



# ENCATC news

A monthly e-newsletter for the latest in cultural management and policy  
ISSUE N° 113

DIGEST VERSION FOR OUR FOLLOWERS



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### WHAT ARE YOU MISSING?

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role of cities and what you can  
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University of London



# NOTE FROM THE EDITOR



## Strengthening European Identity through Education and Culture

Dear colleagues,

What a joy to see that the year 2017 ends with the European institutions recognising the crucial role culture plays in education and building a more cohesive, inclusive and prosperous Europe!

First, on 14 November the European Commission set out its vision for the future of education in the "Communication: A European Education area by 2025: fostering a European Identity through Education and Culture". This document proves the Commission believes that it is in the shared interest of all Member States to harness the full potential of education and culture as drivers for job creation, economic growth, and social fairness as well as a means to experience European identity in all its diversity. With this document, the Commission also recognises that education is key for the future of Europe because it is education that equips us with the skills we need to become active members of our increasingly complex societies. It is education that helps us adapt to a rapidly changing world, to develop a European identity, to understand other cultures and to gain the new skills one needs in a society that is mobile, multi-cultural and increasingly digital.

The ideas the Commission has formulated in the Communication were intended as a contribution to the EU Leaders' meeting on 17 November 2017 in Gothenburg, Sweden, where discussions took place on the future of

education and culture. At this meeting, EU leaders and Heads of Government of EU Member States discussed concrete ideas to further the EU's education and culture agenda, such as: scaled-up mobility and exchanges for young Europeans; a network of European universities; the mutual recognition of secondary education diplomas; and an Erasmus for young artists.

Then on 14-15 December, the Council of the European Parliament met in Brussels during which time it adopted conclusions on social as well as on education and culture. These conclusions further build on the discussions held in during the Leaders' Agenda debate.

ENCATC members are the best at knowing how culture is key for creating a strong sense of European identity. Their constant involvement in teaching culture in their educational activities are essential contributions to fostering cohesion that will be vital working towards a European Education Area based on trust, mutual recognition, cooperation and exchange of best practices, mobility and growth.

This important EU policy momentum behind culture and education is fully embraced by ENCATC and its membership. I believe it will create many new opportunities for our network to being the only network crucially situated at the intersection of culture and education.

I look already forward with lot of enthusiasm to the new year 2018 and thus for sharing with all the readers of our newsletter the new policy developments on this specific issue alongside all the innovative actions resulting from this very important new EU communication.

I wish you all Merry Christmas and Happy New Year 2018!

Yours sincerely,



GiannaLia Cogliandro Beyens  
ENCATC Secretary General



# NEWS FROM ENCATC



## UPCOMING EVENTS

Reserve your place for two major ENCATC events in New York City

Join us from 12-16 February 2018

Registration has opened for the 2018 edition of the [ENCATC International Study Tour](#) and of the [ENCATC Academy on Cultural Relations and Diplomacy: The Rising Role of Cities](#). Over the course of five days explore - with the support of concrete case studies through the onsite visits - the complexity of the cultural dimension of city diplomacy.

Join academics, researchers, cultural managers, practitioners, artists, policy makers, and artists to **gain unique access to New York City's most exciting cultural institutions**, knowledge on the rising role of cities in culture and diplomacy, and the expertise of cultural and community leaders working in one of the most vibrant cities in the world.

Taking place in **New York City** from **12-16 February**, our 2018 programme will offer insights and experiences in the following areas:

- understand the historical background and the contemporary issues faced by cities in international cultural relations
- explore the role of cultural leadership linking the local and the global
- grasp the diversity of roles arts/cultural organisations can have in relation to state diplomacy and local cultural engagement



- experience the links between international, state and local actors operating in cultural relations and diplomacy
- witness how cities, culture and conflict can link
- envisage how culture must be at the heart of sustainable urban development.

The 7th International Study Tour and the 7th Academy on Cultural Relations and Diplomacy are designed and implemented in close cooperation with our members, New York University and Goldsmiths, University of London. The 2018 edition of the Study Tour can also count on the partnership with the Association of Arts Administration Educators.

**Don't wait to reserve your place!** Members of ENCATC and AAAE can take advantage of **special rates!**

## 7th ENCATC International Study Tour

12-14 February 2018, New York City, USA

## 7th ENCATC Academy in Cultural Relations and Diplomacy: The Rising Role of Cities

15-16 February 2018, New York City, USA

### THEME OVERVIEW

The speed and scale of urbanisation in the world is unprecedented.

Thus it is not surprising that the rise of city diplomacy is challenging the monopoly of the state in diplomacy.

Increasingly, cities, on their own merits, as well as building on networked arrangements, are an important actor in international relations.

The cultural dimension of their activity is complex comprising interconnected economic, social, political and environmental strands.

These two events will have you getting a behind the scenes meeting with cultural managers and leaders of flagship arts and cultural institutions playing important roles in New York's visibility and influence on the global stage. Meet and learn from experts who can unravel the complexities, share resources and lead exciting discussions.

### WHO SHOULD ATTEND?



Participants from our target audience represent:

- higher education institutions
- training centres
- research centres
- arts and cultural organisations
- cultural networks
- cultural foundations
- consultancies
- local, regional and national governments
- EU and international institutions

As individuals they are:

- academics
- researchers
- trainers and educators
- cultural managers
- policy makers
- artists and creatives
- students



### TOPICS TO BUILD OUR PROGRAMME

10 key topics for "The Rising Role of Cities"

- |   |   |   |
|---|---|---|
| • The Rising Role of Cities in International Cultural Relations | • The Importance of Non-State Actors in Cultural Diplomacy: Cities and Flagship Museums: Exhibitions and National Promotion or Museums as R&D for Societies: Case Study of the MoMA | twining, Sister cities                        |
| • State Cultural Diplomacy meets City Diplomacy                 | • Bilateral City Diplomacy - Town   | • Networks of Cities - UCLG's Agenda 21 & C40 |
| • The Rise of City Diplomacy                                    |   | • Cities, Culture and Conflict                |
| • The New Yorkness of the UN                                    |   | • City, Culture & the Environment             |
|   |   | • City Diplomacy through Global Events        |



### FIRST SPEAKERS ANNOUNCED WITH MORE TO COME!

Meet your leading experts and top academics who will share their insight and expertise. Lectures and presentations will complement the study visits to arts and cultural organisations. [Learn more about our speakers here.](#)



**STUDY TOUR SPEAKER**

**Sandra Lang**

New York University

Clinical Associate Professor of Art and Art Education and Director of the Visual Arts Administration M.A. Program



**STUDY TOUR SPEAKER**

**Richard Maloney**

New York University

Clinical Associate Professor and Director of the Performing Arts Administration graduate program



**ACADEMY SPEAKER**

**Carla Figueira**

Goldsmiths, University of London

Director of the MA in Cultural Policy, Relations and Diplomacy and of the MA in Tourism and Cultural Policy



**ACADEMY SPEAKER**

**Gerald Lidstone**

Goldsmiths, University of London

Director of the Institute for Creative and Cultural Entrepreneurship

## UNLOCK UNLIMITED POTENTIAL FOR YOU & YOUR ORGANISATION

The unique hands-on learning and international dimensions of these two events will open endless possibilities for professional development and visibility of your organisation.

### STUDY TOUR BENEFITS

1. Develop collaborations and ties for you and your institution as you meet with representatives coming from universities, art organisations, and cultural companies
2. Find partners in New York and the United States by sharing your institution's project ideas
3. Invest in professionalization when you learn new knowledge and bring back best practice and cases to be shared with colleagues
4. Raise the profile of your institution by representing it to an international audience and grow your professional network at the same time

### ACADEMY BENEFITS

1. Build your knowledge and skills within cultural policy and international cultural relations
2. Develop a critical understanding of the cultural dimension of the city and complex relationships with the economy, society, politics and the environment
3. Experience diverse opportunities to engage with key current policy and practitioner concerns in this area
4. Find partners by sharing your institution's project ideas
5. Gain access to a rich bibliography on Culture in External Relations

### TALK WITH GERALD LIDSTONE

What can you expect from the Academy in 2018? We talk with one of the programme's designers and speakers.



As a leading expert in culture in external relations, see why this learning opportunity is unique in its design and offer.

Read the interview on pages 15-16.

