



ENCATC news

A monthly e-newsletter for the latest in cultural management and policy
ISSUE N° 110

DIGEST VERSION FOR OUR FOLLOWERS

SPECIAL ISSUE!
ENCATC Member Stories, Part 2



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NOTE FROM THE EDITOR



Inspiration for your next cross-cultural and transnational collaboration

Dear colleagues,

I'm delighted to share with you the second part of our special series dedicated to 'member stories'. This summer we went through our archives to gather examples of ENCATC members working together. Pooling their knowledge and resources, they have created exciting learning opportunities, led innovative projects, and published key resources for our sector. This wonderful collaborative work **is crucial for the development of cultural management and cultural policy education** in Europe and beyond.

In our first part of this special series (issue N°109), we shared with you **17 examples of collaboration including 35 members from 20 countries**. Now in *ENCATC News*, issue N°110, we bring you the second part where we have another **18 examples of successful cooperation with 27 members in 16 countries**.

First, I invite you to find inspiration in these pages with 12 member stories. We have examples of members working on **European projects** to tackle pressing challenges the cultural sector is facing. There are **conferences, workshops, and seminars** on key cultural management and cultural policy issues showing how members share expertise, present research, and exchange experiences. There is also a story of a young researcher participating in a professional exchange abroad that started her path for a promising European and international research career.

Second, we have collected **6 publications to grow your cultural management and cultural policy library**. These books are also a way to learn about the kinds of topics members have been researching and writing on.

All these examples clearly demonstrate the **ENCATC membership's added value to realise cross cultural and transnational cooperation**. While this provides important evidence of members successfully working across borders and cultures, it is by no means an exhaustive mapping. I know that there are many more member stories to share! This is why I encourage ENCATC members on the occasion of our **25th Anniversary in Brussels this September** to bring us their stories so we can add them to our growing collection.

While it's important to document these stories for the history of our network and be a source of inspiration and reference, we're also excited to be part of our members' future. **Where will their next member story come from? Who could they collaborate with** on a project, a conference, a training, a publication?

I'm convinced successful collaborations are born from establishing and nurturing connections. With over **145 members in 41 countries in our network**, there is so much potential! To support our members to realise the greatest possibilities for cooperation, the **2017 ENCATC Annual Members' Forum** is the place to be this September in Brussels!

This one-day event on 27 September for members (and of course new members who join!) is specifically designed to boost networking. It is a trusted space to share ideas, projects, and find partners. After the Members' Forum, as part of the **25th ENCATC Congress "Click, Connect and Collaborate! New directions in sustaining cultural networks"** (27-30 September), members can expand professional contacts even further. With more than **190 Congress delegates** coming from **35 countries** in Europe and beyond there will be many exciting interactions and new connections made!

I can't wait to see what ideas will result from these exchanges at the Congress, the new projects to be launched, and the valuable contributions our members' collaborations will make for cultural management and policy.

Yours sincerely,



GiannaLia Cogliandro Beyens
ENCATC Secretary General

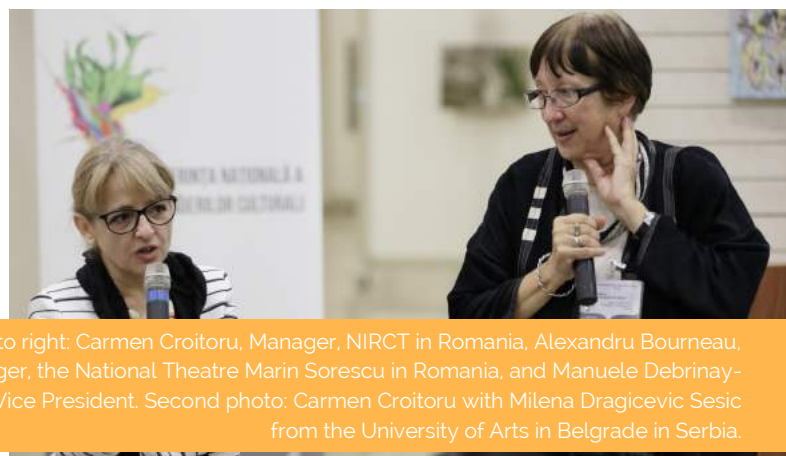


MEMBERS STORIES

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

FRANCE, ROMANIA, SERBIA: 3rd National Conference for Cultural Managers "Consideration and Disregard for Cultural Management"

Type of collaboration: Sharing expertise, exchanging experiences, conference



From left to right: Carmen Croitoru, Manager, NIRCT in Romania, Alexandru Bourneau, General Manager, the National Theatre Marin Sorescu in Romania, and Manuele Debrinay-Rizos, ENCATC Vice President. Second photo: Carmen Croitoru with Milena Dragicevic Sestic from the University of Arts in Belgrade in Serbia.

