurship VET pilot training course specifically aimed at staff of smaller museums and cultural heritage organisations, and experiment with it in the field.

FOR MORE: <http://emphosproject.eu/>

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University of Bologna, Federica Onofri

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The project consortium includes Reinwardt Academy, Stichting Amsterdamse Hogeschool voor de Kunsten, Università di Bologna, Centro Italiano per l'Apprendimento Permanente, Goldsmiths, University of London, and Landschap Erfgoed Utrecht

ITALY & SERBIA

Providing expertise at 10-day residential workshop in India, SMART: Strategic Management in the Art of Theatre

Types of collaboration: Sharing expertise, exchanging experiences, education and training

ENCATC members, Milena Dragičević Šešić, from the **University of Arts Belgrade** in Serbia, and Alessandra Gariboldi, from the **Fitzcarraldo Foundation** in Italy, were invited to speak at the SMART 10-day residential workshop from 17-26 January 2015 in Bangalore, India.

The SMART programme was conceptualised and implemented by the India Theatre Forum. Sometimes all that is needed for theatre groups to realize their goals and dreams is the knowhow to create a practical roadmap – a roadmap that optimizes strengths and helps overcome constraints. That roadmap is called a Strategic Plan. It can help make the theatre group or organisation more sustainable, effective, financially viable and capable of giving shape to big creative dreams. SMART equips participants to build their own roadmap – a practical, achievable plan that is connected to their reality, but not constrained by it.

The entire course covers a 6.5 month period, with two intensive residential periods at the beginning and end. Topics covered in the course include Core Values, Group Sustainability, Audience Building, Communications, Financial Management, Fundraising, Administration. Participants also actively work with facilitators and mentors right from the beginning to each create a strategic plan that speaks to their individual theatre realities. During the January workshop, participants were guided through the various steps involved in the creation of a Strategic Plan for their theatre group/organisation, which aims to help them realise their vision and dreams.

FOR MORE: http://theatreforum.in/m/itf-core/?tab=meetings&object_id=12#talks

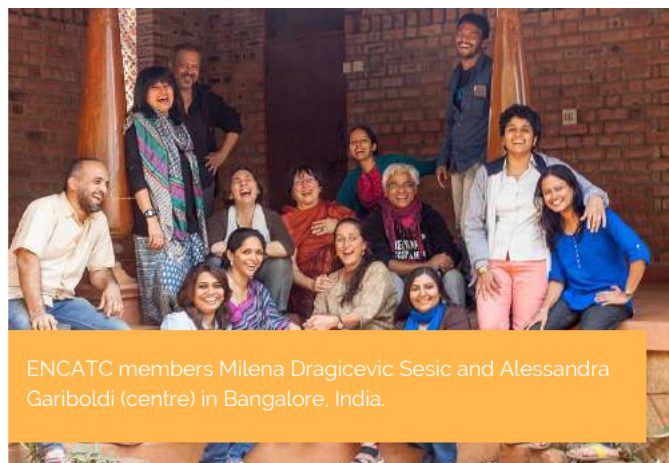
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ENCATC members Milena Dragicevic Sesic and Alessandra Gariboldi (centre) in Bangalore, India.

CREATE YOUR NEW MEMBER STORIES

Don't miss the Annual Members' Forum on 27 September in Brussels!

THE OVERVIEW

The Annual Members' Forum is part of the 25th ENCATC Congress "Click, Connect, and Collaborate! New directions in sustaining cultural networks" from 27-30 September in Brussels.



The ENCATC Annual Members' Forum, organised on 27 September, is an exclusive gathering and core benefit for ENCATC members in 40 countries around the globe.

This is a place to gather with other members to network, discuss topics that matter most, share ideas, present potential project collaborations, find partners, and make new connections!

What's more, thanks to signed Memorandums of Understanding with the networks of AAAE and TACPS, ENCATC members can meet members of these other networks, benefiting from increasing collaboration that will strengthen research cultures, inform teaching and learning development, and broaden potential international links to policy and industry developments.

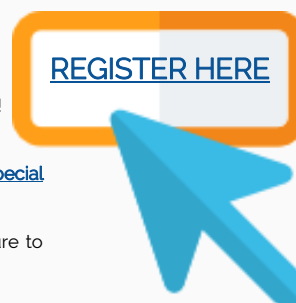
HOW CAN I PARTICIPATE?

If your institution is not yet a member, there's still time to join the network!

Registration to the Forum is online, quick, and easy! Visit our Congress page to [register today](#).

Not a member of ENCATC yet? Learn about our [special discount to join in 2017](#).

If you can't join us for the Members' Forum, be sure to still register for the **25th ENCATC Congress**!