### WHAT DO PEOPLE SAY ABOUT THE STUDY TOUR & ACADEMY?

Each now in their 7th editions, the ENCATC International Study Tour and the Academy have built reputations for bringing excellence to the field of cultural management and policy. Want more testimonials? [Click here](#).

*"The **ENCATC Study Tour** was a non-traditional meeting in a very interesting region. The people of the organization did an excellent job. The professionals in charge of sharing the academic experiences were very well chosen. The program was developed as planned. The participating group had opportunities for effective interrelationship. I believe that the expected objectives were achieved, but above all I praise the methodology in situ."* Maria Jenkins from FECERED, participant to the ENCATC Study Tour in the Emirates (2017)

*"The **ENCATC Academy** is a unique opportunity to acquire and share knowledge and to create/develop networks. It gives us the opportunity to be in contact not only with policy makers, cultural managers or researchers, but with the important knowledge and know-how that is behind all them."* ENCATC Academy participant (2017)

### ACCESS TO TOP CULTURAL INSTITUTIONS IN NYC

By collaborating with our member, New York University, we will gain unprecedented access to top arts and cultural institutions in the city thanks to the strong relationships the university has with New York's vibrant cultural scene.

[Watch the video](#) to learn about their programme and the ties it has to the arts.



### FEES & REGISTRATION

Registration is required for all participants.

Registration for the two events is separate, but participants are strongly encouraged to reserve their places to attend both.

Members of ENCATC and AAEE can take advantage of special rates!

If you're not yet an ENCATC member, [learn more here](#).

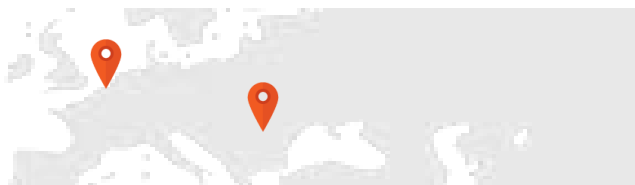
	INTERNATIONAL STUDY TOUR	ACADEMY
ENCATC & AAEE Members 	220€ per person	200€ per person
	<a href="#">REGISTER</a>	<a href="#">REGISTER</a>
All other participants	280€ per person	280€ per person
	<a href="#">REGISTER</a>	<a href="#">REGISTER</a>

The 7th International Study Tour and the 7th Academy on Cultural Relations and Diplomacy are designed and implemented in close cooperation with our members, New York University and Goldsmiths, University of London. The 2018 edition of the Study Tour can also count on the partnership with the Association of Arts Administration Educators. ENCATC is co-funded by the Creative Europe Programme of the European Union.



# NEW MEMBERS

Meet our newest members from Belgium and Romania



## EuAbout Lab ASBL in Belgium

EuAbout Lab ASBL was established in 2016 by specialists experienced in EU projects and is composed of several Italian institutions, small and medium enterprises, professionals active in the field of education and training, culture and creativity, social innovation, research. Its mission is to reinforce the presence of Italian organisations and institutions in European context. It aims to narrow the gap between its members and the EU institutions, promoting better understanding of EU, its policies and opportunities, and supporting greater involvement in European projects, partnerships and networks. EuAbout Lab represents, advocates, and promotes the participation of Italian public and private entities and creates a common platform for sharing ideas, competences, methodologies, practices at European and international level. Our new contact is Alexandra Storari, EuAbout Lab Director. She is specialised in the fields of: Education, Training, Culture, Tourism, Creativity, SMEs. She has worked also on European structural and investment funds. FOR MORE: <https://www.euaboutlab.eu/>



ENCATC CONTACT:  
Alexandra Storari  
[alexandra.storari@euaboutlab.eu](mailto:alexandra.storari@euaboutlab.eu)

## Sibu International Theatre Festival in Romania

The Sibiu International Theatre Festival promotes artistic creation of the highest quality, by presenting only the most representative performances of the moment, in order to identify valuable landmarks at a national, European and international level. Our new contact is Constantin Chiriac, an actor and cultural manager based in Sibiu, Romania. He holds several positions that have a broad international reach such as: President of the Sibiu International Theatre Festival (since 1994); President of the Democracy Through Culture Foundation (since 1994); General Manager of the National Theatre Radu Stanca Sibiu (since 2000); Manager of the Sibiu Performing Arts Open Market (SPAOM); Order of the Crown – decoration offered by His Majesty King Albert II of Belgium. FOR MORE: [www.sibfest.ro](http://www.sibfest.ro)



ENCATC CONTACT:  
Constantin Chiriac  
[tnrs@sibfest.ro](mailto:tnrs@sibfest.ro)

# ENCATC AGENDA

## People, Places & Meetings

What was ENCATC up to in November and December? The ENCATC team led by the ENCATC Board and Secretary General regularly meet with policy makers, influencers, new partners, and members to foster partnerships, develop new projects, and expand the network's visibility in Europe and beyond. Here's a selection of key meetings and visits:



### 7 November in Brussels, Belgium:

ENCATC Secretary General, GiannaLia Cogliandro Beyens presented the network to members of the delegation from Ministry of Culture of Taiwan: Shih-Fang Hung, Director, Department of General Planning, and Ting-Hong Lin, Officer, Department of General Planning as well as Yi-Chin Huang, Mission responsible, Cultural Centre of Taiwan in Paris and Sophie C.H. Change, Secretary, Taipei Representative Office in the EU and Belgium. (Picture above)

### 21 November in Brussels, Belgium:

ENCATC Secretary General, GiannaLia Cogliandro Beyens met with Alexandra Storari, Director of EuAboutLab, a new member of ENCATC to discuss opportunities to collaborate on future projects and activities.

### 5 December in Milan, Italy:

ENCATC was represented by Secretary General, GiannaLia Cogliandro Beyens, at the European Year of Cultural Heritage 2018 Steering Committee meeting to discuss how to build a legacy for EYCH, youth engagement, transnational coordination and funding limitations.

### 7-8 December in Milan, Italy:

ENCATC's Secretary General, Giannalia Cogliandro Beyens attended the European Culture Forum organised by the European Commission. ENCATC's membership was well represented as 25 members in the network from 12 countries also attended the event.

### 12-13 December in Paris, France:

ENCATC Secretary General, GiannaLia Cogliandro Beyens attended the "2005 Convention - Eleventh session of the Intergovernmental Committee". During this session, the Committee will establish its work plan for 2018-2019 and discuss "Cultural and Creative Industries: A new Agenda for the Development Community?"

# ENCATC JOURNAL

A new issue is available and now with prestigious recognition  
of major European Index

## New volume of the *ENCATC Journal of Cultural Management and Policy* is published!

ENCATC has published this December the 7th Volume, Issue 1 of its *Journal of Cultural Management and Policy*. In this new issue 12 authors from Estonia, Germany, Italy, Singapore, Sweden, the United Kingdom, and the United States had articles selected from the Journal's double-blind review process. The Journal's opening article is by Dr. Jonathan Price from On The Edge Research in the United Kingdom on "The construction of cultural leadership".



The other topics covered in the 6 remaining articles include: "The mind of the artist/the mind of the leader: what neuroscience can teach us about the training of arts managers and leaders"; "Originated in China: Western opera and international practices in the Beijing National Centre for the Performing Arts"; "Cultural Capital schemes in Asia: mirroring Europe or carving out their own concepts?"; "Checkboxes and radio buttons: metrologies, cultural policy, and the dispositif of art management"; "Factors affecting strategic management attitudes and practices in creative industries organisations"; "Foreign cultural policy in processes of transformation: perceptions of German-Tunisian cultural exchange".

Launched in 2011, the ENCATC Journal has the objective is to stimulate the debate on the topics of cultural management and cultural policy among scholars, educators, policy makers and cultural managers. The Journal is based on a multidisciplinary perspective and aims at connecting theory and practice in the realm of the cultural sector.

Publisher: ENCATC

Date: December 2017

Number of pages: 103

ISSN: 2224-2554

DOWNLOAD THE JOURNAL, VOL. 7, ISSUE 1:

[www.encatc.org/en/resources/encatc-journal/](http://www.encatc.org/en/resources/encatc-journal/)

## The ENCATC Journal has been accepted to the Reference Index for the Humanities and Social Sciences (ERIH PLUS)



In October 2017, the *ENCATC Journal of Cultural Management and Policy* was accepted for inclusion into the European Reference Index for the Humanities and Social Sciences (ERIH PLUS).