Members often seek expertise within the network because ENCATC gathers leading experts, academics, and researchers in the field of cultural management and policy. The rich diversity of cultural backgrounds also means exchanges are nourished by a variety of fresh perspectives to further stimulate and deepen reflection and new ideas.

On 29 and 30 October 2016 in Bucharest, Romania, ENCATC member, the **National Institute for Cultural Research and Training** (NIRCT) organised the 3rd National Conference of Cultural Managers. It was held at the Romanian National Library and organised in the framework of Romania's National Theatre Festival.

Delving into the theme of "Consideration and Disregard for Cultural Management", it was conceived as a forum for debates and discussions. The conference was a crucial meeting place for managers of public cultural institutions, independent Romanian cultural entrepreneurs, cultural management experts and representatives of funding institutions.

Seeking for the first time to invite international experts to this annual conference, NIRCT turned to the network. As a result, **Manuele Debrinay-Rizos, Vice-President of ENCATC**, and Milena Dragicevic Sestic, UNESCO Chair in Cultural Policy

and Management, Professor at the **University of Arts in Belgrade**, were asked to come to Bucharest to share their knowledge and experiences. This fostered a cross cultural and transnational dialogue on the many changes that the year 2016 had brought to cultural management at the national level in Romania and beyond.

Discussions centred on the importance for public and private organisations, legal aspects, and regulatory needs to develop recommendations for the sustainability of cultural management. The expertise, examples and practice shared at the conference demonstrated the application of management, as a science, in the cultural field, and called for continued research and debates on the cultural management system and the influence it has on the activity of cultural operators.

FOR MORE: <http://www.culturadata.ro/cnmciii/>

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ITALY, SPAIN & UNITED KINGDOM: "The Future of Audience Development: Research, Training & Practice"

Type of collaboration: European project, Conference

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

This major gathering was an opportunity for the ADESTE consortium (which included ENCATC and 4 of its members: Goldsmiths, University of London; MeltinPro, the University of Deusto, and the Fitzcarraldo Foundation) to present the work it has done over the past two years to research, design, and test a training module for cultural professionals working in audience development. The conference was the final event in the framework of this European project and successful collaboration among ENCATC members and cultural organisations in Denmark and the United Kingdom.

The conference kicked off with a presentation of the ADESTE project, followed by a presentation on **"From idea to practice: building audience development skills"**. This launched a lively discussion with ADESTE trainees who were professionals having participated in the training module pilot testing phase. They shared their successes and challenges taken from the experience.

Next, participants broke into parallel sessions for ADESTE trainees, professionals in the cultural and creative sector, as well as academics. These **parallel sessions** were spaces for discussion on the **training process, hard and soft skills** for the "Audience Developer" professional profile, and the **latest research** being conducted on audience development.

To enlarge the discussions to the national, regional and European levels, experts **Monica Urian** from the European Commission, **Henrik Martén** of Kultur i Väst in Sweden, and **Joanna Szwajcowska** from the Capital City of Warsaw in Poland spoke about audience development from different cultural policy perspectives.

The day closed with a World Café session where the audience was divided into smaller groups to gather and elaborate ideas for **supporting audience development**, the **skills and competences** needed, and the role **policy** should play.

The second day began with a presentation of the **Donostia-San Sebastián 2016 European Capital of Culture** which gave insight into the programming, challenges, and audience-focus strategy developed for such a major European initiative.

This was followed by another keynote speech given on the topic of **"How to place audiences at the centre of cultural organisations, a study on audience development at European level"** delivered by **Cristina Da Milano** from ECCOM - Idee per

la cultura. Her intervention opened the debate that came after on **"Audience development: between practices and theories"** where leading experts, cultural practitioners, and academics from around Europe shared their points of view on what should be done now and in the future to support audience development in Europe.

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

If this event had been a cinematic saga, it would have been closed with the words "To be continued...". ADESTE was just the beginning and built a promising foundation for future projects... which it did when ENCATC members launched the CONNECT Knowledge Alliance project involving more ENCATC members from Poland and welcoming an ADESTE partner, The Audience Agency, as a new member to the network.