ENCATC MEMBERS' FORUM PROGRAMME

As part of the [25th ENCATC Annual Congress](#) in Brussels, here is what is planned for the Annual Members' Forum on 27 September.

Be sure to also discover the [FULL 4-day Congress programme](#) (27-30 September) with sessions, debates, presentations, study visits **open to both members and non members!**

MEMBERS' FORUM, WEDNESDAY, 27 SEPTEMBER 2017 IN BRUSSELS

- | | |
|---------------|--|
| 08:30 | Registration Opens |
| 10:00-12:00 | CLICK, CONNECT AND COLLABORATE: CREATING NETWORK OPPORTUNITIES FOR OUR MEMBERS

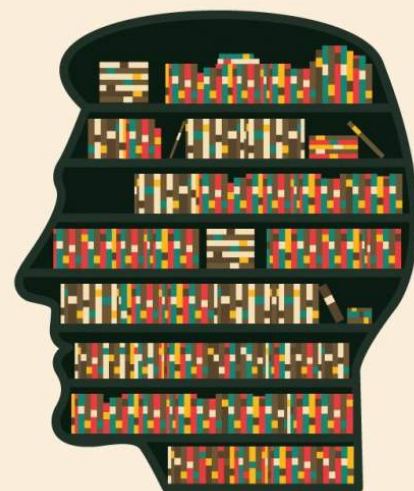
At this year's ENCATC Congress we want to facilitate a more rigorous set of opportunities to CLICK on an existing or propose your own IDEA. To CONNECT with others and thus set up opportunities to COLLABORATE. |
| 13:30 - 15:00 | EXCHANGES ON CULTURAL MANAGEMENT AND POLICY EDUCATION FROM A GLOBAL PERSPECTIVE

Learn what is happening in our field around the world, share your points of view, what is happening your country, and how your experience compares to what is taking place at the global level. |
| 15:30 - 16:30 | PRESENTATION ON NEW CURRICULA, PEDAGOGY, AND METHODOLOGIES

Be inspired and learn from academics, teachers, and trainers from Bulgaria, Finland, the United Kingdom, and the United States. Find new ideas and tools you can use in the classroom and beyond! |
| 17:15 - 18:30 | 25TH ENCATC GENERAL ASSEMBLY & BOARD ELECTIONS

Get introduced to new members, receive a first report on our activities, projects and research implemented during the first semester of 2017, and discover our work plan for 2018-2020. Share your ideas to make our network stronger and more sustainable! |
| 20:00 - 21:30 | TALKS ON THE ROLE OF BRUSSELS IN EUROPEAN CULTURAL DIPLOMACY |

PUBLICATIONS



As a network gathering leading academics, researchers, and practitioners, ENCATC members see the advantage of working together to pool their knowledge to publish the latest research, trends, pedagogy and methodology on topics under the wide umbrella of cultural management and policy. Here are just six examples of books published by and/or with contributions from ENCATC members.



United in Diversity? Cultural Policy and its Dimensions

This is a collection of papers and discussions presented in Helsinki at the course "Culture as a Resource for Future Europe". This gathering held in mind the different dimensions of culture as a resource for Europe. Culture as an intellectual, mental and spiritual resource in reflecting, interpreting and creating in the world symbolically and semantically. Culture also as a materialistic and economic resource becoming more and more important in a post-industrial and knowledge based global economy. Many of the approaches facts, problems, and ideas in this documentation can serve as a basis for further discussions and as a helpful service for students.

ENCATC members involved: This publication was edited by members from **Humak University of Applied Sciences** in Finland and **South West University 'Neofit Rilski'** in Bulgaria, and **Pädagogische Hochschule Ludwigsburg** in Germany.

Publisher: Pädagogische Hochschule Ludwigsburg | Year: 2011 | Pages: 183 | ISBN: 978-3-924020-43-3
More information: https://www.ph-ludwigsburg.de/fileadmin/subsites/2c-kuma-t-01/PDF/Vollzeit-Master/United_in_Diversity_2011.pdf

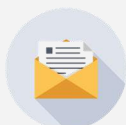


Creating Culture Capital, Cultural Entrepreneurship in Theory, Pedagogy and Practice

In this book, over fifty scholars from across the globe shed light on what we collectively call 'cultural entrepreneurship' - the training of professionals for the creative industries who will be change agents and resourceful visionaries that organise cultural, financial, social and human capital, to generate revenue from a cultural and creative activity. Readers will find conceptual frameworks for building new programmes for the creative industries, examples of pedagogical approaches and skills-based training that are based on research and student assessments, and concrete examples of programme and course implementation.