Since the publication of the first volume of the in 2011, the Journal's Editorial Board and team have worked constantly for the consolidation of internal processes and workflow management in accordance to the highest standards for academic publications. Over the last four years, the Journal has also engaged its international database of international experts, composed at the moment of nearly 100 from all over the world. This ensures the proper implementation of the Journal's double blind peer review process to which it adheres. Furthermore, in January 2017 the Journal's website was updated to provide authors, readers, evaluators and members with a more complete and transparent source of information.

As a result of this planned process toward the indexation, the Journal is now included in the European Reference Index for the Humanities and Social Sciences (ERIH PLUS). This is an important recognition of the Journal's compliance with the most significant requirements for academic publications, such as openness, international character of the Editorial Board, punctuality of peer review process, among others.

Despite the Journal was created with the specific objective to offer a publication tool for professors and researchers attending the Annual ENCATC Research Session, since 2017 it is open to other authors interested in this publication. Aware that indexation is crucial for authors and the academic community in general, ENCATC is exploring to further develop a strategy for increased impact and visibility. Beginning in early 2018, new applications for coverage by indexes and inclusion in databases will be submitted.

LEARN MORE ABOUT THE ERIH PLUS INDEX:

<https://dbh.nsd.uib.no/publiseringskanaler/erihplus/periodical/info.action?id=491587>

LEARN MORE ABOUT THE ENCATC JOURNAL:

[www.encatc.org/en/resources/encatc-journal/](http://www.encatc.org/en/resources/encatc-journal/)



# ENCATC BOOK SERIES

Don't miss an opportunity to get your work internationally published!

## OPEN CALL:

**Do you have an exciting publishing proposal?  
The ENCATC Book Series can boost your  
career and international visibility!**

ENCATC members are invited to submit proposals by 31 December 2017 to be internationally published in the [\*ENCATC Book Series on Cultural Management and Cultural Policy Education\*](#).

The ENCATC Book Series exists to foster critical debate and to publish academic research in the field of cultural management and cultural policy as well as to open up a forum for discussions and debate on the topics of cultural management and cultural policy among scholars, educators, policy makers and cultural managers. It is also intended to provide reference tools for education and lifelong learning on cultural management and cultural policies.

It is becoming more and more evident that education in cultural management and cultural policy cannot and should not be separated from research being conducted in the field. Since its creation, ENCATC has recognised this need and has always been very active in pursuing, publishing, presenting, and disseminating research in arts and cultural management and cultural policy to strengthen the understanding of its issues.

The ENCATC Book Series is published by P.I.E. Peter Lang, an international publishing group.

## TYPES OF CONTRIBUTIONS FOR CONSIDERATION:

Contributions from members are welcome from any relevant discipline, provided they make an original academic contribution to the study of cultural management and policy.

The kinds of work that will be published in this collection are original ones that provide recent research results, theoretical studies and experiences that have been obtained, carried out and gained both within our context and on an international level.

## DEADLINE:

31 December 2017

## DOWNLOAD THE CALL:

<http://bit.ly/2pkBxJV>

## FOR MORE ABOUT THE ENCATC BOOK SERIES:

[www.encatc.org/en/resources/book-series/](http://www.encatc.org/en/resources/book-series/)

**Give the gift of knowledge this holiday season!**



Are you looking for a gift for a cultural management and policy enthusiast? With the holiday season just around the corner, the ENCATC Book Series will make a great gift! Now with four editions published, this makes a wonderful collection and essential contribution to any cultural management and cultural policy library.



At date, the ENCATC Book Series includes four publications: "*When Cultural Policies Change: Comparing Mexico and Argentina*" (2015) by Dr. Elodie Bordat-Chauvin; "*The Creative City. Cultural Policies and urban regeneration between conservation and development*" (2016) by Dr. Alessia Usai; "*Fair Cooperation. A New Paradigm for Cultural Diplomacy and Arts Management*" (2017) by Dr. Annika Hampel; and "*Public-Private Partnership in the Cultural Sector. A Comparative Analysis of European Models*" (2017) by Dr. Elena Borin.

## FOR MORE ABOUT THE ENCATC BOOK SERIES:

[www.encatc.org/en/resources/book-series/](http://www.encatc.org/en/resources/book-series/)

# NEW ENCATC PUBLICATIONS

Expand your knowledge in cultural management and policy!

## New issue of /encatcSCHOLAR is online!

ENCATC has published issue #8 of /encatcSCHOLAR with a monographic publication dedicated to "The question of culture in Europe's refugee crisis". This issue is composed of articles, exclusive interviews, case studies, reports and more.

The issue opens with an editorial written by ENCATC Secretary General, **GiannaLia Cogliandro Beyens** and to set the context for the issue, the **Proceedings** are published on the ENCATC Academy, "The question of culture in Europe's refugee crisis" that was held in Brussels from 27-28 March 2017.

There are also two interviews with artists who have been working with refugees. The first is with **Mezzo-soprano Cornelia Lanz** who was interviewed by ENCATC member, **Raphaella Henze** from Heilbronn University. The second is with **Márcio Carvalho**, a **Portuguese artist** and an independent art curator, interviewed by **Ana Sécio** from Head of communication of EMERGE, Cultural Association.

Next there are three Case Analysis. The first is by ENCATC member, **Henrik Zipsane** on **"Somebody should make the first move! Intercultural dialogue at Jamtli museum"**. The second, **"Displaced in Media"**, is by **Lucas Tello** from ZEMOSg8 which is working to build infrastructure to support participation of young refugees through media. The third is by **Matina Magkou** from the University of Deusto on **"Hotel Transit – On urban spaces, homes on the move and co-existence of communities"**.

The Angles section has a contribution from **Marina Clauzet** from ENCATC member institution, the University of Barcelona on **"Refugees and art – How arts can integrate and support social inclusion of refugees"**.

Finally, there is a Profile and Case Analysis on **"Art, research, and intervention: writing and working towards imagined futures beyond the 'refugee crisis'"** by **Erin E. Cory**, from Malmö University, a member of ENCATC.

Launched in 2013, /encatcSCHOLAR is an online publication designed to be a unique tool for education and lifelong learning on arts and cultural management and policy. It was born to satisfy the growing demand for the latest teaching material from academics, researchers, cultural operators and students in over 40 countries around the world.

ACCESS ISSUE #8 OF /encatcSCHOLAR:

<http://blogs.encatc.org/encatcscholar/?cat=42>



## ENCATC publishes the "Social Media Toolkit for Cultural Managers"

ENCATC has produced this publication to help its members and followers better understand the peculiar utilisation of the different social media available nowadays to increase the audiences or arts and cultural organisations.

It is a useful resource for those working in the field as well as educators and trainers preparing the next generation of cultural managers.

The toolkit is the result of a project ENCATC has carried out from 2014-2017 on digital tools that included two surveys in 2014 and 2017, a Masterclass on "Digital Tools for Cultural Managers" (2015, in Brussels), an ENCATC Breakfast Training on "Digital Tools for Cultural Managers to Unlock their Audience" (2016, in Brussels), and a Seminar on "Digital Storytelling - The age of the 6 second fragment" (2016, in Brussels).

Coordinated by ENCATC, the toolkit was written by Christopher Hogg, social media researcher at Goldsmiths, University of London, who was also a trainer and expert at the events organised during the project. The publication was also made possible thanks to the contributions of co-creators: Chasity Nao, Chief Blog Content Provider for Energy Tech Start-Up; Meg Mosley, Creative Entrepreneur, Artist and Digital Marketing Director; Adah Parris, Co-founder of top London advertising school, the London School of Communication Arts; and Alisa Oleva, a cultural manager working in permanent collaboration with Debbie Kent, known as The Demolition Project.

Publisher: ENCATC

Date: November 2017

Number of pages: 44

ISBN: 978-92-990036-6-4

DOWNLOAD YOUR COPY:

<https://www.encatc.org/en/resources/books/>



# WHAT HAPPENED IN NOVEMBER & DECEMBER?

## BRUSSELS MANIFESTO

ENCATC, AAAE and TACPS launched the Brussels Manifesto on Arts Management, Cultural Management and Policy Education



On 14 November, ENCATC, the European network on cultural management and policy, AAAE, the Association of Arts Administration Educators, and TACPS, the Taiwan Association of Cultural Policy Studies released the Brussels Manifesto on Arts Management, Cultural Management and Policy Education.

The Manifesto is intended to be a tool to reflect the shared values of these three major networks who represent a collective of arts and cultural management educational networks from Europe, North America and Asia.