DOWNLOAD THE CONFERENCE SUMMARY:
www.encatc.org/en/resources/event-reports/

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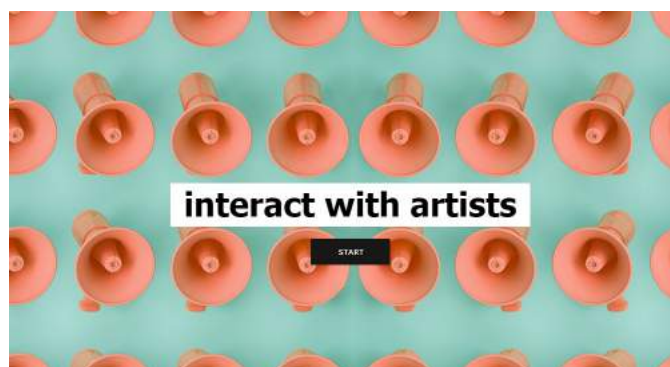


ITALY & SPAIN

BeSpecACTive!

Type of collaboration: European project

Be SpectACTive! is a project funded by the Creative Europe programme of the European Union. It is based on audience development, involving some of the most innovative European organizations working on active spectatorship in contemporary performing arts. Its members are European festivals, theatres, universities and a research center. Among the consortium are two ENCATC members: the **University of Barcelona** in Spain and the **Fitzcarraldo Foundation** in Italy.



In an age of personalization and ubiquitous interactive platforms – where audiences increasingly demand active participation in culture rather than passive consumption – BeSpecACTive! will enable European arts organizations to explore new models and concepts of participation, accessibility, interaction and social cohesion. It focuses on the interaction between cultural activities and new concepts of citizenship and legitimacy, including the most advanced theories of participatory governance.

In the project, The key word is "active spectatorship". It refers to each mechanism through which audiences, namely spectators or citizens, take on the role of decision makers with regard to the many aspects needed to carry out a theatre or dance festival. The project aims to give the audience a decision-making role, providing spectators with individual responsibilities in a common space of creation.

The research part of the project is analyzing how active spectatorship modifies and affects the modus operandi of the professionals during their artistic creation and how it can influence the programming of artistic organizations. During the research phase, the project will also be using a tool developed by another ENCATC member, **The Audience Agency** which has developed the an online tool called "[The Audience Finder](#)".

FOR MORE: <http://www.bespectactive.eu/>

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BELGIUM & FRANCE

New Economic Models for Museums in an Age of Crisis

Type of collaboration: Sharing expertise, exchanging experiences, lecture

To enhance and deepen learning on issues of cultural management and policy issues, it is crucial to foster dialogue between higher education institutions and cultural institutions so they exchange on theory, research, and practice.

In an environment of decreasing central and local government subsidies, museums face not only financial challenges, but also human resources and organisational ones. A study, conducted by the Universities of Paris-Sorbonne & Paris-Descartes and ENCATC member, Louvre Museum on behalf of the French Ministry of Culture and Communication, highlights these many challenges, whatever their size and location.

On 30 November 2015 in Antwerp, Belgium, as part of its International Lecture Series on Cultural Marketing, ENCATC member, the University of Antwerp / Antwerp Management School organised a talk on "New Economic Models for Museums in an Age of Crisis".

The lecture was moderated by Annick Schramme, ENCATC President and Professor at the University of Antwerp / Antwerp Management School. ENCATC member, Anne Krebs from the Research and Collections department at the Musée du Louvre in Paris was invited to present the study along with Xavier Greffe, Professor at the Science Economique Université de Paris 1 - Panthéon Sorbonne.



Research results presented showed **new perspectives for museums**: enlarging and outreaching to their **audiences**; increasing their own **resources**; adapting their **staff management** and profiles; adopting new legal designs, etc. This lecture also highlighted the **new economic and legal models** capable to ensure efficient and sustainable **development** for contemporary museums, and reflected on the issue whether museums created two centuries ago can still have the same function.

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PHOTO CREDIT: by Ken and Nyetta, via Flickr, CC BY 2.0

RUSSIA & SERBIA

Policy of Cultural Policy

Type of collaboration: Sharing expertise, exchanging experiences, conference



From left to right: Michael Quine, former ENCATC board member, Maria Naimark from INTERSTUDIO, Milena Dragicevic Sestic from the University of Arts in Belgrade in Serbia, and Irina Khzhinskaya from INTERSTUDIO.

From 21-22 March 2015, in St. Petersburg, Russia **INTERSTUDIO-SPB**, a member of ENCATC, held the "Policy of Cultural Policy" conference. It was organised with support of the Ministry of Culture of Russia and the St. Petersburg Committee for Culture, in collaboration with the St. Petersburg Branch of the Theatre Union of Russia and with contribution of the St. Petersburg Bryantsev Theatre for Young Spectators.

