



ENCATC

2018

Activity Report

The European network on
cultural management and policy



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FOREWORD

The year 2018 resulted in another huge success for our organisation as we continued to carry out our network's 2017-2020 agenda. With this year's ambitious programme and target goals, we were able to make headway on this agenda's set of strategic priorities that address our long-term challenges in relation to, on the one hand, the organisation and, on the other, our members, civil society, and the other existing networks/stakeholders.

More precisely, the ENCATC agenda for 2017 – 2020 has been designed around the following priorities: ensure a significant advancement on the representativeness and resilience of the network; enhance the network's creative and leading role as a developer of new ideas and a capacity builder at the intersection of education and culture; grant culture a prominent role in the dissemination of European humanistic values; and continue to advance the internationalisation and globalisation of the network.

With these priorities in mind, over the course of 12 months, ENCATC was directly involved in the design and implementation of 21 events organised in 10 cities in 7 countries. We were very proud to have 17 of these events co-designed with

ENCATC members! In 2018, ENCATC was involved in an additional 6 events organised by its members.

These events were held in 8 European cities in 6 countries. All together these 27 events resulted in combined attendance of more than 4,260 participants from 38 countries in 7 world regions.

ENCATC's biggest event of the year, the 26th Annual Congress, was organised in Bucharest, Romania to explore the topic of "Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations". For this occasion, more than 170 ENCATC members, academics, researchers, cultural operators, artists, policy makers, and students from 29 countries in Europe and beyond attended the 4-day event to gain new knowledge, be inspired by innovative practice, and network. Under the 2018 theme, it resulted in exploring the role of education and research in shaping the process by which culture and values are built, transmitted and appropriated, and to re-frame with new views, approaches and perspectives their contributions to a common European Cultural Heritage, its sustainability and exploitation for inclusive growth.

It was also the Year of European Cultural Heritage (EYCH) and as a member of the EYCH Steering Committee, ENCATC could use the label for its heritage focused events (which counted 10) and bestow the label on its members whose events met the application criteria. This resulted in 7 members receiving the

Over the course of 12 months, ENCATC was directly involved in the design and implementation of 21 events organised in 10 cities in 7 countries.

EYCH label for 12 activities in 12 countries that attracted 89,258 participants.

Thanks to this rich diversity of participants coming to our events from across the globe, we raised our audience's capacity to develop international relations. In 2018 in Asia, we were particularly successful to expand opportunities in the region for engagement and international relations with networks, major players, and influencers thanks to two events in Tokyo, Japan: our 8th International Study Tour and our 8th Academy on Cultural Relations and Cultural Diplomacy. We were able to reinforce our ties to the region thanks to these two events as well as our continued Memorandum of Understanding partnership with the Taiwan Association of Cultural Policy Studies (TACPS), our on-going relationships with the Asia Europe Foundation, the Asia-Pacific Network Cultural Education and Research (ANCER) network, and strong connections with members representing Asian higher education institutions.

Of the 37 partnerships established in 2018, 26 were new collaborations between ENCATC and cultural and higher education institutions, student associations, and media. During the year, existing partnerships established over past years with cultural networks, cultural organisations, and higher education institutions were reinforced through renewed partnership agreements.

We also continued our Memorandums of Understanding signed with the Association of Arts Administration Educators (AAAE) and TACPS to promote collaboration in the area of culture and education between ENCATC and these networks.

With the aim to anticipate the future and better understand the past, ENCATC continued to promote access to cutting-edge research in the fields of cultural management and cultural policy. In 2018, ENCATC led key activities to support excellence and innovative thinking in the research field such as: the 5th ENCATC Research Award on Cultural Policy and Cultural Management; the 9th Annual ENCATC Education and Research Session; the publication of the 8th volume of the *ENCATC Journal of Cultural Management and Policy*; the publication of an e-book on "Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformation"; and through the promotion of a scientific approach for

evaluation and the definition of indicators for the cultural sector. To help integrate the next generation of talented cultural researchers, ENCATC worked to foster cross-generational learning and information exchange through the 11th Young and Emerging Researchers' Forum. This international gathering brought together 30 emerging and experienced researchers for a day of presentations, lively discussions, and knowledge transfer with the participants coming from 17 countries. Early career and emerging researchers were also encouraged to attend the 9th ENCATC Education and Research Session to raise even more their international profiles and grow their number of professional contacts among world-renowned researchers in cultural management and policy.

In 2018, the network was made up of 140 members in 38 countries in Europe, Asia, North and South America, Africa and the Middle East. Among them counted 20 new members from France, Hungary, Italy, the Netherlands, Poland, Romania, Serbia, Slovakia, Switzerland, Taiwan, the United Kingdom, and the United States.

To encourage joint programmes among members as well as to foster capacity building in the cultural and creative sectors, ENCATC and its members participated in 5 European projects. These projects have been funded by the European Union's Horizon2020 research and innovation programme, Erasmus+, and the Interreg V-A Greece-Italy Programme. In total, the projects involved 8 members institutions from 4 countries who worked together on issues of: heritage, skills and training; heritage opportunities and threats within mega-events in Europe; and audience development training.

In addition, ENCATC also supported cooperation initiatives launched and developed by 6 members during the year through its labelling policy, thus advising them on project applications, event programming, finding expertise, and opening communication channels so they could reach a wider European and international audience.

To demonstrate how members pool resources and collaborate, ENCATC continued its series called "Member Stories" to highlight these successes thanks to making connections within ENCATC's membership base.

Finally, the Project Marketplace was launched. Here members could search for partners

for existing proposals they were working on, share interest to become partners, or look for members to exchange about potential project ideas.

In 2018, developing and influencing policies was also a major priority for the network. For this purpose, a policy debate was organised on "All aboard! Cultural governance from a global perspective". ENCATC also provided regular updates on the latest EU policy developments and alerts for public consultations to its members. Furthermore, we drew international attention to excellence and the potential of cultural policy research and its capacity to relate to developments in the society through the ENCATC Research Award, the promotion of the ENCATC Book Series, and the e-book "Beyond EYCH 2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations".

Thanks to the organisation of two international study tours, one in New York City and a second in Tokyo, 47 participants gained in the field experience to learn about cultural management in practice in the United States and Japan. These were rare opportunities to go behind-the-scenes in two culturally vibrant cities and meet with local cultural operators and influencers. The activities also helped to create and reinforce ties between higher education institutions in Europe, Asia and North America.

Going beyond these many events, the international mobility of participants, research activities, and awareness-raising, ENCATC was actively transforming information into knowledge through publications and e-bulletins related to European and worldwide issues in our field. ENCATC produced 6 issues of ENCATC News newsletter for its members, 6 issues of ENCATC Digest for stakeholders, 2 special issues dedicated to the European Year of Cultural Heritage, and 1 special issue for the 2018 Congress. The /encatcSCHOLAR published 2 e-bulletins to provide new material for teaching and lifelong learning on cultural management and policies. Engaging with audiences online, ENCATC animated 4 social media platforms, managed 4 contact databases and a constantly updated website that attracted 147,786 page views.

ENCATC was able to achieve a strong multiplier effect through the dissemination using its own channels, those of our partners, our followers,

and more than 200 third party organisations who regularly communicated information about ENCATC and our events. Therefore, we reached more than 2,890,000 multipliers who benefited directly or indirectly from our information.

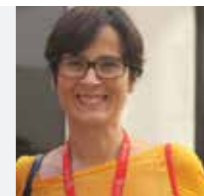
2018 would not have been another successful year if it weren't for our active membership base, funders, and dedicated board and staff. Our members generously contributed with their new ideas, enthusiasm, and time to help us implement an ambitious working programme. Collectively and individually, their commitments aided to advance cultural policy and cultural management education, training, and research in Europe and beyond.

ENCATC was grateful in April 2018 to renew its partnership and again be co-financed by the European Commission's Creative Europe programme from 2017-2020. A major contributor to ENCATC's success, this partnership was a big part of ENCATC accomplishing all its goals in 2018! The stability this partnership provided, gave ENCATC the capacity and time to evaluate and test new tools, launch new initiatives, create opportunities for growth, and invest in the professionalization of its members, staff, and practitioners in the sectors of culture, education, and policy.

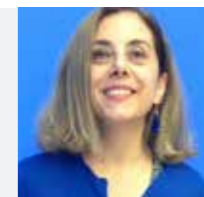
Finally, ENCATC thanks its international board and staff. At the ready, board members widely shared their knowledge and expertise, aiding in drafting documents, voicing the network at key conferences, and implementing European projects. We are deeply grateful for their tireless commitment and invaluable intellectual contributions. And last, but certainly not least, we thank the dedicated staff for their professionalism that was crucial for our daily work!

Sincerely,

Francesca Imperiale
ENCATC President (2017-2019)



Giannalia Cogliandro Beyens
ENCATC General Secretary



A YEAR
AT A
GLANCE



Key objectives 2018

DEVELOPING AND INFLUENCING POLICIES

at European and international level by providing high level expertise

MODERNIZING AND STRENGTHENING THE SECTOR'S PRACTICE

by providing high-quality education and training programmes, encouraging joint programmes among members, testing innovative solutions, establishing creative partnerships with members and major stakeholders to further develop theory and cultural management learning that is rooted in practice

ENCOURAGE CROSS-BORDER COOPERATION AND KNOWLEDGE SHARING

by bringing together people and their skills in stimulating learning environments

ANTICIPATING THE FUTURE AND BETTER UNDERSTANDING THE PAST

through scientific research and an annual gathering of young and confirmed researchers from around the globe

PROMOTING THE INTERNATIONALIZATION OF PROGRAMMES AND CAREERS

of our members by fostering the mobility of academics

REWARDING EXCELLENCE

through the ENCATC Research Award

BUILDING KNOWLEDGE SOCIETIES

by the transfer of information and knowledge inside and outside the network

21 events organised

around **4** strands of work :

Influencing Policy, Networking, Education & Research

956
participants attracted



35 countries represented by
participants in Europe and beyond



10

cities in Belgium,
the Czech Republic, Japan,
Romania, the United Kingdom,
United States &
The Netherlands



2 e-publications
released

334



international
mobilities fostered

50

Academics and
researchers having
published scientific work in
our scientific publications



37 partnerships
established with
organisations in 9
countries

Memorable moments 2018



ENCATC contributes to stakeholder consultation on education and culture at European Committee of the Regions

JANUARY



Behind-the-scenes in the arts: ENCATC's 7th International Study Tour gets a new view of New York City & the 7th ENCATC Academy on Cultural Relations and Diplomacy tackles "The Rising Role of Cities"

FEBRUARY



The ENCATC Cultural Happy Hour goes to the TEFAF in the Netherlands for the first time!