The document is the first of its kind to present the current needs and future visions of educators, researchers, cultural operators and public authorities to make significant advancements in the field of cultural management and cultural policy. It is meant to raise issues to develop dialogue, and to offer an opportunity for discussion among our respective members and between our (and other) networks. Furthermore, it aims to advocate on behalf of the work of their institutions, and articulate what is possible with a progressive and innovative approach to arts management, cultural management and policy education.

The Manifesto has been written in the framework of the new **Global Conversation project** developed by ENCATC and AAAE and to which TACPS later joined. Key leaders on the initiative include **Annick Schramme** (University of Antwerp/Antwerp Management School, BE), **Sherburne Laughlin** (American University, USA), and **Alan Salzenstein** (DePaul University, USA).

LEARN MORE & DOWNLOAD THE MANIFESTO:

<https://www.encatc.org/en/news/51-encatc-aaae-and-tacps-launch-the-brussels-manifesto-on-arts-management-cultural-management-and-policy-education/>

## NEW BOARD ELECTED

ENCATC's membership elects new board for 2017-2019



On 16 November, ENCATC announced the election results of the new ENCATC Board for 2017-2019. They were elected by the ENCATC membership to continue the network's commitment to advocate for excellence in cultural management and cultural policy education, to professionalize the cultural sector to make it sustainable, and to continue offering to the academic, research, and professional community a unique platform for discussion and exchange at the European and international level.

The board of directors had their inaugural meeting on 1 December in Brussels. On this occasion, **Francesca Imperiale**, Assistant Professor at the University of Salento, Department of Management and Economics in Italy, was elected as ENCATC President. During the meeting the board has also elected as Vice-Presidents **Ana Gaio** from City, University of London (United Kingdom) and **Gabrielle Kuiper** from HKU University of the Arts Utrecht (The Netherlands). Serving as Treasurer is **Dea Vidović** from the Kultura Nova Foundation (Croatia) and **Richard Maloney** from New York University (United States) is the Secretary. **Tanja Johansson** from the Sibelius Academy, University of the Arts Helsinki (Finland) and **Michal Lázněvský** from the Academy of Performing Arts in Prague, Theatre Faculty (Czech Republic) are also serving on the board.

The ENCATC board 2017-2019 is therefore composed of six Higher Education Institutions in the Czech Republic, Finland, Italy, the Netherlands, the United Kingdom, and the United States, and one cultural foundation in Croatia.

LEARN MORE ABOUT ENCATC'S GOVERNANCE:

[www.encatc.org/en/about-us/governance/](http://www.encatc.org/en/about-us/governance/)

DOWNLOAD THE PRESS RELEASE:

<http://bit.ly/2AYwYvO>



## CULTURAL HAPPY HOUR

### 39th ENCADC Cultural Happy Hour explores a laboratory for Europe in Brussels



On 21 November, ENCADC and 16 Cultural Happy Hour guests attended the opening of the 'BEL:EST. A Laboratory for Europe in Brussels' exhibition at BOZAR, Centre for Fine Arts, a member of ENCADC. This exhibition is the result of meetings and workshops with architects from five Estonian and five Belgian architecture firms. During their collaborations, they explored a number of urban design and architecture problems that the city of Brussels faces everyday. The conclusions and proposals stemming from their debates on the European capital's urban planning and architecture are the core of the exhibition.

Dedicated to the Estonia 100 centenary celebrations and Estonia's Presidency of the Council of the European Union, opening speeches were given by **Indrek Saar**, Minister of Culture of Estonia and **Paul Dujardin**, CEO of the Centre for Fine Arts. They praised the successful collaboration and shared wishes for the exhibition to get European architects and citizens from the North-Eastern border to participate in a debate about their European capital, its physical appearance, and image. Next, guests toured the new exhibition space. For this special occasion, architects from the participating Estonian and Belgian architecture firms were there to take questions.

## UNESCO/ENCADC ROUND TABLE

### Learning on intangible heritage: building teachers' capacity for a sustainable future



UNESCO/ENCADC Round Table on 5 December in Milan.

On 5 December in Milan, ENCADC organised a round table on "Learning on intangible heritage: building teachers' capacity for a sustainable future". The event was held in the framework of the UNESCO / ENCADC project of the same name and was implemented under UNESCO's Participation Programme 2016-2017.

As part of this project, a first phase ran from January through November 2017 to map and analysed current programmes offering postgraduate, graduate and undergraduate studies related to intangible cultural heritage (ICH) in Europe. The round table fell into the second phase of the project (December 2017). The aim was to share the state of art of the education in ICH in over 40 countries in Europe. This was also an opportunity to present the main challenges identified during the mapping phase, and collect inputs from the invited round table experts and the audience of more than 20 stakeholders at the event. Together they set a list of recommendations for future training needs and policy decisions in the field of ICH education.

The round table experts included (pictured above from left to right): **Helena Drobná**, Programme Specialist at UNESCO/ Culture Sector; **GiannaLia Cogliandro Beyens**, Secretary General, ENCADC; **Sneska Quaedvlieg-Mihailovic**, Secretary General, Europa Nostra; **Erminia Sciacchitano**, Policy Officer - Culture - Heritage, Economy of Culture -European Commission - Directorate-General for Education and Culture; and **Cristina Ortega Nuere**, Director of 3Walks and Scientific Director of this UNESCO-ENCADC project.

A report on the conclusions of the debate and recommendations will follow.

## HERITAGE ALLIANCE 3.3

### ENCATC contributes to European Heritage Alliance 3.3



ENCATC's Secretary General, GiannaLia Cogliandro Beyens represents the network at the European Heritage Alliance 3.3 meeting in Milan.

As member of the European Heritage Alliance 3.3, ENCATC was represented by Secretary General, GiannaLia Cogliandro Beyens at the meeting organised on 6 December. Alliance members gathered in Milan, Italy to meet before the official launch of the European Year of Cultural Heritage that took place the next day, 7 December at the European Cultural Forum.

During the meeting, the Alliance members also worked on preparing for the European Cultural Heritage Summit in 2018. Invited guests for the discussions included representatives of the European Commission, the UNESCO Liaison Office in Brussels and the UNESCO Representative to the European Institutions.

In preparation for EYCH 2018, the Alliance is also working with members to deepen synergies among them. One way will be through the development of a joint message to be released next year. It also seeks to enhance collaboration among the members as all are planning events and activities on cultural heritage in 2018. This means there are many new possibilities for cooperation, joint events, side-by-side events, and more. ENCATC's biggest annual event, its Congress on Cultural Management and Policy (26-28 September 2018 in Bucharest, Romania) will also focus on cultural heritage and thus to contribute to the success of the EYCH 2018.

LEARN MORE ABOUT THE EUROPEAN HERITAGE ALLIANCE 3.3: <http://europeanheritagealliance.eu/>

## ENCATC BREAKFAST

### GDPR applied to the non-profit sector: How to be compliant by May 2018?



On 12 December at the Spanish Embassy in Brussels, two experts in data protection led this ENCATC Breakfast for 18 management and communication professionals working in non-profits and arts and cultural organisations.

Any organisations, regardless of where they are based, that have or collect personal data of citizens in Europe, will have to comply with the EU General Data Protection Regulation (GDPR) that goes into effect on 25 May 2018. With less than six months left to ensure compliance, this ENCATC Breakfast was crucial for participants to gain an understanding of what GDPR is, how it will affect the work of their management and communication staff, what the requirements entail, and what needs to be done to be ready.

The training began with a welcome from **Sergi Farré**, Scientific and Cultural Counsellor, at the Spanish Embassy and ENCATC. It was led by **Ignasi Guardans**, Partner in the Brussels office of K&L Gates, a global law firm and **Claude-Etienne Armingaud**, Partner in K&L Gates' Paris office. They stressed how GDPR change is not only an important binding legal framework implicating arts and cultural organisations, but also serves as a prime opportunity to reassess how they manage their databases and privacy concerns around them.

The GDPR will require many necessary measures, policies, and any other actions to ensure an adequate protection of personal data in full compliance with the strict requirements. Organisations will also need to ensure they use external service providers who are in compliance with the GDPR. This can include email marketing software, online survey tools, etc.