Held in the framework of the Yufit Assemblies project, the event focused on the modernity and the preservation of the most effective traditional approaches to the issues of art management and cultural policy in Russia and abroad.

The conference was dedicated to the ever topical theme of state regulation in the sphere of culture. ENCATC member, Milena Dragicevic Sestic (**University of Arts, Belgrade, Serbia**) shared her cultural policy expertise as one of the keynote speakers. In exchanges with Russian and foreign experts, scholars and practitioners, it was clear that cultural policy challenges at the national level are shared or very similar despite region, country, or language. Understanding common challenges opens new pathways for discussion that can lead to problem solving and new policies.

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FINLAND & ESTONIA

Insights and Tools for Managing Arts Projects with Societal Impact

Type of collaboration: European project, conference

The MAPSI project links three key art/cultural management master programmes: **ENCATC members**, the **Estonian Academy of Music and Theatre** and the **University of Arts Helsinki Sibelius Academy**, jointly with the University of the Basque Country and the expertise of the Applied Economics and Cultural Economics and Laurea University of Applied Sciences. Pooling their expertise, the project consortium works to integrate the transnational and interdisciplinary fields of art, management and societal impact by developing a novel understanding on the interaction between art and society and increasing the skills and competences of future cultural managers to foster the valuable interface.



First MASPI project conference in Tallinn, Estonia.

The project's first international conference was held in Tallinn, Estonia, on 7 July 2015. It sought to explore the emerging issues around managing art projects with societal impact topic including management approaches, cultural policy, social sciences, arts and economics.

More than 90 researchers, academics, students, educators, and practitioners involved with artistic and societal activities attended from the UK, Finland, Estonia, Lithuania, Latvia, Germany, Taiwan, Greece, Italy, Australia, Netherlands, and Norway.

Over the course of the project, the consortium delivered key study and guide books, an e-learning course, an internship model, and final reports. They also organised a summer school and final project conference.

FOR MORE: <http://www.mapsi.eu/>

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BELGIUM, FRANCE, THE NETHERLANDS

3rd International Research Conference on the Cultural and Creative Industries

Type of collaboration: Sharing expertise, exchanging experiences, conference

The 3rd International Research Conference on the Cultural and Creative Industries was held from 22-23 May 2014 in Antwerp, Belgium. This 2-day event was organised by ENCATC members, the **University of Antwerp / Antwerp Management School** and **Utrecht School of the Arts** to tap into key CCI trends and the (changing) dynamics between them: entrepreneurship, the urban environment and the role of creative, innovative and educational knowledge institutions.

Opening the conference was invited keynote speaker, Ms. Edna Dos Santos, former Head of Creative Economy at the United Nations Conference on Trade and Development (UNCTAD), one of the very first organisational structures devoted to creative industry and economy. Dos Santos spoke to the audience about "The Rise of the Creative Economy" and provided an overview of developments in the past decade that have increased the importance of the creative industries. Nowadays, creative policies have a very strong place within governments and the creative economy serves as a strategic policy to foster economic growth, jobs, trade and innovation, while contributing to cultural diversity and a more inclusive and sustainable society.

Professor Robert Kloosterman, professor of Economic Geography and Planning at the University of Amsterdam, was also invited to speak at the conference. From his point of view, there is no longer a difference between high and low culture, but he argues there remains a division between niche oriented culture and mainstream culture. The larger-scale, niche oriented cultural amenities (like Tate Modern) need government support he says because of market failure. Furthermore, he stated that the authenticity of these organisations is threatened by further commercialisation and commodification and therefore need support.

The conference also included presentations from renowned experts sharing their theoretical/conceptual papers. ENCATC member, Edwin Juno-Delgado, from the **Burgundy School of Business** in France, was invited to present his paper on "The Emergence of a Cultural Area in the Dijon Capital of Mustard. Lessons learned and applied to a nascent cultural area in Dijon", an example of CCI in an urban context.

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BELGIUM & ITALY

Hosting young researchers to help advance their early careers

Types of collaboration: Professional exchange

In 2013, when looking to apply for the young researcher's grant "Bando Giovani Ricercatori", Italian researcher Elena Borin from the University of Ferrara's Department of Economics and Management, needed to find a host organisation for a research period abroad.



From left to right: Researcher Elena Borin, Professor Jean-Dominique Seroen, and ENCATC's Secretary General, Giannalia Cogliandro Beyens.