ENCATC members involved: This publication was edited by the **University of Antwerp**, the **Antwerp Management School**, and **HKU University of the Arts Utrecht** with article contributions from the **National Taiwan University of Arts**, **Adam Mickiewicz University** in Poznan, Poland, the **Burgundy School of Business** in France, **Erasmus University Rotterdam** in the Netherlands, the **Vilnius Academy of Arts** in Lithuania, and the **Centre for Advanced Studies of Integrated Conservation** in Brazil.

Publisher: Euron Academic Publishers | Year: 2015 | Pages: 363 | ISBN: 978-90-5972-990-2
More information: https://eburon.nl/product/creating_cultural_capital/



Do you have a publication to share you have worked on with other members?

We'd love to share it with ENCATC members and add it to our cultural management and policy library! Send your publication to e.darley@encatc.org.



New challenges of cultural observatories

The growing importance of cultural observatories as main agents for knowledge of culture, its development and evolution is evident in a work that combines the insights of experts and professionals in charge of the different Cultural Observatories in the world. The analysis of the origins and transformations that the role played by the Observatory has undergone in recent decades provides the basis for a well-informed discussion about the future of them.

ENCATC members involved: This publication was edited by the **University of Deusto** with article contributions by from the **University of Barcelona** in Spain, **University of Catanzaro** in Spain, **Observatoire des Politiques Culturelles** and the **Ministère de la Communauté Française Wallonie-Bruxelles** in Belgium, **Utrecht School of the Arts** in the Netherlands, and **ATER Associazione Teatrale Emilia-Romagna** in Italy.

Publisher: University of Deusto | Year: 2011 | Pages: 261 | ISBN: 978-84-9830-323-0

More information: <http://www.deusto-publicaciones.es/deusto/pdfs/ocio/ocio45.pdf>



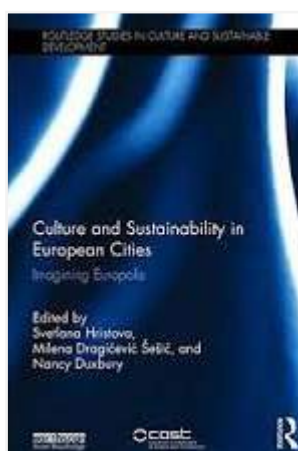
Enabling the Creators, Arts and Cultural Management and the Challenge of Social Inclusion

This book is one of the outcomes of the European Arts Management Programme, a partnership of ten higher education institutions and cultural agencies in nine European countries involved in training and research in the field of arts and cultural management. It takes a closer look at arts management education and training, cultural activities, marketing and communication for disadvantaged groups.

ENCATC members involved: This publication includes articles contributions from **South West University Neofit Rilsky** in Bulgaria, **HUMAK University of Applied Sciences** in Finland, the **Vilnius Academy of Fine Arts** in Lithuania, and **Jagiellonian University** in Poland.

Publisher: Oxford Brookes University | Year: 2008 | Pages: 308 | ISBN: 978-1-873640-65-4

More information: <https://www.eurolivre.fr/livre/isbn/9781873640654.html>



Culture and Sustainability in European Cities, Imagining Europolis

This book reveals how European cities are generating new approaches to their sustainable development, and the special contribution of culture. It addresses both a deficit of attention to small and medium-sized cities in the framework of European sustainable development. It also looks at the underestimation of the role of culture, artistic expression and creativity for integrated development of the city as a prerequisite to urban sustainability. Understand how participative culture, community arts, creativity of civic imagination are conducive to the goal of a sustainable future of small and medium-sized cities.

This publication was edited by two ENCATC members: Svetlana Hristova from **South West University 'Neofit Rilski'** in Bulgaria and Milena Dragičević Šešić from the Faculty of **Drama Arts, University of Arts Belgrade, Serbia**, along with their co-editor Nancy Duxbury from the University of Coimbra, Portugal.

Publisher: Routledge | Year: 2015 | Pages: 246 | ISBN: 978-1138778412

More information: <https://www.routledge.com/Culture-and-Sustainability-in-European-Cities-Imagining-Europolis/Hristova-Dragicevic-Sesic-Duxbury/p/book/9781138778412>



La formazione al management culturale

To deal with the theme of cultural management education is today more difficult than ever, because of the connexions between cultural, economic and employment policies, because of the close relation between governance systems and managerial models in the cultural field. In light of this, authors have been chosen coming from different realities and experiences, multiple points of view have been adopted, and academic analysis, critical essays and research have been put together.

ENCATC members involved: This publication was edited by a member from the **University of Bologna** in Italy, and includes article contributions from ENCATC the **University of Antwerp/Antwerp Management School** in Belgium, the **University of Ferrara** in Italy, the **Fitzcarraldo Foundation** in Italy, and **MeltingPro** in Italy.