LEARN MORE ABOUT GDPR: [www.eugdpr.org/](http://www.eugdpr.org/)

LEARN MORE ABOUT THE ENCATC BREAKFAST: [www.encatc.org/en/events/detail/gdpr-applied-to-the-non-profit-sector-how-to-be-compliant-by-may-2018/](http://www.encatc.org/en/events/detail/gdpr-applied-to-the-non-profit-sector-how-to-be-compliant-by-may-2018/)

## ENCATC BREAKFAST

### Cultural Management and Environmental Sustainability



On 14 December in Brussels, ENCATC organised a training that made the case for action on climate change and the environment by the cultural sector. Leading the training was **Iphigenia Taxopoulou**, Associate partner at Julie's Bicycle & General Secretary at mitos21 with a special intervention by **Catherine Bottrill**, Creative Green Lead at Julie's Bicycle.

The training was held at the Spanish Embassy in Brussels, began with a welcome from **Sergi Farré**, its Scientific and Cultural Counsellor and **GiannaLia Cogliandro Beyens**, ENCATC Secretary General. The day's programme covered the extensive methodology developed by Julie's Bicycle for environmental change through culture. A main feature was the Creative Industry Green Tools (IG Tools), these are a set of free online carbon calculators.

These tools are currently used by more than 3,000 arts and cultural organisations worldwide from over 15 countries. They allow organisations to calculate and understand the impacts of their venue, office, tour, production, event or a festival's environment impacts. The Creative Green services also enables organisations to embed environmental sustainability into their work, allowing for further demonstrating action on climate change.

Participants at this ENCATC Breakfast also explored and shared other interventions of cultural management and environmental sustainability, practical resources, case-studies and success stories, coming away with new ideas and inspiration to act on climate change.

READ THE INTERVIEW WITH IPHIGENIA TAXOPOULOU:  
[www.encatc.org/en/resources/interviews/](http://www.encatc.org/en/resources/interviews/)

LEARN MORE ABOUT THE CREATIVE INDUSTRY GREEN TOOLS: [www.juliesbicycle.com/reporting](http://www.juliesbicycle.com/reporting)

LEARN MORE ABOUT THE ENCATC BREAKFAST:  
[www.encatc.org/en/events/detail/cultural-management-and-environmental-sustainability/](http://www.encatc.org/en/events/detail/cultural-management-and-environmental-sustainability/)

## CULTURAL HAPPY HOUR

### Discovering Spain's Arts And Science Lab at the Spanish Embassy in Brussels

On the evening of 14 December, ENCATC celebrated the end of the year with its 40th Cultural Happy Hour at the Spanish Embassy in Brussels.

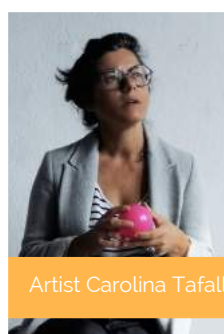
It was an honour to welcome more than 20 Cultural Happy Hour guests for a special cultural programme. After the official opening by ENCATC Secretary General, **GiannaLia Cogliandro Beyens**, and **Sergi Farré**, Scientific and Cultural Counsellor at the Spanish Embassy, guests were treated to a presentation of the cultural and scientific diplomacy of Spain including an Arts And Science Lab in Belgium that hosts artistic and scientific projects, debates, workshops, and small-size performances within its walls. For this presentation, Mr. Farré was joined by **Felipe Santos**, Director of Instituto Cervantes in Brussels, and Guadalupe Melgosa, Spain's Education Counsellor to Belgium, Netherlands and Luxembourg.

On this occasion, guests also enjoyed the conceptual work "It's a trap" by Spanish artist **Carolina Tafalla**. The evening also included a duet performance by **Hugo Ranilla** de Castro (violin) and **Adrián Hernández Altelarrea** (clarinet).

The evening included much cultural discovery, music, and joy as ENCATC, its partner the Spanish Embassy, and its Cultural Happy Hour guests celebrated the holiday season.

FOR PHOTOS SEE ENCATC'S FACEBOOK PAGE:

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



Artist Carolina Tafalla



Musicians Adrián Hernández Altelarrea and Hugo Ranilla de Castro



# ENCATC IN CONTACT



*In anticipation for the 7th ENCATC Academy on Cultural Diplomacy: "The Rising Role of Cities" from 15-16 February 2018 in New York City, we sat down with Gerald Lidstone, Director of the Institute for Creative and Cultural Entrepreneurship at Goldsmiths, University of London. As a leading expert in culture in external relations, we talked about the focus of the 2018 Academy and why this is a unique and important learning opportunity for ENCATC members and participants.*

**Why this Academy's focus on "The Rising Role of Cities"? What unique roles do cities have to play in cultural diplomacy?**

In Europe, cities were the initial drivers of diplomacy as many were city states before they were countries. In the United States, big cities command a lot of practical power, economically and diplomatically. Cities have always harnessed the power of commercial culture, mature ones like Milan for fashion and Hollywood for film.

Within Europe there are the European Capitals of Culture that benefit from the funding and structure of this EU initiative developed in 1985 and has, at date, been awarded to more than 50 cities across the European Union. These cities are able to invest in placemaking, creation, and promotion of their identities and branding.

However, for many cities, there is still a great need for cooperation between public authorities and creatives. Structural support and financing can stimulate creative industries and hubs that can launch and/or propel a city's brand and cultural image to the world stage. In the United States it is also interesting to see stories of turn-around, regeneration, and re-establishment, stories of cities like Detroit.



Photo "New York City" by Jeff Turner via Flickr, CC BY 2.0

**Why are you excited to have the ENCATC Academy in the United States for the first time? By having it in New York City what new components and opportunities will this bring to the Academy and its participants?**

Running the ENCATC Academy outside of Europe is going to bring a very new perspective. The United States has always been a strong player in global diplomacy. It is one of the first countries to articulate the power of diplomacy and role culture can play.

Participants are going to gain first-hand experience of the US perspective. In designing the Academy's programme, one of our roles will also be to articulate from the European perspective and how Europe is not a solid entity, but a very disparate collection of countries each with their own agenda. There will be an area of interest looking at the

different states in America and their cities, each with their own agendas as well. We'll be listening to many voices and narratives.

Of course being in New York we are in a prime physical location to talk about key topics that will build the foundation of the programming. Without a doubt this will add a deeper layer to our discussions on "State Cultural Diplomacy meets City Diplomacy", "The New Yorkness of the UN", "Global Leadership on Culture in Cities", "Cities, Culture and Conflict", "City Diplomacy through Global Events", among others.

Furthermore, collaborating with our fellow ENCATC member New York University we will pool knowledge and expertise on the rising role of cities in culture and diplomacy. The combination of experts, academics, researchers and practitioners from



Europe and the United States will be an invaluable asset to this learning opportunity and enrich our discussions and exchanges.

Also in an Academy first, we are linked to the **7th ENCATC International Study Tour taking place in New York City from 12-14 February**. For Academy participants also attending the Study Tour, they will get behind-the-scenes visits to arts and cultural institutions in this iconic city that has such an undeniable presence and role in international cultural diplomacy. Moreover, as many of the Study Tour participants will also attend the Academy, this will allow participants to get to know each other before we delve into the presentations, lectures and talks in the Academy framework.

**Why should academics, researchers, cultural managers, practitioners, artists, and policy makers working at all levels (not just local, but regional, national, and international) be concerned by the rising role of cities in cultural diplomacy?**

I think the value for all of these profiles is hearing the narrative of how perceptions of cities, countries and cultures are made outside of the international communications which come through press, cultural products and television - especially television. For example, each week in Europe people watch infinitely more hours of series produced by HBO and Netflix that have images and narratives of cities and culture than they do

watching the news. During the Academy, we will also understand the role of commercial organisations and independent media to create the images of countries and cities. These often have much greater impact on cultural diplomacy than official or national initiatives from governments which tend to underestimate the power commercial interventions have in different countries.

Also, with the rise of fake news and as some politicians try to communicate with the world through Twitter, this phenomenon is very relevant to our debate. It brings up issues of international trust and who is relevant to speak for communities. Who we now believe is becoming increasingly important.

**In the design of the Academy's intensive learning programme in 2018, what makes it unique from other learning formats on culture in external relations?**

The ENCATC Academies are different from other learning programmes because they are very interactive. We provide the environment, atmosphere and programming that makes it possible to have real dialogue and for all participants to make contributions. By the end of the Academy we will have had very enriching discussions amongst a diverse group of individuals bringing many perspectives and insights.

This matters because there are no "right answers" in cultural and external relations and its complex and interconnected ties to economic, social, political and environmental strands.