Elena's PhD supervisor at the time, Professor Fabio Donato suggested seeing if another academic institution in ENCATC's network specialising in cultural economics and management would be interested to host her. Following the advice of ENCATC's Secretary General, Giannalia Cogliandro Beyens, a partnership was set up with ICHEC Brussels Management School in Belgium. ICHEC's Professor Jean-Dominique Seroen whose own work relates to new business models, new technologies as defining element for the development of business models, made for an excellent fit to nurture Elena's research career as she was focusing on how European policies have contributed to rethinking in the cultural sector and to the development of Public-Private partnerships in this field.

This successful cooperation also resulted in ICHEC and the University of Ferrara organising a half-day seminar on the subject with the support of ENCATC and the participation of other universities and arts-cultural institutions both in and outside the ENCATC network.

Since this research period in Belgium in 2013, Elena Borin has gone on to obtain her PhD at the University of Ferrara in Italy. In 2016, she was awarded the ENCATC Research Award on Cultural Policy and Cultural Management for her PhD thesis "*Public-Private Partnership in the Cultural Sector: A comparative analysis of European Models*".

ENCATC CONTACT:

Elena Borin is now an Assistant Professor at the Burgundy School of Business elena.borin@bsb-education.com

ESTONIA, ITALY & SWEDEN

KVALUES - Key competences: validating adult learners' educational experiences

Types of collaboration: European project



The KVALUES project - Key competences: validating adult learners' educational experiences (2011-2013) was a project funded by the European Commission under the Lifelong Learning Programme GRUNDTVIG.

The project was coordinated by ENCATC member, the **Luigi Sturzo Institute** and involved a consortium of 8 partners that included 3 other ENCATC member institutions: the **Tallinn Creative Hub** in Estonia, **Melting Pro. Laboratorio per la Cultura** in Italy, and **DIK** in Sweden. This is an excellent example of ENCATC members collaborating and pooling their knowledge, skills and competences to implement a successful transnational cultural project.

The project consortium developed and tested the digital storytelling methodology as an innovative tool to guide adults and young adults in disadvantaged conditions to self-evaluate and recognize skills and key competences acquired through informal learning context. These contexts included work, volunteering, family and community related activities.

Besides contributing to the European debate, KVALUES aimed at identifying which competences and skills can be validated by engaging different stakeholders. It also contributed to the development of outreaching strategies to engage more adults in LLL, especially the ones more difficult to reach for various reasons (social, cultural, economical).

FOR MORE: <http://meltingpro.org/en/progetti-en/european/kvalues/>

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ITALY & THE UNITED KINGDOM

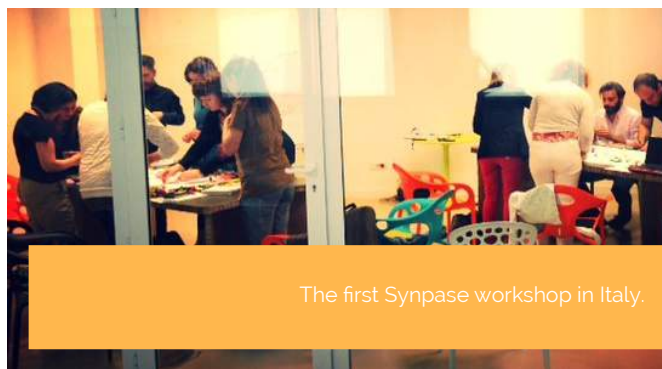
Bringing the first "Synapse" workshop to Italy

Types of collaboration: Sharing expertise, exchanging experiences, workshop

Melting Pro. Laboratorio per la Cultura launched the first Synapse Workshop in Italy in collaboration with Adrian De La Court from the Institute for Creative and Cultural Entrepreneurship (ICCE) at Goldsmiths, University of London.

Melting Pro had been introduced to Synapse when the two ENCATC member institutions were part of the CREAM European project (2011-2013). Having experienced for themselves the innovative and dynamic Synapse training designed by Goldsmiths, it was exciting for Melting Pro to introduce Synapse and widen its visibility in Italy.

The one and a half day intensive workshop took place from 21-22 May 2013 gathering participants with different backgrounds in the cultural and creative sector: theatre, dance, arts management and even the food industry. Organised at the HUB Rome, the Synapse workshop guided the 12 participants based in Italy through a dynamic process of group working to stir their creative ideas, identify their tangible impact and understand the change they want to make in their sectors.