MARCH

A return to Art Brussels for its 50th Anniversary - 43rd ENCATC Cultural Happy Hour

APRIL



ENCATC's 2nd Capacity Building Days and Youth in Action Day goes to Prague

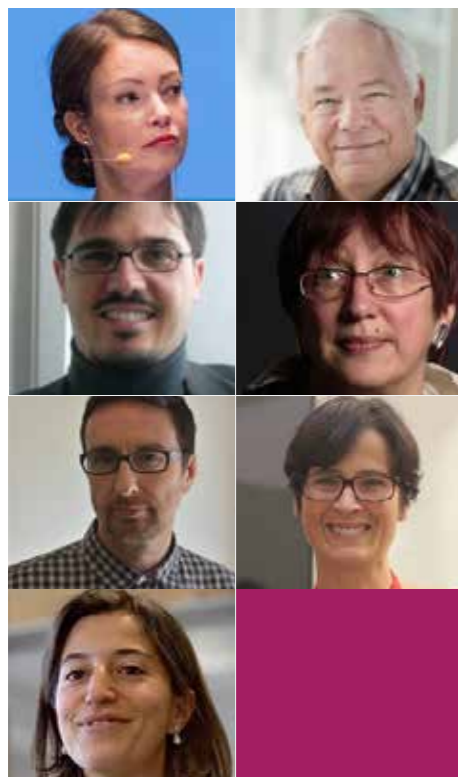
MAY



ENCATC's Working Group on Evaluation goes to Germany

JUNE





New 2018-2020 Editorial Board of the *ENCATC Journal of Cultural Management and Policy* revealed

JULY



26th ENCATC Congress: "Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations"

SEPTEMBER



During the 2018 ENCATC Congress on Cultural Management and Policy, the "Celebrating Cultural Diversity - FRH Torch Ceremony" was held at the Romanian Athenaeum, a cultural landmark of Bucharest

SEPTEMBER

Dr. Alba Victoria Zamarbide Urdaniz from Waseda University in Japan was announced as the winner of the 5th ENCATC Research Award on Cultural Policy and Cultural Management

SEPTEMBER



ENCATC's 8th International Study Tour goes behind the scenes of Tokyo's vibrant cultural sector

In a first, the ENCATC Academy on Cultural Relations and Diplomacy goes to Japan

NOVEMBER



New volume released of the *ENCATC Journal of Cultural Management and Policy*

DECEMBER



Highlights

ENCATC supports the European Year of Cultural Heritage

The European Year of Cultural Heritage (EYCH) 2018 saw a series of initiatives and events across Europe that enabled people to become closer to and more involved with their cultural heritage.

The overall objective of the European Year of Cultural Heritage 2018 was to encourage the sharing and appreciation of Europe's cultural heritage, to raise awareness of our common history and values, and to reinforce a sense of belonging in a common European space. One of the key objectives of the European Year was to 'raise awareness of the importance of Europe's cultural heritage through education and lifelong learning, in particular by focusing on children, young and

elderly people, local communities and hard-to-reach groups.' ENCATC, as one of the official members of the stakeholders' committee for the European Year was entrusted with the task of labelling cross-border/ European projects, initiatives and events organised by the members of our network provided that the activity related to cultural heritage, had a clear European dimension, involved several European partners and responded to the objectives of the Year.

Many different initiatives were eligible for the label: cultural events or performances, along with media and launch events, exhibitions, shows; information, education or awareness-raising campaigns; festivals, including film festivals; conferences, symposia, forums debates; studies and surveys; training sessions/workshops; research activities; visits and exchanges; as well as digital projects, etc.

2018 
**EUROPEAN YEAR
 OF CULTURAL
 HERITAGE**
#EuropeForCulture

"Our heritage: where the past meets the future"

As ENCATC was one of the official members of the stakeholders' committee for the European Year of Cultural Heritage 2018, it was entrusted with the task of labelling eligible events organised by the members of the network.



Lights on! Project
mobile game launch
and events

1 May > 31 Sept 2018
Finland, Estonia



Flemish Masters: The
Power of Images &
Theodoor Van Loon –
A Caravaggist Painter
between Rome and
Brussels
10 Oct > 13 Jan 2019
Belgium



Beyond Klimt. New
Horizons in Central
Europe, 1914-1938

23 Mar > 20 Jan 2019
Austria, Belgium



CONNECT - Audience
Development, Culture
and Higher Education

Belgium, Denmark,
Italy, Poland, Spain, UK
5 June 2018



Retracing the "Grand
Tour" to rediscover
cultural heritage

25 Apr > 16 May 2018
France, Italy



Emotional Architecture

10 September 2018
Cuba, Italy, Spain



Days of Heritage and
Tourism for Youth

Oct 12 > 14 2018
Croatia



The Voice of Places

Nov 12 > 18 2018
Spain



Kids' Guernica

20 November 2018
Cuba



Research workshop in
the Entrepreneurship
in Culture in Burgun-
dy-Franche-Comté

Nov 22 > 23 2018
France

Influencing Policy

ENCATC develops and influence policies by engaging in advocacy actions through partnerships, expertise, policy recommendations, consultations, meetings and public speeches. Since 1992, the network has been a key partner for constructive dialogue with UNESCO, the Council of Europe, the European Commission, the European Parliament and Member States. Additionally, since 2011, to press Europe to invest more in cultural heritage, ENCATC is an active member of the European Heritage Alliance 3.3.

ENCATC contributed to stakeholder consultation on education and culture at European Committee of the Regions

On 18 January in Brussels, ENCATC was invited to share its expertise at a stakeholder consultation meeting convened in order to assist the European Committee of the Regions in drafting a response to the European Communication "Strengthening European Identity through Education and Culture". At the meeting, ENCATC, represented by its Vice-President Ana Gaio and Secretary General Giannalia Cogliandro Beyens, expressed its strong belief that there is a need to boost and facilitate cross border cooperation, invest more in people and education, and strengthen the sense of European identity and awareness of cultural heritage.

LEARN MORE: www.encatc.org/en/news/60-encatc-contributes-to-stakeholder-consultation-on-education-and-culture-at-european-committee-of-the-regions/

ENCATC signed statement calling for support of culture in EU Post-2020 Multiannual Financial Framework

On 25 January, ENCATC signed the European Alliance for Culture and the Arts' new position paper on "Post-2020 Multiannual Financial Framework: Call for a substantial and meaningful support for culture and the arts as generators of an EU added value". Having followed the Commission's high-level conference on the future MFF-framework on 8-9 January 2018 as well as discussions in the European Parliament, the European Alliance for Culture and the Arts called on the European institutions and Members States to ensure substantial support for culture, the arts and heritage within the post-2020 Multiannual Financial Framework (MFF).

LEARN MORE: www.encatc.org/en/news/59-post-2020-eu-multiannual-financial-framework/

ENCATC welcomed new Communication on "Strengthening European Identity through Education and Culture"

On 5 February, ENCATC published its policy statement to contribute to the discussions on the European Commission's Communication Strengthening European Identity through Education and Culture. ENCATC applauded the Communication and at the same time, proposed key recommendations for three of the Commission's proposals.

READ THE FULL POLICY STATEMENT: www.encatc.org/en/resources/policy-papers/

Cultural Heritage

2018 was very busy year for the topic of cultural heritage. ENCATC and its members were frequently called on to share expertise!

On 6 June in Brussels, the European Parliament requested ENCATC's expertise on the topic of "Integrated approach to Cultural heritage as a tool of territorial attractiveness and development in Europe".

When the European Parliament held a high-level conference "Cultural heritage in Europe: linking past and future" on 26 June in Brussels, ENCATC participated in the discussions with political leaders, artists, representatives of museums.

From 14-16 October, ENCATC was invited share its expertise at the EU Reflection Group on Cultural Heritage meeting held in Bilbao, Spain.

The European Commission called on ENCATC for expertise on "Cultural Heritage supporting intercultural dialogue and cultural diplomacy" during its "Fair of European Innovators in Cultural Heritage" held from 15-16 November in Brussels.

All throughout the year, ENCATC attend the EYCH Stakeholders Committee Meetings and was present at the official EYCH closing conference from 6-7 December 2018 in Vienna.

Finally, ENCATC also continued to be an active contributor to the European Heritage Alliance 3.3 which was in frequent contact with European institutions to voice the heritage sector.

On the evening of 13 November in Antwerp, ENCATC held its 9th Annual Policy Debate: "All aboard! Cultural governance from a global perspective". It gathered 80 participants from Belgium, France, Hungary, Italy, the Netherlands, Slovakia, and the United Kingdom who were eager to learn about ways to improve quality and practice of cultural governance.



Networking

Networking is at the heart of ENCATC's programming. Through a major annual congress, a wide range of projects, activities, and events, we enable academics, researchers, cultural operators, students, artists, and policy makers to operate in a transnational context, find new audiences, and share ideas, projects, methodologies, experiences and research.

26th Annual Congress

4 days

177 participants

29 countries

The cornerstone of ENCATC's yearly programme in 2018 was its 26th Congress on Cultural Management and Policy on "Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations". Held from 26-29 September in Bucharest, this annual gathering, the only of its kind on cultural management and policy, attracted participants for four days of keynote speeches, debates, research sessions, cultural excursions, and two artistic performances. The Congress aimed to critically analyse and contextualize the role of education and research in shaping the process by which culture and values are built, transmitted and appropriated, and to re-frame with new views, approaches and perspectives their contributions to a common European Cultural Heritage, its sustainability and exploitation for inclusive growth.

International Study Tour to New York

3 days

33 participants

7 countries

10 study visits

From 12-14 February, educators, researchers, creators, cultural professionals, cultural entrepreneurs, and decision makers gathered in New York City for the 7th ENCATC International Study Tour, organised in partnership with ENCATC member, NYU Steinhardt and the Association of Arts Administration Educators (AAAE). Among the visits included: Museum of the City of New York; The Shed, the MET, The Oculus, and Freedom Tower.

International Study Tour to Tokyo

3 days

13 participants

5 countries

8 study visits

From 7-9 November in Tokyo, Japan, three days of Study Visits provided an exciting insider experience into Tokyo's vibrant arts and cultural scene. Participants from Australia, Belgium, Japan, Thailand, and the United Kingdom seized this opportunity to get out into the field to understand what is happening key arts, heritage and cultural institutions in Tokyo with visits and meetings with inspiring cultural leaders at The National Art Center, Tokyo, the MORI Building Digital Art Museum, the Yayoi Kusama Museum, the Arts Council Tokyo/Metropolitan Foundation for History and Culture, and The Japan Foundation for Regional Art-Activities (JAFRA).

Cultural Happy Hours

5 in Brussels

1 in Prague & 1 in Maastricht

171 participants

15 countries

15 partnerships

Throughout the year, ENCATC continued to organise its Cultural Happy Hours with 5 done in Brussels, 1 in Prague and 1 in Maastricht.

These were popular opportunities for cultural discovery.

As part of their success, the Cultural Happy Hours went beyond ENCATC's traditional audience to also attract professionals banking, finance, energy, law, food and beverage, ICT, and marketing. ENCATC was able to make these events possible by establishing partnerships with renowned cultural players, among them the BRAFA Art Fair, Art Brussels, TEFAF, the House of European History, and the Prague Creative Centre.

"This initiative is exactly what all cultural people in Brussels need. Informal meetings in informal settings such as arts centres, museums, arts galleries etc. are just great to get to know better people active in the same field and other sectors"

Frédéric Meseeuw, BOZAR, Belgium speaking about the Cultural Happy Hours



Research

ENCATC promotes access to cutting-edge research in the field of cultural management and cultural policy. It also ensures that research feeds into policy making, so decision makers have a better understanding of cultural policy and educational issues as well as ways to address them. It has an Award to recognise excellence and organises an annual Forum for young and early career researchers. It also publishes the *ENCATC Journal on Cultural Management and Policy*, organises an annual Education and Research Session for established and emerging researchers, and has its own *Book Series on Cultural Management and Cultural Policy Education*, which aims to foster critical debate and publish academic research.

ENCATC Journal of Cultural Management and Policy

5 articles

11 authors

5 countries

In March, the *ENCATC Journal of Cultural Management and Policy* was accepted for indexing in the Emerging Sources Citation Index (ESCI), a new edition of Web of Science™. Content in this index is under consideration by Clarivate Analytics to be accepted in the Science Citation Index Expanded™, the Social Sciences Citation Index®, and the Arts & Humanities Citation Index®. The quality and depth of content Web of Science offers to researchers, authors, publishers, and institutions sets it apart from other research databases. The inclusion of the ENCATC Journal in the Emerging Sources Citation Index demonstrates ENCATC's dedication to providing the most relevant and influential scientific content to our community.