I do want to stress that while these will be high-level discussions there is an important and very valuable opportunity here to gain insights for people with interest in this area, but who have yet to accumulate a lot of experience in it.

All participants will come away with new and stimulating knowledge, perspectives, practical examples, cases, testimonials, and narratives that will ignite a desire to continue the discussion and learning.

Finally, what also sets ENCATC's Academies apart are their success to attract a very diverse audience from many countries, professional disciplines and areas of interest under the wide umbrella of cultural diplomacy. For the participants this means establishing new professional connections with others who share the same interests but whose paths do not cross in their respective professional spheres.

**Register to the ENCATC Academy on Cultural Diplomacy: "The Rising Role of Cities" (15-16 February 2018):**

[www.encatc.org/en/events/detail/encatc-academy-on-cultural-relations-and-diplomacy-the-rising-role-of-cities/](http://www.encatc.org/en/events/detail/encatc-academy-on-cultural-relations-and-diplomacy-the-rising-role-of-cities/)

**Register to the 7th ENCATC International Study Tour to New York City (12-14 February 2018):**

[www.encatc.org/en/events/detail/7th-encatc-international-study-tour-to-nyc/](http://www.encatc.org/en/events/detail/7th-encatc-international-study-tour-to-nyc/)



**Gerald Lidstone, BA MA ATC Dr.h.c FRGS** is the Director of the Institute for Creative and Cultural Entrepreneurship at Goldsmiths, University of London and founder of the MA Arts Administration and Cultural Policy and co-founder of the MA in Creative and Cultural Entrepreneurship programme and the MA in Cultural Policy, Relations and Diplomacy, the first worldwide. For the British Council and other agencies he has also taught Arts Management courses including, Arts Marketing, Arts Education, Fundraising, Copyright and Strategic Planning in over 20 countries. He has worked for over twelve years on behalf of The Ministry of Culture and Information in Viet Nam establishing Arts Management education in Hanoi University of Culture, funded by the Ford Foundation, well as being awarded the national medal for culture in Viet Nam. He was also the director of a four-year British Know-How Fund (Foreign Office) project establishing arts management education in Slovakia. Read his full biography here: [www.encatc.org/media/2845-new\\_york\\_speaker\\_biographies.pdf](http://www.encatc.org/media/2845-new_york_speaker_biographies.pdf)



# NEWS FROM OUR MEMBERS



## MEMBER STORIES: BELGIUM, CROATIA, FRANCE, ITALY, SERBIA, UNITED KINGDOM

### ENCATC members share expertise at the interdisciplinary conference "Participatory Governance in Culture: Exploring Practices, Theories and Policies. DO IT TOGETHER"

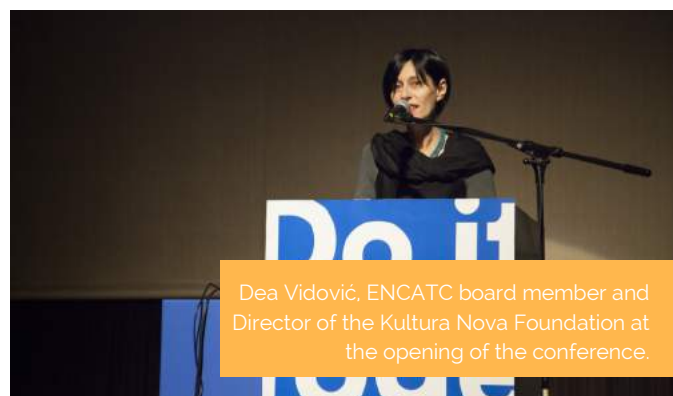
This conference organised by ENCATC member, the Kultura Nova Foundation, took place in Rijeka, Croatia from 22-24 November. It gathered more than 180 participants, researchers, theoreticians, cultural operators, artists, practitioners, activists, policymakers and decision-makers from across the world and a broad range of disciplines.

During three days of intensive and dynamic programming, participants discussed a number of issues and concerns about the challenges, limitations, paradoxes and perspectives that cultural research, practices and policies are increasingly facing around the concept of participatory governance in culture. The conference explored the domain of participatory governance in culture from various angles, involving topics such as the implications of participation for democratic values in public (cultural) policies; the complexities of power relations and authority devolution between different stakeholders; differences among private, public and common interests of all relevant stakeholders; ethics of participation and innovation and policies' change and innovation.

**Dea Vidović**, ENCATC board member and Director of the Kultura Nova Foundation opened the conference along with Irena Kregar Šegota, Rijeka 2020 - Development and Strategic Partnerships Director.

ENCATC members were also implicated in the event: **Milena Dragičević Šešić** from the Faculty of Drama Arts, University of Arts Belgrade was a speaker on the panel session focusing on: "National Repossesses to Participatory Agenda in Culture"; **Annick Schramme** from the University of Antwerp / Antwerp Management School and **Ian King** from University of Arts London, presented a paper entitled "All Abroad!! An Empirical Study Examining the Character of Cultural Governance in Nine Countries"; **Maria Elena Santagati** from the University of Bologna presented her paper "Practices of Participatory Governance in Culture in Italy. The Case of 'La Paranza' (Naples)"; and **Marilena Vecco** from the Burgundy School of Business presented a paper on "Participatory Funding of Cultural Projects: Case Study of the BeArt Platform".

The conference gave an overview of the contemporary context and the shifting dynamics of the liberal democratic system outlining the imperatives of collaboration, cooperation, and self-organisation in the profit and civil sector, cultural institutions, state agencies, etc. Participants observed governance as a Utopian potential beyond neoliberal governance, looking how concepts of collaboration, participation and self-organisation promise a renewed democratisation in the institutional arena.



FOR MORE ABOUT THE CONFERENCE:

<http://conference.participatory-governance-in-culture.net/programme>

FOR MORE ABOUT THE PROJECT:

<http://www.participatory-governance-in-culture.net/about>

CONTACT:

[participatory-governance-in-culture@kulturanova.hr](mailto:participatory-governance-in-culture@kulturanova.hr)  
[info@kulturanova.hr](mailto:info@kulturanova.hr)

*The conference was organised by the Kultura Nova Foundation in partnership with Rijeka 2020 LLC, in collaboration with the European Cultural Foundation, and IFACCA, with the support of the Central European Initiative regional intergovernmental forum, and was selected as an ENCATC labelled event. The conference was part of the 'Approaches to Participatory Governance of Cultural Institutions' project supported by UNESCO's International Fund for Cultural Diversity.*





## CZECH REPUBLIC

Janáček Academy of Music and  
Performing Arts

## FINLAND

Sibelius Academy,  
University of the Arts Helsinki

### The International Festival of Theatre Schools SETKÁNÍ/ENCOUNTER 2018

17-21 April in Brno, Czech Republic



SETKÁNÍ/ENCOUNTER is the International Festival of Theatre Schools which takes place for five days annually in the spring. It provides a forum for international cooperation among universities in the field of performing arts. The festival focuses on talented performers from art academies or universities from all around the world, gives them the opportunity to meet their student colleagues and also meet professionals working in the field.

Students from the Janáček Academy of Music and Performing Arts organise the festival and this experience is part of the educational process of the Theatre Management Department. Every year, the festival hosts students from 12 to 15 different artistic academies from all over the globe, however the core of the participants is formed by schools located in Europe.

The festival gives participants the chance to see the outcome as well as the process of creative work by performing arts schools from around the world, to discuss principles of theatre teaching and to inspire each other.

Each year, there are about 3,000 main programme tickets are sold. All the attendees and participants have an opportunity to see about 25 main programme performances, 10 off-programme performances, attend 2 to 3 workshops, visit up to 5 evening parties or 5 morning discussions during the festival week. Pedagogues and festival guests can meet during the Meeting of Professionals.

ENCATC CONTACT:

Blanka Chládková [chladkova@jamu.cz](mailto:chladkova@jamu.cz)

FOR MORE INFORMATION:

<http://www.encounter.cz/eng/>

FACEBOOK:

<https://www.facebook.com/setkani/>

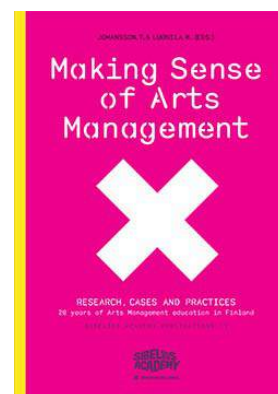


### NEW PUBLICATION:

### Making sense of arts management: Research, cases and practice

Arts management as a profession has a long history although as an academic discipline it started to emerge as late as in 1960s.