Participants were encouraged to break the rules used so far in thinking about their jobs and projects through a series of practices based on industry and asset mapping, skills mapping, entrepreneurial modelling, design thinking, creative playing. The creative process in which Adrian De La Court re-immersed the group contributed to the construction of a collaborative and inspiring atmosphere that made the workshop effective and highly appreciated by participants for its innovativeness and power.

This Synapse workshop represents one of the first steps that Melting Pro took to introduce the needed change in the Italian cultural and creative sector, starting from the simple and strong belief that "small changes are radical".

FOR MORE: <http://www.gold.ac.uk/icce/synapse/>

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FINLAND & THE NETHERLANDS

The new creative flow of diversity

Types of collaboration: Sharing expertise, exchanging experiences, workshop

ENCATC member, **Sybelius Academy in Helsinki** celebrated the 15th Anniversary of its Arts Management Master Degree Programme in 2012. Founded by Osmo Palonen, ENCATC board member from 1999 – 2005, this programme has realized a solid position in the European educational infrastructure.

In December 2012, the Academy invited ENCATC member, Giep Hagoort from **Utrecht School of the Arts (HKU)** in the Netherlands to deliver a keynote at the special alumni event to mark the anniversary and accompany it with a workshop for arts management students.

In this keynote address, Professor Hagoort discussed the transformation of the traditional cultural and creative industries, into what he calls *The New Creative Flow of Diversity* with crossovers, digital networks, and cooperative projects of independent creative professionals (in line with HKU's study from 2010). This creative flow is a possible answer to the problems and obstacles that we experience at present.

The economic crisis is creating a negative climate for young creative people who want to realize their professional dreams. The traditional way of art management of existing cultural institutes does not express the urgency to innovate their management systems bottom-up. It is widely expected that Cultural Entrepreneurship is a quality in-need, but the government and the existing research centres do not pick up the call for adequate survival knowledge to optimize the functioning of cultural and creative firms in the perspective of the new creative and sustainable economy.

On this occasion, a DIY workshop was organised to take the above mentioned observations as a starting point, with a central focus on the role that art management master programmes can play. Together with the students, Professor Hagoort elaborated the DIY (Do It Yourself) approach to emphasize the importance of integration of self-governance, teamwork, leadership and entrepreneurship. The goal of the workshop was to sketch this integration within an individual creative business picture, including the notion of Cultural Business Modeling.

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ITALY & DENMARK

Managing Cultural Organisations

Type of collaboration: Sharing expertise, exchanging experiences, workshop

ENCATC members **GIOCA – University of Bologna** and **Copenhagen Business School**, in cooperation with the European Institute of Advanced Studies in Management organised the 4th edition of the "Managing Cultural Organisations" Workshop from 25-26 October in Bologna, Italy in 2012.

Arts organisations, exhibitions centres, galleries, museums, and performing arts institutions have increasingly been put under pressure in the name of improved business efficiency and customer satisfaction. Privatisation, "companisation" and "managerialisation" processes have often suggested as the solution for the survival of such entities. However, management and economic views tend to assume the character of a self-referential, arbitrary and even colonialist imposition of economic theory and management rhetoric on professional contexts and disciplines, which fail to be understood at the managerial and political levels. Serious conflicts between arts professionals and management experts are perceived all over the world, in both the performing arts and the visual art world, though in different forms.

The workshop provided a forum for a fresh debate and dialogue between conflicting views between these two worlds, trying to understand better the logic, patterns and possible consequences of the variety of changes occurring in the management practices currently being adopted for arts organisations. In this sense, the workshop addressed the concerns not just of management scholars and experts, but those of all types of cultural professionals involved in the processes of creating and presenting the arts and broadened cultural services, as well as managing their organisations.

Papers were also presented on different perspectives, with attention to performance management systems, planning and strategy development in cultural organisations, and the role of creativity as an engine for regional development.

The design of the event, with a small number of participants discussing each contribution in depth, effectively fostered the interchange of ideas and the comparison between different trends among European countries.

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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.

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.

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, France, 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!

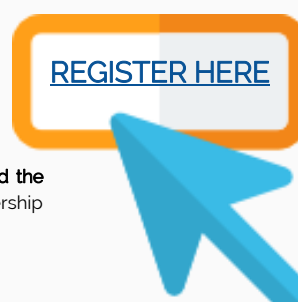
19:00 - 21:30 **TALKS ON THE ROLE OF BRUSSELS IN EUROPEAN CULTURAL DIPLOMACY**

HOW CAN I PARTICIPATE?

Online registration is open until 10 September!