9th Annual ENCATC Education & Research Session

27 papers

3 teaching demonstrations

7 thematic

35 presenters

22 countries

On 28 September in Bucharest, Romania, the 2018 ENCATC Education and Research Session provided a unique interdisciplinary environment to get the latest world-class research conducted in the field of cultural management and policy and the most innovative practices in teaching and training. There was a focus on the main topic of the 2018 ENCATC Congress "Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations", addressing the critical and inclusive views of cultural heritage and its relation with other cultural and creative sectors. The session also included hot topic issues related to the wider field of cultural management and policy research and education.

The Education and Research Session resulted in the publication of the Congress Proceedings "Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations" compilation of papers presented during the sessions.

5th ENCATC Research Award Ceremony

1 winner

3 finalists

On 27 September, Dr. Alba Victoria Zamarbide Urdaniz from Waseda University in Japan was announced as the winner of the 5th ENCATC Research Award on Cultural Policy and Cultural Management for her PhD on "Re-defining the role of 'buffers' in the management of the historical territory. The discrepancies between theoretical concepts and practical interpretations of 'buffer' zones in Eastern and Western Cultural World Heritage sites." The 2018 Award winner was revealed at the 2018 ENCATC Research Award Ceremony held in Bucharest, Romania, during the 26th ENCATC Congress. Speaking on behalf of the Award's International Jury, Francesca Imperiale, President of ENCATC said: "This extremely well designed and written study, with its rich theoretical perspective, comparative approach, and "real world" application, reflects the true spirit of the ENCATC Research Award."

11th Young and Emerging Researchers' Forum:

30 participants

17 countries

On 26 September in Bucharest, the 11th edition of the YERF Forum was held along side the 2018 Annual ENCATC Congress on Cultural Management and Policy. This year theme focused "GLOBAL CULTURAL ENCOUNTERS: Career Building in Cultural Management and Policy Research" where young, emerging and senior researchers exchanged research trends, addressed topical research issues, methodology, professional cooperation, publishing opportunities, online knowledge exchange and collaboration.

"I would like to thank ENCATC and the Award's international jury for this opportunity to share my research in Europe and beyond that has benefited from a social approach which I learned from a Japanese methodology. This proves that the consideration of many human layers of cultural management needs worldwide attention."

Dr. Alba Victoria Zamarbide Urdaniz
5th ENCATC Research Award winner



Stimulating education

As the only network positioned at the intersection of cultural management and policy education and training, in 2018 ENCATC designed tailor-made activities for professionals (members and non members) to update their knowledge, learn new skills, enhance their competencies, and open doors to new opportunities for collaboration.

Working Group

3 meetings

52 participants

10 countries

The ENCATC Working Group on "Evaluation of International and European Transnational Cultural Projects" organised 3 more meetings in 2018 after the initiative was launched at the end of 2016. These meetings were an opportunity for academics, researchers, cultural project managers, and project evaluators to exchange practice, identify common challenges, learn about new evaluation techniques, and better understand evaluation and monitoring needs of major funders like the European Commission.

2nd Capacity Days and Youth in Action Day

34 participants

10 countries

From 17-19 May in Prague, ENCATC held its 2nd Capacity Days and Youth in Action Day. The three-day interactive and intensive training programme had a special focus on cultural heritage and was one of the events taking place during the European Year of Cultural Heritage. Participants took part in seminars, self-directed work, and on-site study visits to meet with top cultural managers and influencers in Prague. Participants came away with increased knowledge about European programmes and policies impacting the cultural and creative sector and cultural heritage, innovative cultural management practices, European advocacy work in culture, and European project development and project management.

7th ENCATC Academy on Cultural Relations and Diplomacy tackles the "Rising Role of Cities"

36 participants

7 countries

The ENCATC Academy gathered academics, researchers and cultural practitioners in New York City from 15-16 February. This 7th edition, organised in partnership with Goldsmiths University of London and hosted by NYU Steinhardt, both members of ENCATC, was a unique learning experience different from other offers currently available. Leading experts from Europe and North America, who are renowned figures in the cultural diplomacy and international relations fields, higher education, and policy, delivered comprehensive and in-depth knowledge the role cities play in cultural diplomacy.

/encatcSCHOLAR

2 issues

40 countries

ENCATC continued in 2018 to nourish its lifelong learning e-bulletin the /encatcSCHOLAR with 1 regular issue and 1 special issue as part of the legacy of the UNESCO-ENCATC project "Learning on intangible heritage: building teachers' capacity for a sustainable future".

Designed to be a unique tool for education and lifelong learning on arts and cultural management and policy, the two issues were composed of articles, exclusive interviews, case studies, conference reports and more to satisfy the growing demand for the latest teaching material from academics, researchers, cultural operators and students in over 40 countries around the world.

8th ENCATC Academy on Cultural Policy and Cultural Diplomacy

24 participants

4 countries

In a first, the ENCATC Academy on Cultural Policy and Cultural Diplomacy went to Japan (5-6 November 2018).

Organised in partnership with ENCATC member, the Goldsmiths, University of London, the Academy offered the opportunity to learn, from inside, the cultural management and policy in Japan.

Participants who were academics, researchers, cultural practitioners and policy makers deepened their knowledge and gained access to key resources with a programme that included: European Perspectives on Japanese Cultural Policy; Relations & Diplomacy; Japan's Cultural Policy and Practice; The strategy and activities of the Delegation of the European Union to Japan focusing on education and culture; Japan's Cultural Diplomacy; Doing Cultural Diplomacy in Japan; Promoting European arts and culture in Japan: The role of EUNIC and its cluster in Tokyo; and Promoting artists and projects in Japan, the view point of the sector.

Participants were also encouraged to create partnerships during an open session on "Promoting cooperation between EU and Japanese universities" with the aim to prepare for Japan-EU joint initiatives announced in July 2018. To get out into the field, the Academy also included a study visit to the National Theatre to learn about cultural policy and cultural diplomacy in practice.



ENCATC Label awarded to 6 members in 2018

The ENCATC labelling policy was first launched in 2016 to support and promote the development of scientific seminars, events, and workshops in various regional areas.

For its members having been selected to receive the label, ENCATC offers to co-brand the event granting the usage of the ENCATC logo, providing international visibility, access to a wide pool of expertise for programming, and communication support before, during and after the event.



6 

members received the official ENCATC label (4 higher education institutions, 1 cultural center, 1 individual member)

6 

events in 8 European cities in 6 countries (Belgium, Czech Republic, France, Italy, Serbia, Spain)

3305 

participants were reached



SETKANI/ENCOUNTER
International Festival of
Theatre Schools

Conference: 2018 European Year for Cultural Heritage: an invitation to share cultures in Europe

Organiser: Claire Giraud-Labalte, Individual Member

Country: France / City: Nantes / Participants: 120

Conference: Theatre Between Politics and Policies: New Challenges

Organiser: University of Arts in Belgrade Faculty of Dramatic Arts

Country: Serbia / City: Belgrade / Participants: 103

SETKÁNÍ/ENCOUNTER International Festival of Theatre Schools

Organiser: Janáček Academy of Music and Performing Arts

Countries: Czech Republic / Cities: Brno / Participants: 3000

Roundtable: Create, Think, Transform: the experience of Third Paradise in Cuba of the Rebirth project of Michelangelo Pistoletto and Cittadellarte

Organiser: Espronceda - Center for Art & Culture

Country: Spain / City: Barcelona / Participants: 17

Summer School in Fashion Management

Organiser: University of Antwerp/Antwerp Management School

Countries: Belgium & France / Cities: Antwerp & Paris / Participants: 22

Workshop: Temporary Organizing and Temporality: Stability and Change in Cultural and Creative Industries

Organiser: IMT School for Advanced Studies Lucca

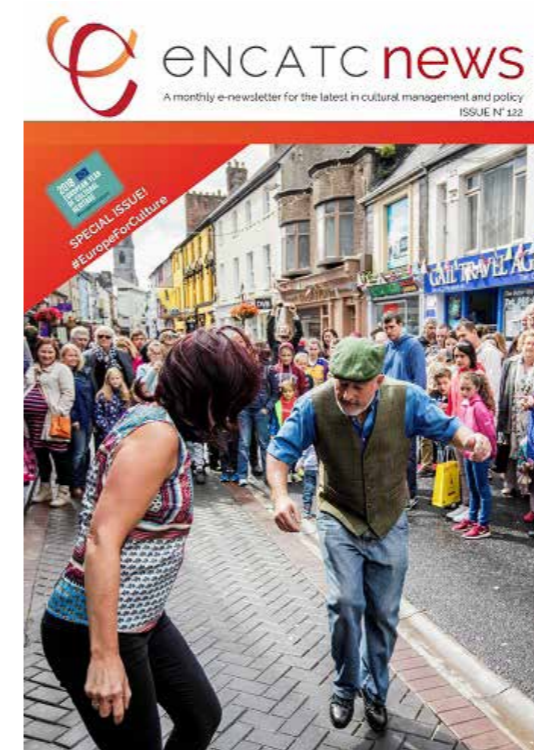
Countries: Italy / Cities: Lucca / Participants: 43

Transforming information into knowledge

Since 1992 ENCATC transforms information into knowledge by collecting, analysing, and disseminating information inside and outside the network through a number of communication tools.

9 NEWSLETTERS

ENCATC News



1 NEW WEBSITE

PRAXIS website for Students



In 2018 ENCATC carried out testing the pilot phase of the new PRAXIS website, a special space for students studying cultural management and policy at ENCATC member institutions in Europe and beyond! Moving from the monthly PRAXIS e-magazine and investing in this virtual space means students studying cultural management and policy at ENCATC member institutions can access regular updates on developments from the cultural field, more interesting internship offers to advance careers, ways to engage at EU level, and all inspiring interviews.

A WEEKLY FLASH

published for members and followers

8 INTERVIEWS

with top cultural influencers, leading academics, and emerging researchers.

Since its creation, ENCATC has significantly improved knowledge sharing in the field of cultural management as well as opening access for its members to a worldwide bibliography database.

In order to provide members with important resources relevant to the field of cultural management and cultural policy, in 2018 ENCATC nourished its **online bibliography database with 1,089 more publications to count over 2,400 references and sources** on: Arts and Cultural Management, Cultural Policy, Cultural Networks, Environmental Sustainability, Culture in External Relations, and Audience Development.

Publications

ENCATC publications offer insight to the latest developments and trends covering all the cultural sectors, arts and cultural management education, and cultural policy.

1 JOURNAL

The *ENCATC Journal on Cultural Management and Policy* is an annual publication. 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.



1 E-BOOK

The Congress Proceedings "Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations".



2 E-BULLETINS

/encatcSCHOLAR n°9

"Click, Connect and Collaborate!
New directions in sustaining cultural networks"

/encatcSCHOLAR SPECIAL ISSUE on Intangible Cultural Heritage & Higher Education

This special issue was part of the legacy of the 2017 UNESCO-ENCATC project "Learning on intangible heritage: building teachers' capacity for a sustainable future"

<http://blogs.encatc.org/encatcscholar>



The online publication /encatcSCHOLAR is a unique tool for education and lifelong learning on arts and cultural management and policy. Composed of articles, exclusive interviews, case studies, conference reports and more.

/encatcSCHOLAR 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.



A **Resource Center** located at the ENCATC Secretariat in Brussels is open to both members and non-members. This collection of over **450 publications** covers a wide range of topics relevant to cultural management and policy with a rare collection dedicated to European Capitals of Culture. Other categories include: National and European Cultural Policy, Arts Management, Cultural Diplomacy, Cultural Indicators, Culture and Tourism, and many more.