In Finland, arts management education began in the 1990s and this book provides insights into the contested and contradictory field of arts management in Finland and abroad through academic articles and more practically oriented cases.



The publication is also a celebration of the arts management education in Finland, particularly at the Sibelius Academy of the University of the Arts Helsinki where the Arts Management Master's Degree Programme has been taught already for 20 years. The programme has educated professionals to the wide field of arts management and the book aims to broaden the understanding of arts management as a discipline and as a practice.

This book has been written by Tanja Johansson, a member of the ENCATC Board of Directors (2017-2019) and Mervi Luonila.

ENCATC CONTACT:

Tanja Johansson [tanja.johansson@uniarts.fi](mailto:tanja.johansson@uniarts.fi)

FOR MORE INFORMATION:

<https://shop.unigrafia.fi/tuote/making-sense-of-arts-management-research-cases-and-practices/>

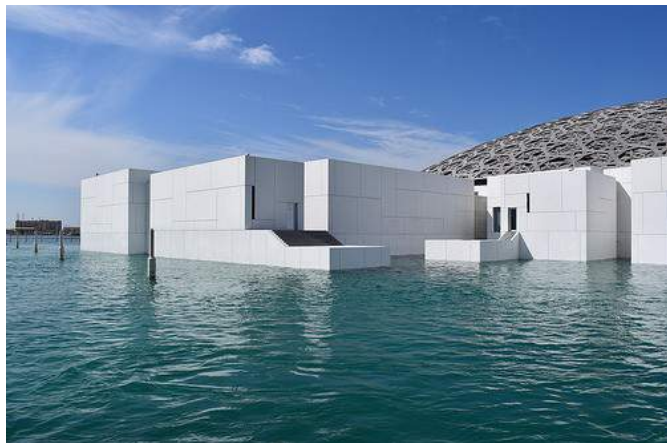
## FRANCE

Louvre Museum

## GERMANY

European Centre for Creative Economy

### Louvre Abu Dhabi has opened!



The Louvre Abu Dhabi was inaugurated on 8 November 2017. It is a new cultural beacon, bringing different cultures together to shine fresh light on the shared stories of humanity.

The museum is part of a thirty-year agreement between the city of Abu Dhabi and the French government. Located on the Saadiyat Island Cultural District, the immense structure is approximately 24,000 square metres (260,000 sq ft) in size, with 8,000 square metres (86,000 sq ft) of galleries, making it the largest art museum in the Arabian peninsula.

The origins of the Louvre Abu Dhabi date back to 2007, when France and the United Arab Emirates came together to develop a new kind of cultural institution. The result is a museum rooted in universal human values, the first of its kind in the region. The Louvre Abu Dhabi represents the dynamic nature of the contemporary Arab world, while celebrating the region's vibrant multicultural heritage.

Earlier this year, ENCATC member, Anne Krebs, Head of the socioeconomic Studies and Research Division at Louvre museum's Research and Collection Department in France gave a special presentation on the Louvre Abu Dhabi project during the [6th ENCATC International Study Tour to the United Arab Emirates](#). It was a rare opportunity to discover and debate the question of culture in the Gulf Countries, and particularly the role of museums in the frame of the contemporary cultural and social cosmopolitanism.

ENCATC CONTACT:

Anne Krebs

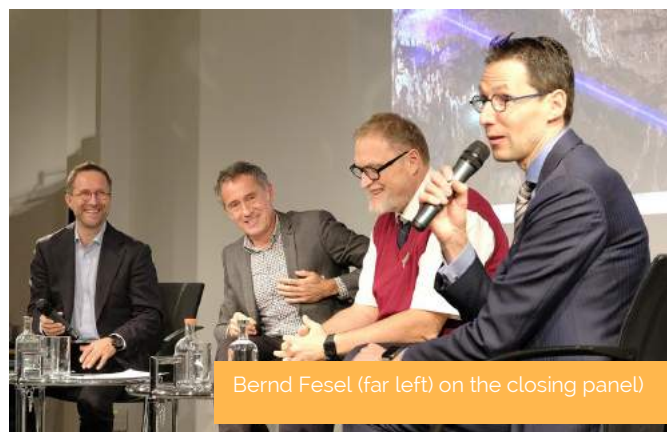
[Anne.Krebs@louvrefr](mailto:Anne.Krebs@louvrefr)

FOR MORE:

[www.louvreabudhabi.ae/en/about-us/our-story](http://www.louvreabudhabi.ae/en/about-us/our-story)

### European Creative Industries Summit: Europe @Cross-Roads A New Agenda for Innovation

On 27 November in Brussels, ENCATC member, the European Centre for Creative Economy helped to organise the 7th European Creative Industries Summit. This year the summit focused on the theme "Europe @Cross-Roads A New Agenda for Innovation." What does this mean for businesses, policy makers, legal and funding frameworks? What are the implications for innovation itself? What enables such innovators? What are innovation-friendly environments today and in the future – business-parks or tax exemption will not do alone?! What are key drivers for innovation and a sustainable growth of jobs and wealth, but also for Europe as a whole?



Bernd Fesl (far left) on the closing panel

Speaking at the event were ENCATC members Bernd Fesl from the European Creative Business Network and the European Centre for Creative Economy and Ugo Bacchella from the Fitzcarraldo Foundation.

Attending the event were key stakeholders from business and policy in Europe who debated on the support the future of innovation frameworks and to promote subsequently the innovation of frameworks themselves. Creative governance is needed for cross innovation, for nothing less than the future growth and jobs and cohesion in Europe.

Discussions also touched on the special the „adoption of an overarching and transversal EU strategy for CCI“, a „policy priority within the ESIFs, Horizon 2020, and the MFF as a whole“ for CCI and the development of the European Innovation Council.

ENCATC CONTACT:

Bernd Fesl

[flender@kmm-hamburg.de](mailto:flender@kmm-hamburg.de)

FOR MORE:

<http://ecbnetwork.eu/europe-cross-roads-new-agenda-innovation/>

## NEW PUBLICATION: Introduction to International Arts Management

This book explains and critically examines how arts managers from more than 40 countries across the world respond to the various phenomena of globalisation, digitalisation and migration. It also analyses the manner in which cultural institutions become more international in nature.

Real-life case studies and experiences from numerous practitioners as well as an international comparison of those specific challenges and opportunities illuminate how practicing in international and transcultural contexts is now inevitable.

This book presents the basic concepts, theories and terminology required for this kind of work in addition to providing an overview of the daily tasks and challenges involved. It will be of interest to practicing and aspiring arts managers who wish to develop a further understanding of the complex way in which the field is developing.

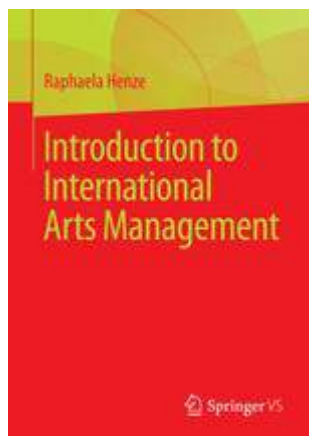
This book is by Prof. Dr. Raphaela Henze, MBA, Professor of Arts Management at Heilbronn University, Germany and Co-Investigator of the international and interdisciplinary network, Brokering Intercultural Exchange ([www.managingculture.net](http://www.managingculture.net)).

### ENCATC CONTACT:

Raphaela Henze  
[raphaela.henze@hs-heilbronn.de](mailto:raphaela.henze@hs-heilbronn.de)

### FOR MORE:

[www.springer.com/gp/book/9783658192730](http://www.springer.com/gp/book/9783658192730)



## 11th Annual Conference of the Association for Arts Management

17-20 January 2018 in Hamburg, Germany



The focus of this year's conference will be "Cultural Leadership & Innovation: Utopias, Strategies and Challenges of Arts Management". The term "cultural leadership" has gained increasing attention in the discourses of cultural management and cultural policy, as well as in the curricula of international study programmes and higher education programmes. In many of these contexts, "cultural leadership" is presented as a force for innovation and transformation of organizations and societies.

The 11th Annual Conference of the Association for Arts Management (Fachverband Kulturmanagement for Germany, Austria & Switzerland) takes this observation as a starting point for an interdisciplinary, international gathering of researchers and practitioners in the field of arts management.