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

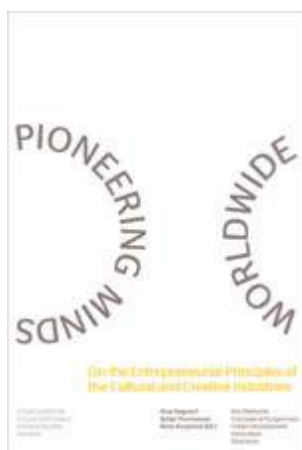
ENCATC members can **register for FREE** to attend the **Members' Forum** as part of their core membership benefits.



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.



Pioneering Minds Worldwide. On the Entrepreneurial Principles of the Cultural and Creative Industries

Even after the recent economic crisis, cultural and creative industries are still able to easily draw audience members and consumers, as well as new talent to enrich these fields. Exploring the topic from economic, artistic, and policymaking perspectives, *Pioneering Minds Worldwide* is an interdisciplinary approach to these trades on a global scale, while making an important distinction between the cultural sector—products that are consumed on the spot, such as concerts or dance performances—and the creative sector, which generates artistic products that we have a protracted interaction with, i.e. design, architecture, and advertising. The authors of these highly informative essays offer new concepts and viewpoints on the entrepreneurial dimension of the cultural and creative industries in sixteen countries and explore how urban area development, new technological innovations, and education all influence these continually expanding industries.

ENCATC members involved: This publication was edited by members from **Utrecht School of the Arts** in the Netherlands, with article contributions from members of the **University of Antwerp / Antwerp Management School** in Belgium, the **Copenhagen Business School** in Denmark, **Cultuur-Ondernemen** in the Netherlands, the **University of Kent** in the United Kingdom

Publisher: Eburon Academic Press, Delft | Year: 2012 | Pages: 191 | ISBN: 978-90-5972-619-2
More information: https://eburon.nl/product/pioneering_minds_series/

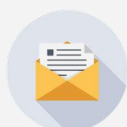


Le marketing des arts et de la culture

Cet ouvrage reconnu mondialement est le seul entièrement consacré à ce sujet complexe. Il présente les principaux concepts de marketing en expliquant comment les adapter aux spécificités du domaine des arts et de la culture. Nourri par l'expérience de terrain et d'enseignement de François Colbert et de ses collaborateurs, ce livre offre une vision d'ensemble de la théorie sans jamais perdre de vue ses applications pratiques.

ENCATC members involved: **HEC Montréal** in Canada and **Columbia College Chicago** in the United States

Publisher: Chenelière Education | Year: 2014 | Pages: 296 | ISBN: 9782765045274
More information: <https://www.cheneliere.ca/8671-livre-le-marketing-des-arts-et-de-la-culture-4e-edition.html>



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.



Dialogue in the Med: Exploring Identity through Networks

This is a proceedings of "Dialogue in the Med", the first Annual Valletta 2018 International Conference on Cultural Relations in Europe and the Mediterranean. The event addressed aspects of contemporary cultural relations across the Mediterranean in the framework of Valletta as European Capital of Culture 2018. Held at the University of Malta Valletta Campus in early September 2014, it was addressed by a broad range of international and local speakers, people working within the fields of cultural policy, academia and research, artists and political activists, and European Commission. Representatives.

This publication includes article contributions by ENCATC members from the **University of Barcelona** in Spain and the **University of Malta**.

Publisher: Foundation de Malte 2018 | Year: 2015 | Pages: 316 | ISBN: 978--1-326-44877-6

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



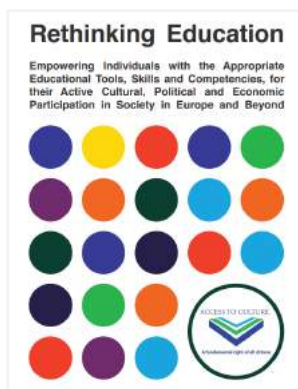
L'artiste un entrepreneur?

Amenés à travailler par projets, créant des structures de production ou engageant des équipes de collaborateurs pour mener leurs travaux à terme, les artistes de toutes les disciplines adoptent de plus en plus souvent des modes de fonctionnement proches de ceux des entrepreneurs. Une quarantaine de contributions, émanant de chercheurs belges, français et hollandais, font le point sur cette évolution, la resituent dans son contexte historique, étudient les questions qu'elle pose aux plans juridique, économique, politique et social, mettent en lumière les rapports complexes entre les mondes de l'entreprise et ceux de l'art. Des acteurs de terrain apportent aussi leur point de vue et témoignent de leur expérience.