An engaged actor for the achievement of the UN Sustainable Development Goals

ENCATC is dedicated to making decisions that are good for our planet and for society. In 2018 it continued its effort and acted to reach Global Goals.



An engaged actor for the environment and society

ENCATC is dedicated to making decisions that are good for our planet and for society. In 2018 it continued to implement its green policy and corporate social responsibility activities to reduce the amount of printed pages, long-distance transportation, and face-to-face meetings.

To motivate and inspire the cultural sector to assume some leadership in the response to climate change and to help make the case for action on climate change and the environment, in 2018 ENCATC started a new strategic cooperation with [Julie's Bicycle](#), a charity bridging the gap between environmental sustainability and the creative sector. Thanks to this cooperation, ENCATC was able to offer to educational and cultural operators in Europe and beyond a series of inspiring stories that should change our practices and allow us to transform our own office in a responsible environmental organisation.

In total, 6 articles around the "**Creative Climate Trends**" were published in 2018: Artwork, Activism, Organisational Leadership, Design and Innovation, Collaboration and Path Finding.

Thanks to efforts to increase the number of e-publications (newsletters, books, a journal, and reports) just for the membership alone ENCATC saved **16 trees, or the equivalent of 133,090* pages**. This is in fact a conservative estimate because it does not take into account the number of pages saved for followers outside of the network who also read and used these e-documents. For its many events, ENCATC produced e-invitations, e-brochures and e-readers for its participants, **saving 2 trees or the equivalent of 17,433 pages**. ENCATC reserved printed material only for special occasions, like the programme for its Annual Congress and to use for marketing, such as its official brochure and business cards.

To support the local economy and cut down

on transport emissions, when ENCATC chose to print, it hired services of local printing companies (although printing abroad would have been cheaper). For the catering of ENCATC events, local and selected service providers were favoured who proposed organic or local produce providers, especially those embracing "Kilometre Zero".

To further reduce its carbon footprint, ENCATC privileged slow travel and virtual Board meetings thanks to new Zoom technology. This reduced the number of face-to-face meetings and subsequently the number of kilometres travelled.

ENCATC strongly believes the creative community is uniquely placed to respond to one of the major challenges of our times: climate change and the environment. Arts and culture are the true barometers of the world around us; they influence our individual and collective experiences, and shape the decisions we make. Cultural institutions and arts organisations can therefore be a platform from which to engage and inspire action on climate change.

Discover the Creative Climate Movement series on our website:

<https://www.encatc.org/en/news/93-creative-climate-movement-series-inspires-culture-and-education-sector-to-make-change/>

*These numbers are based on the calculation from conservatree.org that estimates 1 tree is equivalent to 8,333.3 pages.



Fostering mobility for educational staff, students and early career professionals

The labour market in Europe's cultural sector is highly competitive. A strong foundation of knowledge, practical skills, and professional contacts is key for boosting employability of young people in Europe's cultural sector. Furthermore, fostering engagement of young people, preparing them for success in our field, and offering them opportunities to shine early in their careers is how we can ensure Europe will have a strong and sustainable cultural sector in the future.

In 2018, ENCATC reinforced its position to help young people by launching a pilot phase for a new website "PRAXIS" for students.

The **PRAXIS website** aims to cover a wide geographical area and highlight opportunities for professional development across the many disciplines of the arts and cultural sector: festivals, performing arts, heritage, museums, creative industries, music, and many more.

The **ENCATC Capacity Building Days and Youth in Action Day** is a newly designed addition to ENCATC's programming aimed students studying cultural management and policy.

After the success of the first edition organised in Venice in May 2017, the second ENCATC Capacity Building Days and Youth in Action Day edition was held in Prague in 2018.

This programme targeted to young emerging cultural professionals, students studying cultural management and policy, and their educators. The event attracted 36 participants who benefited from an intensive learning experience to increase knowledge about European programmes and policies impacting cultural management, innovative cultural management practices, European advocacy work in culture, and European project development and project management.

From 10-13 October in Brussels, ENCATC welcomed students from the University of Ferrara studying cultural management and policy. A member of ENCATC, the university

wanted to give its students a hands on experience to enhance and deepen their knowledge on European cultural policy. The **ENCATC European Study Tour in Brussels** provided a four-day programme with special access to European institutions and visits to renowned arts and cultural organisations located in the heart of Europe. There were also lectures with leading academics and researchers on cultural management and policy as well as cultural practitioners.

ENCATC also recognises that on-the-job experience plays a key role in advancing the careers of tomorrow's cultural managers and leaders. Likewise, we know that our work benefits from the creativity and curiosity of students, recent graduates, and early career professionals who join our ranks.

In the framework of the Marie-Claire Ricome **ENCATC Traineeship Programme**, in 2018 the ENCATC Secretariat in Brussels hosted 4 trainees from United States, Italy and United Arab Emirates.

Through a combination of skill development tasks, specific projects, and group collaboration, ENCATC trainees become integral members of our team. They participate in daily activities, contribute skills and ideas, and produce excellent work, all the while preparing to become the next generation of cultural professionals.

Trainees also gained preferential access to various cultural venues and events in Brussels. They discovered cultural spaces, got a behind-the-scenes look at major cultural institutions, and met with local cultural professionals to expand their network for future employment.



Reaching and engaging with audiences

3 WEBSITES

ENCATC, Congress and Study Tour websites

The official ENCATC website served as the go-to source for information about the network, its members, how to get involved, the events calendar, publications and much more.

5 SOCIAL MEDIA PLATFORMS

In 2018, ENCATC continued increasing its presence on Facebook, Twitter, LinkedIn and Instagram to inform followers about unfolding developments in real time, and microblogging keynote speeches, ENCATC news, calls, deadlines, reports, publications, news from members and ENCATC partners and the European Union, but also to capture the inspiring beauty of its popular Cultural Happy Hours.

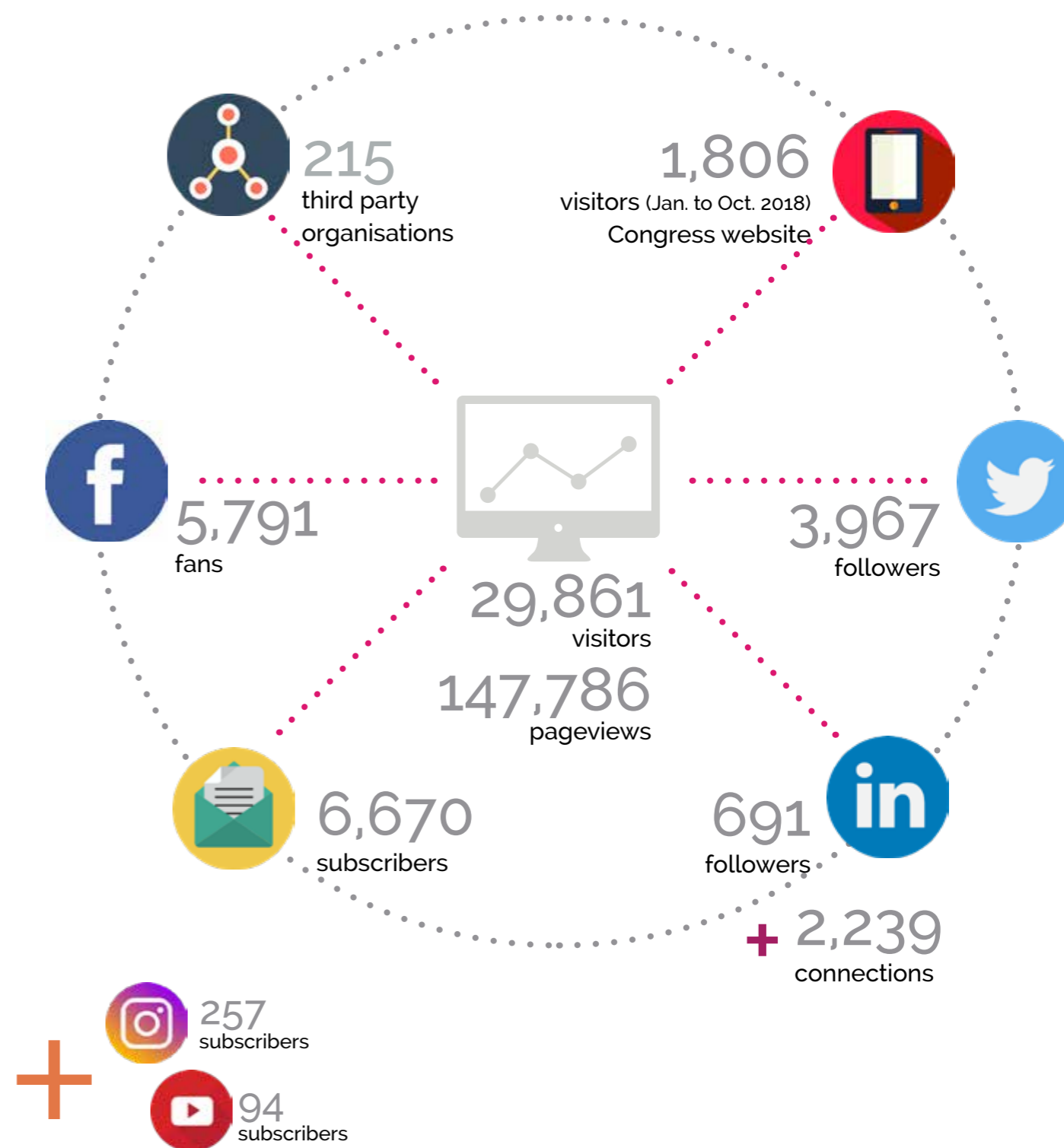
4 CONTACT DATABASES

To reach and inform members and non-members.