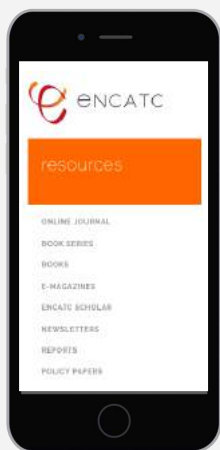
Publisher: FrancoAngeli | Date: 2017 | Pages: 264 | Language: Italian | ISBN: 978-88-917-4409-8

More information: https://www.francoangeli.it/Ricerca/Scheda_Libro.aspx?ID=23780&Tipo=Libro&vedi=ebook&titolo=La+formazione+al+management+culturale.+Scenari%2C+pratiche%2C+nuove+sfide

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Feeling too much is happening too fast? Ease your mind as we work to find and compile key EU policy developments, calls, publications, events, conferences and more. You'll get what you and your institution need to stay on top of progress and opportunities in our field.



ENCATC Praxis

Where can today's students and tomorrow's cultural managers get a jump start on their careers? Including exciting internship and training offers, inspiring interviews and more, students are equipped with tools and opportunities to internationalise and build up their profile to enter today's competitive job market with confidence.

TWICE-YEARLY



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This is a unique tool for education and lifelong learning on arts and cultural management and policy. With the teaching needs of educators and trainers in mind, we publish unique content, exclusive interviews, case studies, conference reports and more from around the globe and across sectors useful for the classroom and in the field.

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TESTIMONIALS



What attracts institutions from around the world to join Europe's leading network on cultural management and policy? Hear in their own words why members value being part of ENCATC and what this means for collaboration, new projects, and more!

"ENCATC is a dynamic and lively European network. It offers strong support for activities both on the real and virtual levels, involving our educators, researchers and managerial staff in debates, interactions, professional developments and activities of the network, and it helps to explore European practices and to compare different approaches in cultural management training and learning, offering a broad range of events and training activities."

- Didem Cakar, ÇEKÜL Foundation, Turkey



"ENCATC is an international platform for communicating and developing new forms of Cultural Administration. It is a creative and dynamic forum for an international community of creative people, researchers and experts. And we appreciate to be a part of it."

- Friedrich Loock, Institut für Kultur- und Medienmanagement, Germany





"Thanks to a friendly and sharing attitude among the network members, we managed to engage in several international co-operations like Synaxis Baltica which were summer training academies for students. It was most valuable to be able to connect students across national and cultural boundaries."

- Schultz Nyback and Ann-Sofie Köping Olsson, Södertörn University, Sweden

"Being part makes it easier for communicating and acting in the cultural management and cultural policy field. ENCATC provides opportunities to find partners and develop common projects in the field of cultural management and cultural and creative industries."

- Rasa Bartkut, Vilniaus kolegija/University of Applied Sciences, Lithuania



"ENCATC is a vital network for us in our international work. We have something to contribute, both in terms of our focus on audience development, research and insight and also in terms of the way we do training which is involving, participatory, and provides practical outcomes for people. This is something we want to share with others, try out and improve over the next few years. There are also very practical elements for us such as meeting interesting people, learning about new cultural experiences and finding collaborators for our work."

- Jonathan Goodacre, The Audience Agency, United Kingdom





"During ENCATC events, I have met a huge number of scholars and practitioners in the field of cultural heritage, having the opportunity to share both our experience and emerging issues in cultural policy and management. Many of these organizations are already part of the network and participate in international projects. Joining the network, UniMC hopes to have more opportunities to collaborate with them."

- Mara Cerquetti, University of Macerata, Italy



"Being an ENCATC member gives many possibilities to widen our perspective on the professional field. As a network of universities and organizations it helps us to make useful connections for our own professional purposes relating to various international projects and seminars. The more we have chances to learn from each others' experiences, studies and practices, the better we are able to develop this field and this education."

- Pekka Vartianinen, HUMAK University of Applied Sciences, Finland





"Being part of ENCATC means positive engagement and collaboration with international educators, researchers, students, policymakers, cultural managers and operators with a long lasting forum for transfer of knowledge and professional networking."

- Jerry C Y Liu, National Taiwan University of Arts



"The Arts, Entertainment and Media Management Department joined ENCATC the first year that membership opened to programmes outside of Europe. We are in an era in which global communication and collaboration is increasingly important."



- Dennis J Rich, Columbia College Chicago, United States



"We want to operate in an international scope besides the Euroregion we are now working in. We hope to meet colleagues and colleague institutions to learn from each other by developing new innovative formats to enlarge the involvement of citizens in art and culture."



- Tom de Rooij, De Domijnen, The Netherlands

JOIN THE NETWORK

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

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

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

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

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

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

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