ENCATC members involved: This publication was produced under the direction of **SMartBe** in Belgium with article contributions from ENCATC members: the **University of Antwerp / Antwerp Management School** in Belgium and **Utrecht School of the Arts** in the Netherlands.

Publisher: Les Impressions Nouvelles | Year: 2011 | Pages: 400 | ISBN: 978-2-87449-125-2

More information: <http://smartbe.be/fr/comprendre/publications/publications-du-bet/lartiste-un-entrepreneur/>



Rethinking Education

This publication focuses on Empowering individuals with the appropriate education tools, skills and competencies, for their active cultural, political and economic participation in society in Europe and beyond aims to foster critical debate, stimulate innovative thinking and publish contributions written by academics, research experts as well as a broader set of practitioners, organisations, artists, and people working in the cultural and education policy field.

This book includes articles contributions from ENCATC members: the **University of Deusto** in Spain, **Youth Unit of Artists at the NGO "KATKA"** in Ukraine, and **Goldsmiths, University of London** in the United Kingdom.

Publisher: Access to Culture Platform | Year: 2013 | Pages: 360 | ISBN: 9789090284378

More information: <http://www.houseforculture.eu/upload/Docs%20ACP/ACP2013WebVersionFull.pdf>



Beyond Frames

Initially a provocative concept that incited lively debate and skepticism both in academic circles and among artists and cultural sector professionals, the creative economy is now an accepted force in global development. Complex interactions between both formal and informal, commercial and noncommercial, instrumental and intrinsic notions of knowledge and creativity demonstrate how cultural, technological, social, and economic development can all be valued and understood. In this book, contributors explore this complexity through three interdependent concepts, the "triple helix" of creative economy: the entrepreneurial spirit, the urban environment, and knowledge institutions. Featuring empirical data and country-specific case studies, Beyond Frames also takes a broader view, considering the dynamics between the three elements and exploring both the societal value and the spillover effects of cultural and creative industries.

The authors of the publication include ENCATC members from the **University of Antwerp/Antwerp Management School** in Belgium and **Utrecht School of the Arts** in the Netherlands.

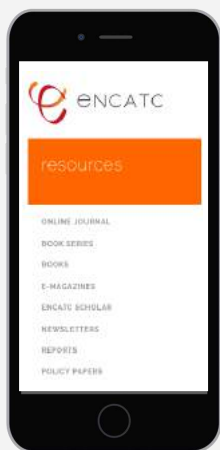
Publisher: Eburon Academic Press, Delft | Date: 2014 | Pages: 264 | ISBN: 9789059728844

More information: https://eburon.nl/product/beyond_frames/

ENCATC RESOURCES

Do you know about our publications designed for your cultural management and policy needs?

Your trusted resources any time, anywhere



Never miss a beat!

All of our ENCATC resources are all available in one place and in easy to use in e-formats.

Learn more and visit us on the web at: encatc.org/resources



ENCATC interview series

Our interview series brings you discussions with people at the very top of our field, inspiring cultural entrepreneurs, and innovators. These insightful conversations are useful in the classroom, to share with colleagues, or if you are just in need of some inspiration!

WEEKLY



ENCATC Flash

An essential weekly must-read for the latest news and happenings in cultural management and policy. Always benefit from a free publication, a rich offer of training and networking events, and a cultural discovery to satisfy your cultural curiosity!

MONTHLY



ENCATC News

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.

TWICE-YEARLY



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.



/encatcSCHOLAR

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.

YEARLY



ENCATC Journal of Cultural Management and Policy

Be part of the stimulating debate on hot research topics in our field happening among scholars, educators, policy makers and cultural managers. Benefit from the Journal's scientific rigor to bring you a multidisciplinary perspective bridging theory and practice.



ENCATC Book Series on Cultural Management and Cultural Policy Education

Designed to promote the work of young promising researchers, this series is a must for your university library or collection on the topic of cultural management and policy.



Conference Proceedings

Nowhere else will you find a collection of articles on cultural management and policy and with such expansive geographic coverage. Stay on top of the newest research being conducted each year in the field.



ENCATC video series

Our YouTube channel is rich with more interviews with leading thinkers and influencers.

Useful to launch classroom discussions and compliment your existing teaching material.

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

Together we have the power to influence policy and education

Influence

Shape the sector and European policy on cultural management and policy education by engaging with **UNESCO**, the **Council of Europe**, **EU institutions**, and national governments.

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Subscription to the **latest and important developments** in cultural management and policy.

11 x Praxis Magazine

Receive our **e-magazine** for your students packed with **internship and training offers**, inspiring **interviews** and **opportunities**.

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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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