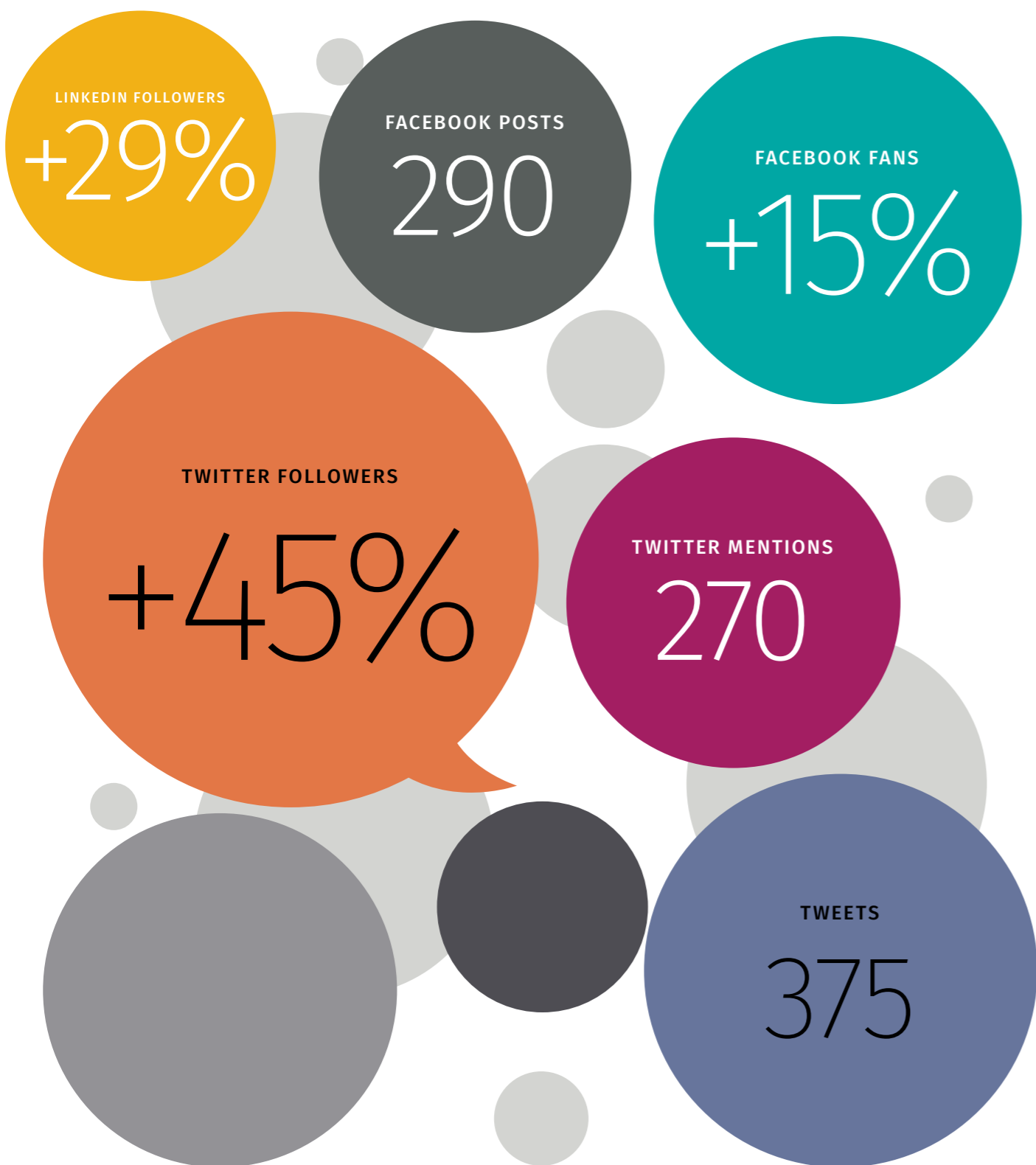
215 THIRD PARTY ORGANISATIONS

Reaching beyond its communication channels ENCATC also benefited from visibility through the channels of its partners and from more than 215 third party organisations that shared ENCATC news, events, and publications.

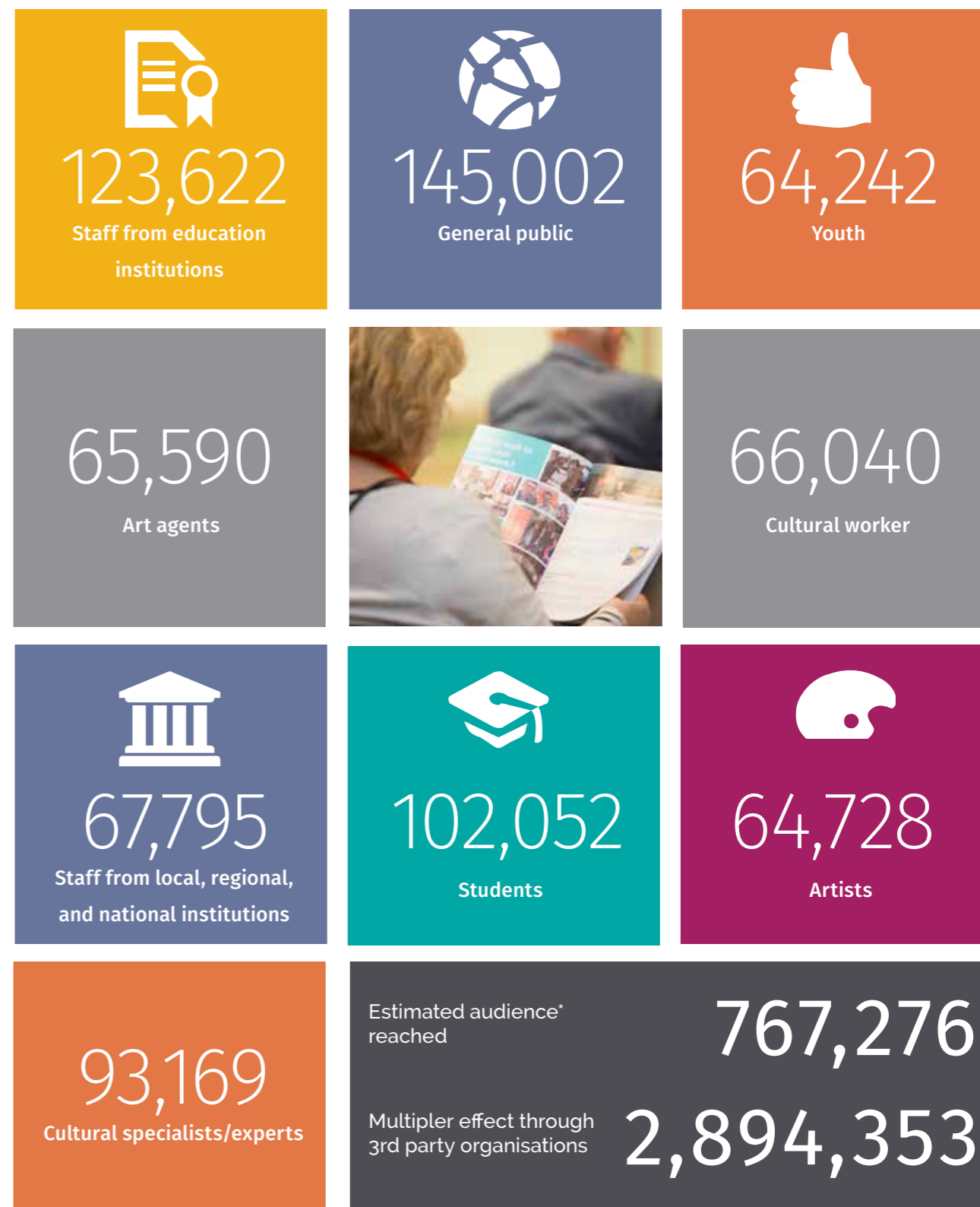
Highly visible organisations included UNESCO, the European Commission, the European Cultural Foundation, the Asia-Europe Foundation, European cultural networks, as well as major education networks in the United States and Asia, and press.



How did we engage in 2018?



Who did we impact in 2018?



*Source: ENCATC estimated Impact Assessment 2018

Establishing strong partnerships

Throughout the year, in the design and implementation of its working programme of activities, ENCATC established 37 partnerships in 9 countries: Belgium, Czech Republic, Germany, the Netherlands, Romania, Slovakia, Taiwan, the United Kingdom, and the United States.

These partnerships strengthened ENCATC's ties to institutions and organisations in the cultural sector, but also from education, research, governments, business and the press. These partnerships were also strategic to open up vast communication channels for ENCATC to promote its activities and reach new audiences.

MEMORANDUM OF UNDERSTANDING

In 2018 ENCATC continued to collaborate with the **Association of Arts Administration Educators (AAAE)** based in the United States and the **Taiwan Association of Cultural Policy Studies (TACPS)**. This followed the Memorandums of Understanding signed in past years with each organisation.

This year, these strategic agreements resulted in an international circulation of information and partnerships on two ENCATC International Study Tours and two Academies organised in New York and Tokyo.



LONGSTANDING PARTNERSHIPS



One partnership in particular was instrumental: co-financing from the **Creative Europe Programme of the European Union**. This partnership, for which the network is extremely grateful, contributed immensely to ENCATC's successful implementation of its ambitious working programme. Furthermore, it supported ENCATC's mission to provide members and close followers with a number of opportunities to develop better skills, competences and know-how, such as encouraging adaptation to digital technologies, testing new approaches to audience development, and testing new business and management models. It strengthened our capacity to efficiently serve our members, stakeholders and the sector at large.

Longstanding partnerships with stakeholders also continued. ENCATC enjoyed its collaborations with **Forum UNESCO**, the **Asia Europe Foundation (ASEF)**, the **European Cultural Foundation**, and the **Asia Pacific Network for Cultural Education and Research (ANCER)**.



PATRONAGE

ENCATC was honoured to receive for its 26th annual Congress on Cultural Management and policy, the **High Patronage of the President of Romania**.

Transnational cultural projects

In 2018, ENCATC was actively involved in transnational cultural projects on a variety of topics from training for cultural managers AND STUDENTS, museum audiences, digital exhibitions, artistic mobility and more!



"Heritage Pro: Interdisciplinary Training for Professionals of Different Disciplines towards Sustainable Management and Preservation of Cultural Heritage" aims at developing a curriculum and training scheme for public and private heritage managers who are not necessarily restorers or conservators by education, but have to manage tasks with very different professional groups, including "traditional" heritage preservation actors like art historians, restorers, conservators, architects and town planners as well as craftspeople, construction companies and real estate developers. The project will also strengthen new key competences in continuing VET and will focus on work-place learning by a particularly participative approach to heritage preservation.

MORE INFO: <http://heritage-pro.eu>

2 years
(2018 - 2020)
5 European
partners
5 countries



ENCATC is proud to be part of these two European consortiums who received funding from the Erasmus+ programme of the European Union.



CONNECT is a Knowledge Alliance project for Audience Development that promotes innovative cooperation between universities and enterprises in the cultural sector across Europe. The purpose of CONNECT is to bridge the gap between teaching in the academic/higher education world and Continuous Professional Development in the cultural sector for the promotion of best practices and a systemic growth around the topic of AUDIENCE DEVELOPMENT. A transnational team of higher education institutions, private cultural organisations and public sector gathers researchers, teachers and trainers from 6 national hubs in Spain, UK, Italy, Denmark, Poland and Belgium.

MORE INFO: <http://connectingaudiences.eu>



3 Years
(2017-2020)
9 partners
6 countries

HOMEE

HOMEE. Heritage Opportunities/threats within Mega-Events in Europe: Changing environments, new challenges and possible solutions for preservation in mega-events embedded in heritage-rich European cities brought together research centres working in the fields of cultural heritage preservation and mega-event planning with key institutions and policy officers who had direct responsibility for planning and implementing mega-events in Europe. The project will generate guidance and policy recommendations to support heritage preservation policy and mega-event planning in future host cities in Europe. Main partners include: Politecnico di Milano - Department of Architecture and Urban Studies; University of Hull - Culture, Place and Policy Institute; Neapolis University Pafos - Department of Architecture, Land and Environmental Science; the International Cultural Center. ENCATC is among the associate partners and as an expertise provider and to disseminate information about the project's progress and outcomes.



3 years (2018-2021)
9 partners
6 countries.

This consortium received funding from the European Union's Horizon 2020 research and innovation programme.



The project **Traces, "TRansnational Accelerator for a Cultural and Creative EcoSystem"** was created to enhance and support the precious sector of Cultural and Creative businesses, thanks to the synergy between the University of Salento (Department of Economics), as lead partner, and Tecnopolis Science and Technology Park, Creative Puglia District, Hellenic Management Association, Chamber of Commerce of Achaia, ENCATC and the Foundation for Ethical Finance.

MORE INFO: www.encatc.org/en/projects/transnational-cultural-projects

2 years (2018-2020)
5 partners
3 countries

This project is financed for about € 1 million from the Greece-Italy Cooperation program.





ABOUT ENCATC

What is ENCATC?

Established in 1992 in Warsaw, ENCATC is an independent organisation and the only European network in the field of cultural management and policy.

In 2018, it was made up of more than 100 member institutions in 38 countries. ENCATC is an NGO in official partnership with UNESCO and an observer of the Council of Europe's Steering Committee for Culture.

Our mission is to stimulate the development of cultural management and cultural policy education in Europe and beyond, engaging and responding to new developments in politics, economics, societies, and technology.