**Keynotes** and impulses by **Andreas Reckwitz** (Viadrina University Frankfurt a.O.), **Amelie Deuflhard** (Director Kampnagel, Hamburg), **Steven Walter** (Artistic Director PODIUM Esslingen), **Simon Kavanagh** (kaospilots, Denmark), **Jan Zoet** (Director of the Department for Theater and Dance, University of Arts Amsterdam) and **Julie Joly** (CEO, Ecole W, Paris). There will also be around **25 other presentations, workshops and discussions** from research, teaching and cultural management practice, selected from more than 70 proposals.

After the conference, on Saturday 20 January 2018, study trips will be offered to select cultural organisations in Hamburg, which will give insight into the diverse cultural landscape of Hamburg and open up further possibilities for networking among the conference participants.

CONTACT: [info@culture-conference-2018.de](mailto:info@culture-conference-2018.de)

### ENCATC CONTACT:

Prof. Dr. Reinhard Flender  
[flender@kmm-hamburg.de](mailto:flender@kmm-hamburg.de)

### FOR PROGRAMME & REGISTRATION:

<http://culture-conference-2018.de/>



**NEW PUBLICATION:****Bridging theories, strategies and practices in valuing cultural heritage**

*Bridging theories, strategies and practices in valuing cultural heritage* is a new publication produced within the framework of the international scientific project *Smart Value*, that aims at developing a methodology for measuring and assessing the value of cultural heritage.

The project is co-funded by the JPI Cultural Heritage and involves partners from Poland (Lublin University of Technology), Lithuania (Vilnius Academy of Arts) and Italy (Politecnico di Milano, University of Macerata and Altravia s.r.l.).

This volume brings together the perspective of the international partners involved in the project and the one of some key stakeholders in the evaluation of cultural heritage in Italy.

The publication has been edited by ENCATC member Mara Cerquetti. She is a researcher in Management at the Department of Education, Cultural Heritage and Tourism of the University of Macerata. She has been a member of the Scientific Committee and Editorial Board of the e-Journal «IL CAPITALE CULTURALE. Studies on the Value of Cultural Heritage» since 2010. Her research and publications focus on cultural management and policy, cultural heritage value, cultural marketing, museum visitor studies, museum management, sustainable tourism and the links between cultural heritage and made in Italy.

FOR MORE:

<http://eum.unimc.it/it/catalogo/557-bridging-theories-strategies-and-practices-in-valuing-cultural-heritage>

ENCATC CONTACT:

Mara Cerquetti [mara.cerquetti@unimc.it](mailto:mara.cerquetti@unimc.it)

**CALL FOR APPLICATIONS:****Visiting Professors**

Within the framework of its internationalization policies, the University of Macerata is launching the 2018-2019 call for applications for Visiting Professors.

The Visiting Professors Program welcomes applications from scholars with proven experience in teaching and research, who hold positions of Full Professor, Associate Professor, Assistant Professor in leading institutions of higher education throughout the world.

The Visiting Professors will be awarded a grant to for a period of stay at the University of Macerata of either 3 months (type A) or 2 months (type B), to carry out research and teaching activities in collaboration with the University Departments, the Ph.D. School, and the 'G. Leopardi' School of Higher Studies.

**The amount of the grant is € 7,000.00 (Type A) or € 5,000.00 (Type B)**

**Deadline:** Applications must be submitted no later than **2 p.m. (Italian hour) on January, 30 2018.**

The application form is available here: <http://visitingprofessor.unimc.it/>

More information and documents are available here:

<http://www.unimc.it/it/ateneo/bandi-e-concorsi/borseattivitacerca>

<http://www.unimc.it/en/about/calls-for-applications-and-public-competitions>

ENCATC CONTACT:

Mara Cerquetti [mara.cerquetti@unimc.it](mailto:mara.cerquetti@unimc.it)

## NEW PUBLICATION: Museum Professionals in the Digital Era. Agents of change and innovation

Since November 2017 ENCADC members Melting Pro and Symbola have been working together with other partners on the European project Mu.SA "Museum Sector Alliance" supported by the ERASMUS+ programme.

The project is ready to share its first publication: "Museum Professionals in the Digital Era. Agents of change and innovation". It summarises the key findings of the research activities carried out in Greece, Portugal and Italy within the project in order to investigate the supply and demand regarding digital competences in the Museum sector from December 2016 to March 2017.



Based on the results of the previous eCult Skills project, there are four emerging job profiles that are necessary to support museums in the future: the Digital Strategy Manager, the Digital Collections Curator, the Online Community Manager, and the Digital Interactive Experience Developer.

The research highlights which are the digital and transferable competences common to the four role-profiles and others that are more specific, such as: strategic and business planning; user needs identification/analysis, product service planning, technology and trend monitoring, innovating, user support, forecast development, relationship management, ICT quality management, audience development, communication, storytelling, time management and creativity, leadership, active listening, team working and fact-driven. These role profiles should have an in-depth knowledge of how a museum works. Moreover, many of the skills and competences attributed to the job profiles should be embedded in the context of working in a team.

The publication is available in a short and long version for download: [www.project-musa.eu/results/](http://www.project-musa.eu/results/)

The report "Emerging Job Profiles for museum professionals" is also available. It focuses on the detailed description of the four emerging job role-profiles selected during the research: <http://bit.ly/2Ak8OuA>

Follow the project at: [@MuseumSectorAlliance](https://twitter.com/MuseumSectorAlliance)

### ENCADC CONTACTS:

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Symbola Romina Surace [romina.surace@symbola.net](mailto:romina.surace@symbola.net)



## Do you want to apply for the ENCADC label?

During the ENCADC General Assembly in Lecce, Italy (October 2015), the ENCADC Board decided to support and promote the development of activities (e.g. scientific seminars, events, workshops, etc.) organised by its members in the various regional areas and in line with the ENCADC mission.

Thus, ENCADC will co-brand and ensure labelling of selected activities, carefully chosen on a case by case basis, upon requests made by the organisers.

This labelling must obey the following basic rules:

### EVENT / ACTIVITY REQUIREMENT

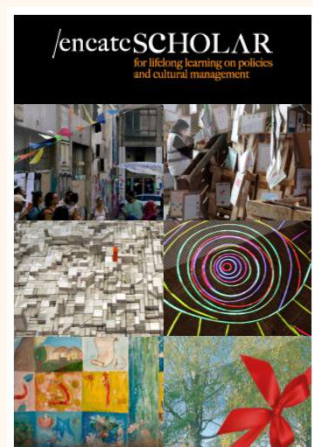
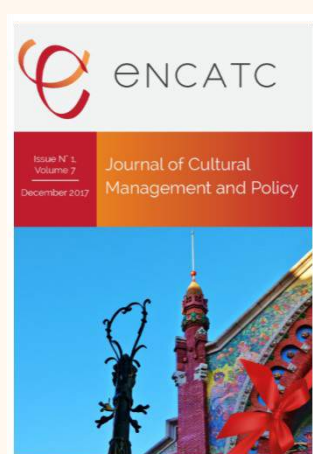
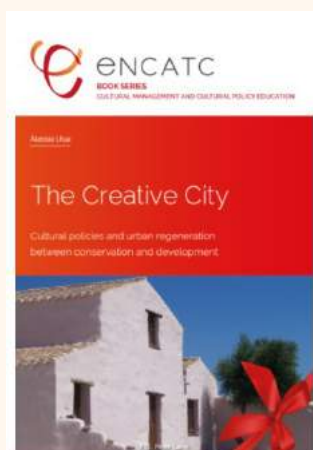
- The organiser must be a member of ENCADC.
- All activities should be aligned with the ENCADC vision, mission and strategic goals.
- The following activities will be privileged: Activities aligned with topics of the ENCADC Work Plan; Activities showing a clear link to any objective of the ENCADC Strategic Plan; Activities corresponding to the following Creative Europe priority themes: Audience development; Heritage; Cultural and creative sectors: entrepreneurship and innovation; Promotion of cultural diversity, culture in the EU external relations; Monitoring culture and creative interventions: urban futures and social engagement

ENCADC members can learn more and apply through the Member's area on the website:

<https://www.encadc.org/en/users/login/>

# GIVE THE GIFT OF KNOWLEDGE

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"Plaisirs d'Hiver et marche de Noel 2016 " by Miguel Discart via Flickr CC BY-SA 2.0

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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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