Our members are higher education institutions, training centres, cultural organisations, consultancies, public authorities, and artists. Since its creation, ENCATC cooperates in many ways with the Council of Europe, UNESCO, European institutions, and the European Cultural Foundation. As results of our internationalisation policy, ENCATC is also a strategic partner of the Asia-Europe Foundation, and the Association of Arts Administration Educators in the United States.

We believe cultural management and policy education, training, and research have the power to make the cultural sector stronger, resilient, and sustainable in Europe and beyond.

ENCATC plays a crucial role in ensuring the sustainability and in strengthening the competitiveness of the cultural and creative sectors since its members are directly responsible for the education of tomorrow's managers and operators and of the future European citizens who will profit from cultural offers at the European, national and local levels.

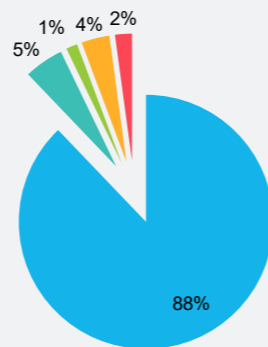
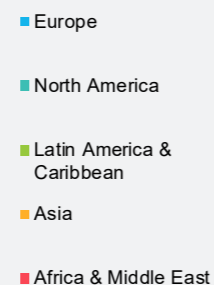
Membership in 2018

Total ENCATC membership

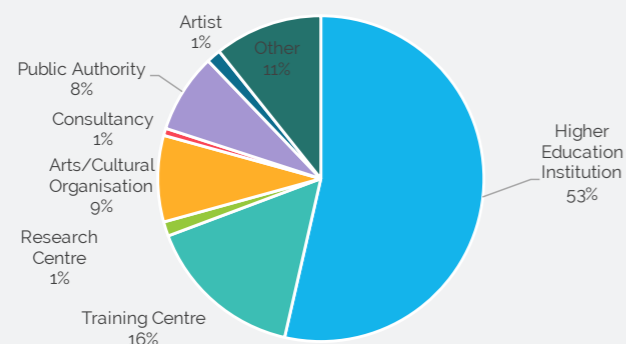
140

in 38 countries

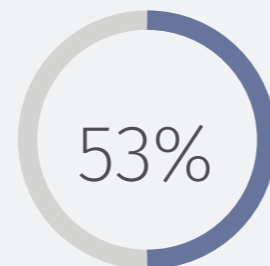
Where are members in the world?



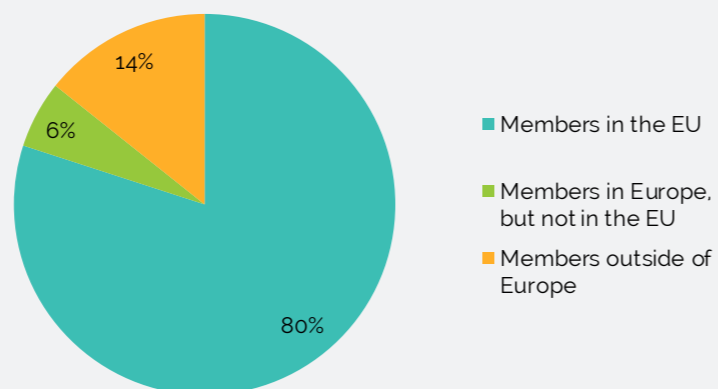
Who are our members?



of members represent higher education institutions



How many members are in the European Union?



AUSTRIA (2)

IKM Institute of Culture Management and Culture Studies
Institut für Kulturkonzepte

BELGIUM (7)

Association Marcel Hicter pour la Démocratie Culturelle
BOZAR, Centre for Fine Arts of Brussels
Damien Helly
EuAbout Lab ASBL
Flemish Ministry of Culture
Observatoire des Politiques Culturelles // Ministère de la Communauté Française Wallonie-Bruxelles
University of Antwerp / Antwerp Management School

BULGARIA (3)

Svetlana Hristova, Professor
SULSIT University of Library Studies and Information Technologies

CANADA (2)

Lidia Varbanova - researcher/lecturer/trainer
University of Regina

COLOMBIA (1)

University of los Andes

CROATIA (3)

INTERACTA, Association for Production and Interaction in Culture and Education
Kultura Nova Foundation
Prokultura Association - Observatory of Cultural Policy

CUBA (1)

Oficina del Historiador de la Ciudad

CYPRUS (1)

Kakia Catselli

CZECH REPUBLIC (2)

DAMU Theatre Faculty of Academy of Performing Arts

Janacek Academy of Music and Performing Arts

ESTONIA (1)

Estonian Academy of Music and Theatre - EAMT

FINLAND (8)

Arcada University of Applied Sciences

CUPORE - Foundation for Cultural Policy Research

Helsinki Metropolia University of Applied Sciences

HUMAK University of Applied Sciences

Seinajoki University of Applied Sciences

Sibelius Academy / Sibelius-Akatemia

Turku University of Applied Sciences

University of Jyväskylä

FRANCE (12)

AGECIF

Claire Giraud-Labalte

Burgundy School of Business

Le LABA

Institut d'Etudes Supérieures des Arts

Maryam Rashidi

Musée du Louvre

Université Aix-Marseille

Université de Cergy Pontoise

Université Lumière Lyon II

University de Rouen Normandy

Université de Savoie - IUT de Chambéry

GEORGIA (2)

Luciano Gloor

Ministry of Culture and Monument Protection of Georgia

GERMANY (7)

european centre for creative economy GmbH (ecce)

Fabian Vogler

Fachhochschule Potsdam

Heilbronn University

Institut für Kulturkonzepte Hamburg

Institut für Kultur-und Medienmanagement (KMM)

Pädagogische Hochschule Ludwigsburg

HUNGARY (1)

Central European University

ICELAND (1)

Bifröst University

ITALY (18)

Antonia Liguori

Around Culture

ATER Associazione Teatrale Emilia Romagna

City Council of Genoa

Eurac Research

Fondazione Fitzcarraldo

IED Istituto Europeo di Design SpA

Il Sole 24 Ore Business School

IMT Institute for Advanced Studies

Istituto Luigi Sturzo

Melting pro. Laboratorio per la cultura

Promo PA Foundation

Symbola Foundation for Italian Quality

University of Bologna (Graduate Program GIOCA)

University of Ferrara (MuSeC - Course on Economics and Management of Museums and Cultural Services)

University of Macerata

University of Salento

Zetema Progetto

LATVIA (1)

Arts Academy of Latvia

LITHUANIA (3)

Lithuanian Academy of Music and Theatre LMTA

Lithuanian Cultural Institute

Vilnius Academy of Arts

MALTA (3)

Ministry of Justice, Culture and Local Government

NETHERLANDS (6)

Amsterdam Fashion Institute

De Domijnen

University of Groningen

Utrecht School of Arts

Utrecht University

Yelena Kharitonova

NORWAY (1)

Norwegian School of Management BI

POLAND (4)

International Cultural Centre

ROK AMU Culture Observatory, Adam Mickiewicz

University of Poznan

WSB University

PORTUGAL (1)

Catarina Vaz Pinto

ROMANIA (4)

Academy of Music "Gheorghe Dima"

National Institute for Cultural Research and Training (NIRCT)

Ministry of Culture

Sibiu International Theatre Festival

RUSSIA (1)

Institute for Cultural Programmes (ICP)

SERBIA (3)

Central Institute for Conservation

Center for Study in Cultural Development

Faculty of Drama Arts, University of Arts in Belgrade

SINGAPORE (1)

LASALLE College of the Arts

SLOVAKIA (1)

Academy of Performing Arts (VSMU)

SOUTH AFRICA (1)

University of the Witwatersrand

SPAIN (9)

Cristina Ortega

Espronceda

Fundacion SGAE

Fundacion Iberoamericana de las Industrias

Culturales y Creativas (FIBICC)

MariaPaz Marques

Observatorio Cultural del Proyecto Atalaya -

Universidad de Cádiz

University of Barcelona

Universitat Internacional de Catalunya

Universitat de València

SWEDEN (6)

DIK Association

Jamtli Foundation

Karlstad University

Malmö University

Nätverkstan

Södertörns Högskola / Södertörn University College

SWITZERLAND (1)

Anne-Catherine Sutermeister

TAIWAN (4)

National Taiwan University of Arts

Ministry of Culture, Taiwan

National Cheng Kung University

Xia Jing Shan Arts & Culture Foundation

TURKEY (3)

Çekul Foundation

Cultural Policy and Management Research Center (KPY)

Istanbul Bilgi University

UNITED ARAB EMIRATES (2)

Caroline Firket

Renata Papsch

UNITED KINGDOM (10)

City University in London

Cultural Division/Taipei Representative Office in the UK

Goldsmiths, University of London

Ironbridge International Institute for Cultural Heritage,

University of Birmingham

Plymouth University

Sue Kay

The Audience Agency

University College London

University of Kent

University of the Arts London

UNITED STATES (5)

Boston University

Carnegie Mellon University

George Mason University

National Creativity Network

New York University

Promoting transnational cooperation and mobility inside the network: seven Member Stories

Collected in "Member Stories", ENCATC shares examples of its members working together in this regular series highlighting cross-border and cross-cultural cooperation and sharing the impact such collaborations can have for the sector.

Together, ENCATC members pooled their resources and expertise working on conferences, educational programmes, European projects, and publications.

All these examples clearly demonstrate the ENCATC membership's added value to realise cross cultural and transnational cooperation. While they provides important evidence of ENCATC members successfully working across borders and cultures, it is by no means an exhaustive mapping. While ENCATC is aware there are many hundreds of examples of collaboration between members, it is not always evident to collect and share this information. However, "Member Stories" provides a formalised and much needed format to monitor and promote successful examples of members working together on projects, events, research, teaching, and more.

Finland & United States

Meeting in the Big Apple: Students from Sibelius Academy meet with ENCATC Board Member Richard Maloney

In October, 14 students studying cultural management at ENCATC member institution Sibelius Academy, University of the Arts Helsinki, were in New York City to visit some of the world's most innovative art and cultural institutions.

Type of collaboration

Education & Training

On 2 October, the group met with ENCATC Board Member, Richard Maloney, from the Steinhardt School at New York University. Professor Maloney, who is a Clinical Associate Professor and Director of the Performing Arts Administration graduate programme, gave the Sibelius Academy students a lecture on American cultural policy. This was followed by a networking reception so students enrolled in both programmes could meet their peers and exchange experiences studying cultural management in Finland and the United States. Finally, Professor Violeta Simjanovska, Head of Arts Management Department at the Sibelius Academy met with Professor Maloney and Erich Dietrich, NYU's Dean of Global Affairs and Assistant Vice President of Global Programs, to discuss future faculty and student exchanges.

"It's wonderful to welcome and teach students from other ENCATC member institutions. Being in New York City is a great experience for cultural management students. Its arts and culture scene has an intensity like no other city. When coupled with lectures our program at NYU can offer, the result is a truly powerful educational experience - one that students will not soon forget," said Professor Maloney.



Italy

Museum of the future. Digital skills for change and innovation in Italy

As a component of the Mu.SA – Museum Sector Alliance project, co-funded by the Erasmus + Program, Key Action 2 Sector Skills Alliances, two ENCATC member organisations, MeltingPro and Symbola conducted a survey of the current scenario with the aim of mapping the training needs of museum professionals in Italy, as regards to their digital and transferable skills.

Type of collaboration

European project

This research involved 32 Italian experts in various aspects of the museum sector. They included the directors of museums and archaeological sites, the project managers of smaller museums, innovative start-up companies and cooperatives providing museum services, university professors, experts on professional profiles and the representatives of the relevant institutions in the field, at a regional and a national level.

The report, conducted in Italy, arranged in four main themes.

The first theme is related to the need for a widespread digital culture. To promote the renewal of the sector, the first and foremost investment we hope for is that of the digital training of museum professionals.

The second theme regards community. In the conception and production of innovative cultural contents and services, it is necessary to develop a personalized offer as regards the various audiences to be reached, adopting suitable forms and channels of communication. The museum as an institution is increasingly called upon to redefine and re-elaborate itself as a collective body, fed by the communities that support it (local citizens and all of the cultural and scientific communities that it interacts with).

The third theme refers to professions and digital skills above all in relation to the digitalization of heritage and the involvement of the public, which are crucial factors in the present period of great changes. According to the latest findings of the Mu.SA research, at present there are two strategic figures in Italy on which it is believed that investment should be concentrated. Alongside the more widespread Online Cultural Community Manager (OCCM), who is responsible for the communication strategy of a museum and the management of relations with online audiences, there is the perception of a need to be able to count on a figure who deals with liaisons and establishing connections, the Digital Strategy Manager (DSM).

Finally, the key issue of accessibility and security emphasizes the importance of striking a balance between the need to make cultural contents as open as possible and the need to ensure the security of data and their storage over time.



The report is available in Italian and English.

[TO READ THE REPORT](#)

Italy & Cuba

Empowering youth and young people through art and creativity

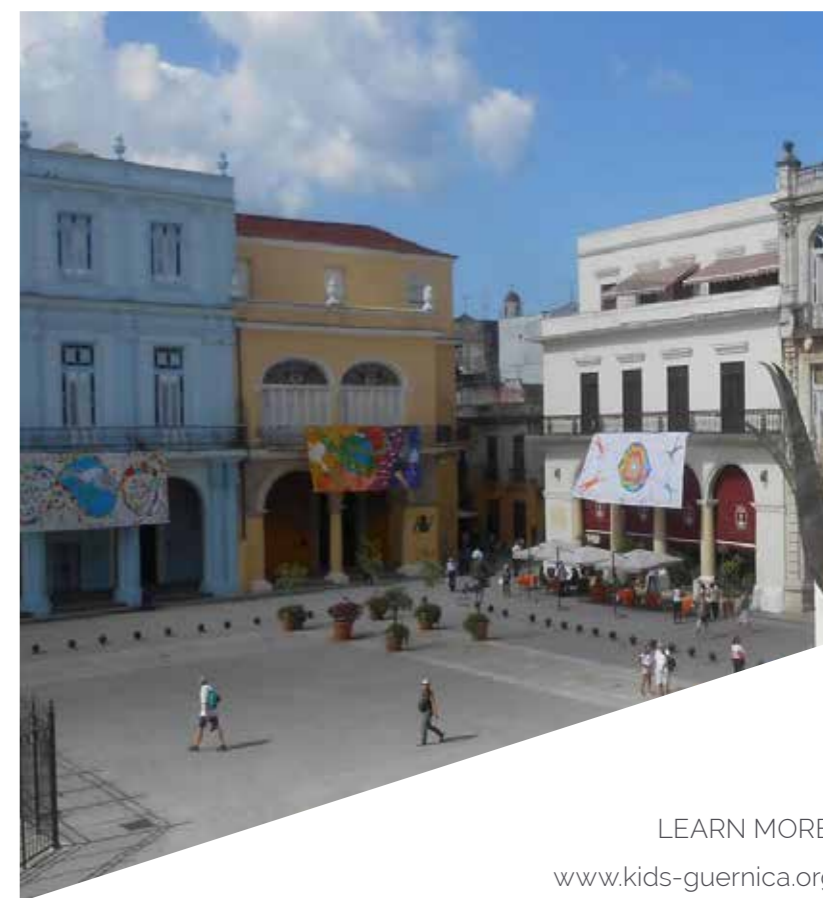
In November 2018, the Rebirth Forum "Geografías de la transformación", a project of the Michelangelo Pistoletto, Cittadellarte and the Cuban Embassy of Rebirth/Third Paradise, took place for the fourth time in Cuba thanks to the Ambassador Laura Salas Redondo.

Type of collaboration

Education & Training

In anticipation of this event, Savina Tarsitano, Ambassador of the Rebirth project, a European representative of the International children project Kids-Guernica, co-founder of the Art centre, and an artist at Espronceda, a member of ENCATC, had the opportunity to meet in Havana with Liset Valderrama Lopez of the Oficina del Historiador de la Ciudad, also a member of ENCATC.

Their meeting was very interesting and creative in exploring a future possibility to cooperate and to organise in 2018, in occasion of the European Year of Cultural Heritage, and the future Rebirth Forum, a tour exhibition of the big canvas of Kids-Guernica inspired to the work of Picasso together with Third Paradise canvas as well. Each canvas has the same size of Picasso' Guernica work (35x7,8m), actually more than 300 canvasses exist in the world. In 2014, the two projects, Kids-Guernica and Third Paradise, established a new cooperation across the world on the importance of education and to put children, young people and adults all together for a better world. The idea discussed was on the possibility to exhibit the big canvas of Kids-Guernica/Third Paradise in the city of Havana, indoors and outdoors to showcase the cultural heritage.



LEARN MORE:

www.kids-guernica.org

www.thirdparadise.org

Italy & United Kingdom

Using connections to launch careers of future cultural managers

ENCATC strongly encourages members who are higher education institutions to collaborate with members who are arts and cultural institutions to provide opportunities for students to gain professional experience in the field.

Type of collaboration

Capacity building for students

ENCATC is a unique network in that its members include higher education institutions as well as organisations of cultural operators and managers working in the field. This combination is not only crucial for exchanges between education, theory, research and practice, but it can also open doors for cultural management and policy students to gain professional experience in cultural organisations.

Thanks to the funding of the Erasmus+ programme, two members of ENCATC, MeltingPro and Goldsmiths, University of London are able to share such an experience.

Margarita Monaco was new Erasmus+ trainee at MeltingPro since. Having completed her MA in Arts Administration and Cultural Policy at Goldsmiths in 2017, she was ready to put into practice the solid foundation she acquired on audience development.

The traineeship opportunity at MeltingPro's office in Rome was a great fit as both it and Goldsmiths are partners of the CONNECT project, a Knowledge Alliance which will develop a new Twin-track programme in audience development for students and practitioners working in arts management.

"We are really excited to welcome Margarita to the team, especially as she's a student from another ENCATC member institution," said Antonia Silvaggi, one of the founders of MeltingPro. "She has a good preparation in Arts administration and is eager to know better the cultural setting in Rome and very proactive. With us she will be learning more about MeltingPro's approach to audience development and its role and work in CONNECT. Moreover, this is an opportunity for us to share the important ties we are able to create thanks to being part of ENCATC and the collaborations we have with other members."



MeltingPro European project managers and researchers Antonia Silvaggi (left) and Patrizia Braga (right), & Margarita Monaco from Goldsmiths, University of London.

Belgium & Spain

Music Festivals, a Changing World. An International Comparison

ENCATC members Lluís Bonet from the University of Barcelona and Michel Guérin from the Observatoire des Politiques culturelles/Fédération Wallonie-Bruxelles collaborated to edit with Emmanuel Négrier the book *Music Festivals, a Changing World. An International Comparison*

Type of collaboration

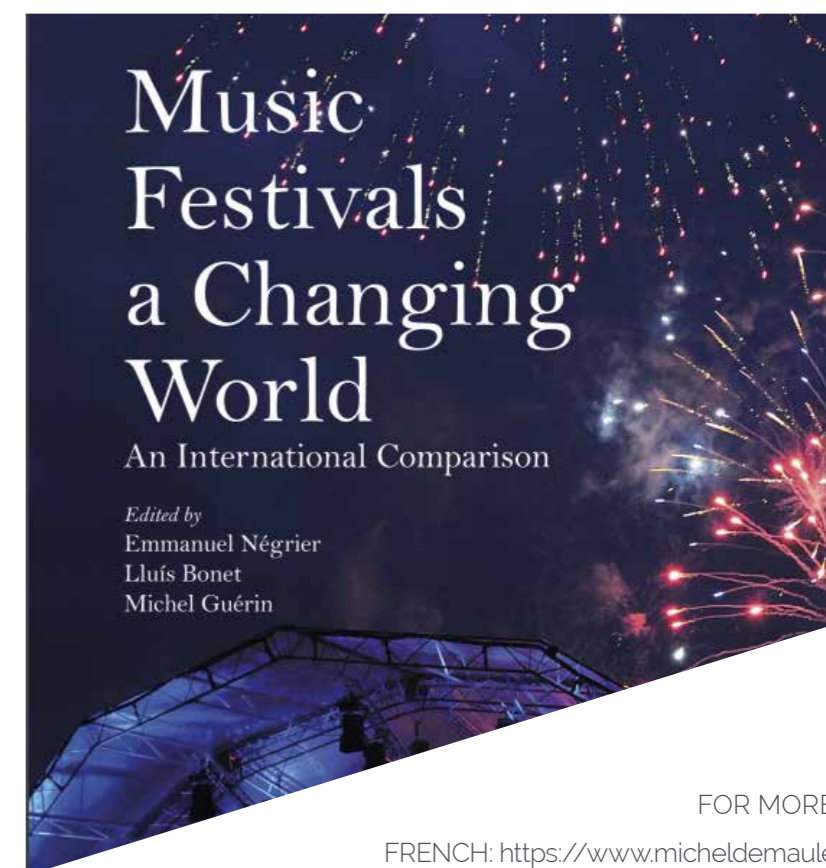
Publication

Despite the seniority of a few pioneers, the festival remains a new idea in Europe. The diversity of such a phenomenon, in terms of style, scale, public support or cultural significance, has long been an obstacle to comparative analysis.

This is the first international comparative study of music festivals using a uniform style of investigation, including nine national samples of festivals, to which have been associated individual events from six other countries. The comparison focuses on 396 music festivals, representing a wide variety of genre, musical style, size and seasonal programming. All their major challenges are discussed: their artistic and cultural goals, their human and financial resources, and even their business models.

The first part of the book takes stock of this reasoned journey into the world of festivals. The second part presents several national chapters that can better take into account the cultural, economic and political context in which these events are created and deployed. This dual international comparison allows us to go beyond the image of national models frozen in their opposition, an opposition long overcome by artists themselves.

This book, also published in French, follows the two books previously published by Michel de Maule: *Les Nouveaux territoires des festivals* (2007) and *Les publics des festivals* (2010).



FOR MORE:

FRENCH: <https://www.micheldemaule.com/fr/Livres-Parus/Festivals-de-musique-s-un-monde-en-mutation/348.htm>

ENGLISH: <https://amzn.to/2GnhDgP>

Belgium & United Kingdom

Cultural Governance in a Global Context. An International Perspective on Art Organizations

ENCATC members Ian King from the University of the Arts London and Annick Schramme from the University of Antwerp/Antwerp Management School edited a publication entitled Cultural Governance in a Global Context. An International Perspective on Art Organizations.

Type of collaboration

Publication

This original book explores the character of cultural governance of arts and cultural institutions in eight countries across five continents. Examining strategy and decision-making at an organisational level, this is the first empirical contribution on cultural policy and management, revealing how it is applied across the globe in otherwise unexplored countries.

Concerned with the assumption that 'one-size fits all', the chapter authors analyse how cultural governance is managed within arts organizations in a range of countries to assess whether some locations are trying to apply unsuitable models. The chapters aim to discover and assess new practices to benefit the understanding of cultural governance and the arts sector which have as yet been excluded from the literature. As a collection of local accounts, this book offers a broad and rich perspective on managing cultural governance around the world.

The publication includes article contributions from members in Taiwan, Serbia, and South Africa.



FOR MORE:

<https://www.palgrave.com/gp/book/9783319988597>

Italy

Make Culture, Make Europe

ENCATC members involved in two European projects, Adeste+ and Be SpecACTive! organized a face to face "Make Culture, Make Europe" in the name of cultural participation on 5 December in Turin, Italy.

Type of collaboration

European Projects

This event was an opportunity to find answers to questions such as: Why is Europe so interested in cultural participation? What happens to artists when they plan with their audiences? And what about organizations when they put them at the centre? What is the relation between cultural participation and democracy?

The event organized by Adeste+ and Be SpectACTive!, two European projects that operate in culture and performing arts (theater/dance) that won in July 2018 the competition announcement by the Creative Europe program of the European Commission.

In the next four years both projects will work on the processes of cultural participation. The projects are headed by two Italian organizations - ENCATC member, the Fondazione Fitzcarraldo for Adeste+ and the Associazione CapoTrave/Kilowatt for Be SpectACTive! - and are united by a goal: to experiment with forms of collaboration between cultural and public organizations, putting citizens at the centre of artistic and organizational processes.

Adeste+, with its 15 partners (that also includes ENCATC members Fondazione Fitzcarraldo, The Audience Agency, MeltingPro, and the Kultura Nova Foundation) in 11 cities of 7 European countries, acts on cultural organizations to experiment with organizational and policy processes (working on Audience Development). Be SpectACTive!, active since 2014, continues its European mission. In this new edition the project involves 19 partners, (including ENCATC members Fondazione Fitzcarraldo and the University of Barcelona) located in 18 cities and in 15 European countries and continues to experiment with participatory practices that involve actively the spectators/citizens in the artistic and organizational processes (working on the Audience Engagement).



FOR MORE ABOUT THE EVENT:
<https://www.facebook.com/events/331490544316330/>

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ADMINISTRATIVE

Board members 2017- 2019

The ENCATC board is responsible for the network's policy and for the design and implementation of the annual working programme in collaboration with the ENCATC Secretary General.

The members of the board are active in implementing a number of activities and projects for the network. Each member of the board takes over a specific responsibility and he/she replaces the Secretary General, when necessary abroad. Each year, the Board organises a number of meetings to discuss, among other issues, membership applications, network activities, strategic decisions, and project proposals.

The current ENCATC Board for 2017-2019 was elected at the 25th Virtual General Assembly which took place from 2-15 November 2017.

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President

University of Salento,
Italy



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Vice-President

City University
London, United
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Tanja Johansson
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Sibelius Academy,
University of the Arts
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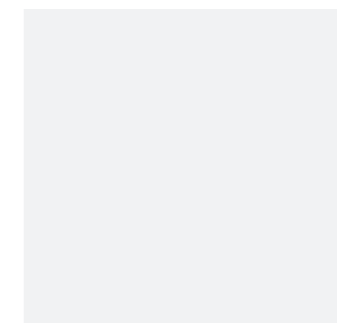
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Arts in Prague, Theatre
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Taiwan



Alan Salzenstein
International
Correspondent Board
Member

DePaul University
of Chicago, USA



ENCATC Secretariat

How was ENCATC able to implement so many activities throughout the year?

The successful year was made possible thanks to ENCATC board members, international correspondent board members and ambassador, but also thanks to 3 dedicated and experienced full-time employees, 4 trainees, and 4 external service providers.

Thanks to the dedication and professionalism of everyone involved, the network was able to achieve all of its foreseen activities and events, as well as additional events being organised throughout the year as opportunities arose to partner with members and other organisations.

Giannalia
Cogliandro Beyens
Secretary
General



Elizabeth Darley
Communications
Manager



Julie Maricq
Communications
Strategist



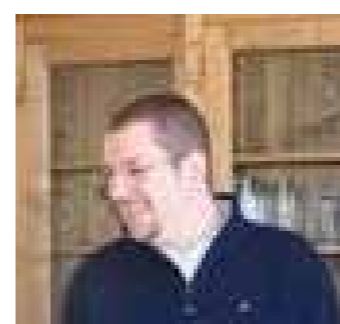
Manon Deboise
Project Officer



Cristina
Ortega Nuere
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Isabel Verdet
Scientific Project
Officer



Christophe Lanoy
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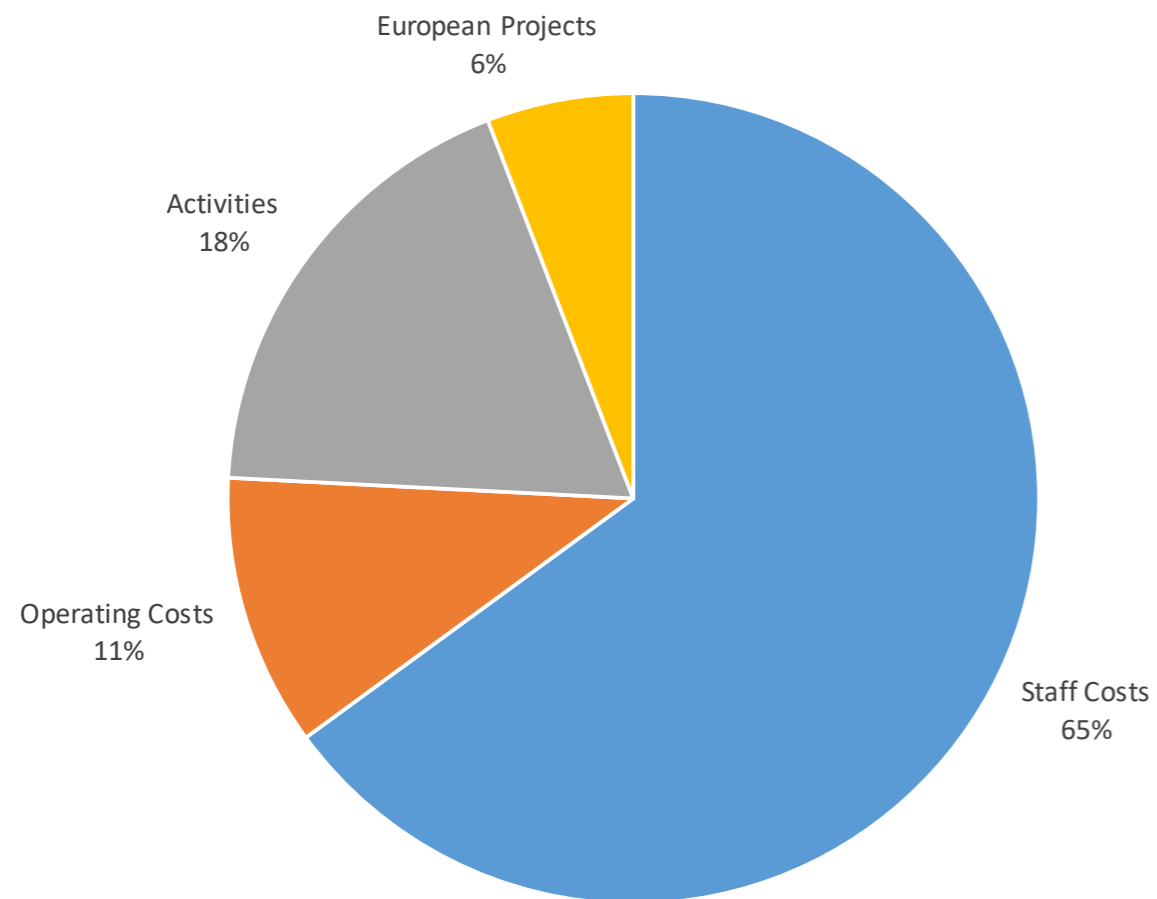
Claire
Giraud-Labelte
ENCATC
Ambassador



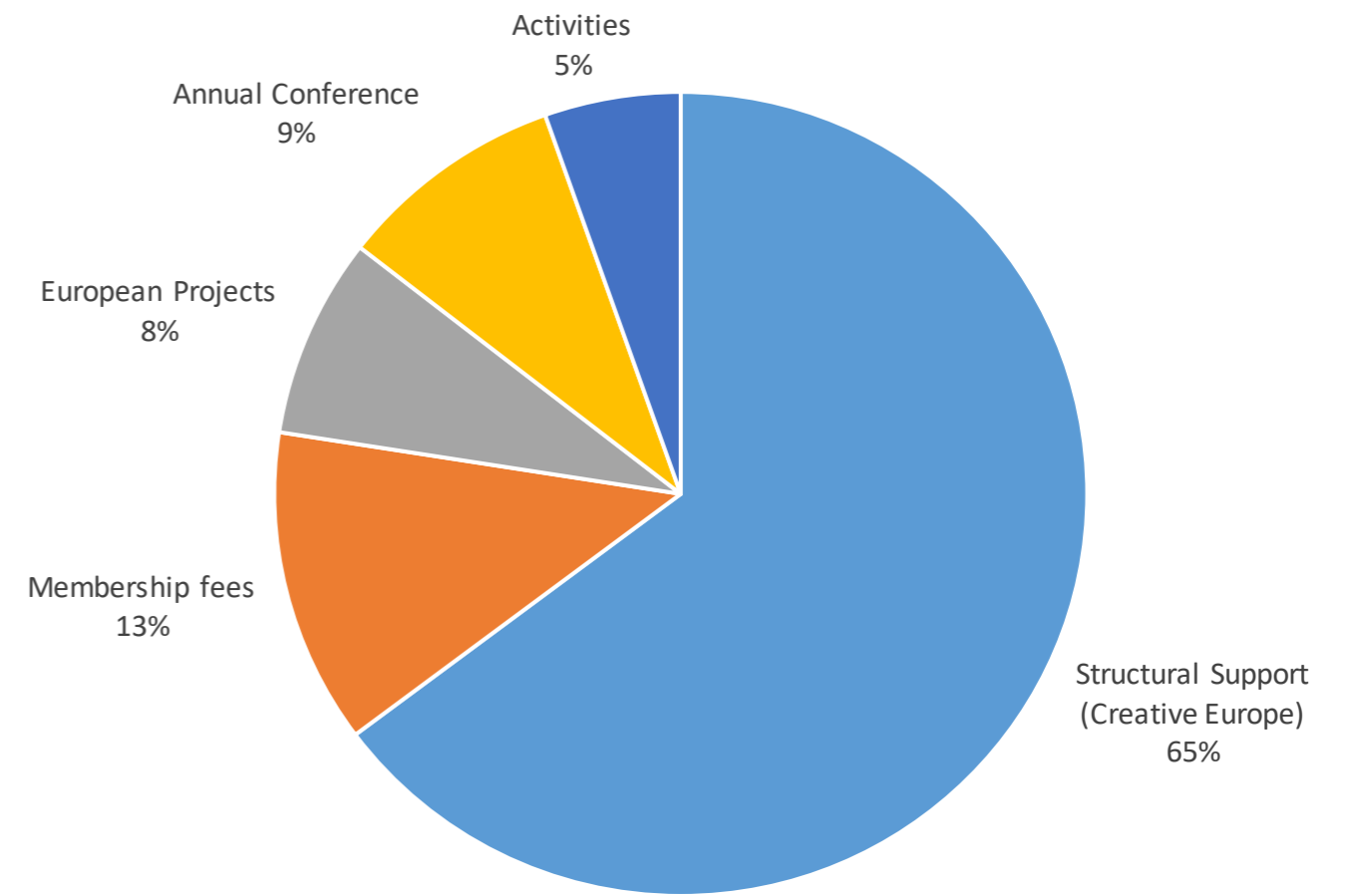
Finance 2018

These pie charts summarize the 2018 fiscal year with figures showing how ENCATC is funded and how its financial resources are utilised.

Expenditure



Income



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, professionalise 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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COVER PHOTO
ENCATC Cultural Happy Hour to Art Brussels, 2017

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