



ENCATC news

A monthly e-newsletter for the latest in cultural management and policy

ISSUE N° 128

DIGEST VERSION FOR OUR FOLLOWERS





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NOTE FROM THE EDITOR

Dear colleagues,

Welcome to the 128th issue of the ENCATC Newsletter! For many of you September opens a new academic year and after the summer holidays it's a fresh start for all of us! I couldn't wait to share this issue with all its knowledge and opportunities to accompany you as you kick off the final trimester of 2019.

In just a few weeks many of us will be gathering in Dijon for the 2019 ENCATC Congress "Diversity and sustainability at work. Policies and practices from culture and education". I look forward to our gathering from 2-5 October for the exciting **new knowledge, cutting-edge research, ground-breaking innovations** from cultural management and policy education, and **next actions to ensure significant improvements** in our field.

In light of last week's announced **portfolio of the European Commissioners**, I am deeply saddened the words "culture" and "education" are not anymore mentioned in the Commissioner's title having been there from the very beginning of the Commission's story. This is all the more reason it is **crucial for ENCATC members to come together** at the **Annual Members' Forum** on 2 October as we work together on our new four-year strategic plan.

Now is also the time to plan your 2019 calendar after the Congress with the **ENCATC-TACPS Academy on Cultural Relations and Diplomacy**, the next meetings of our **Working Group on Evaluation**, and the **Annual Policy Debate!** There's still more knowledge to be gained, experiences to be shared, and important networking to advance your projects!

Continuing our partnership with Julie's Bicycle after our successful **Creative Climate Movement Series** cooperation,

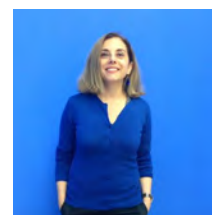
we are bringing members and stakeholders resources so they can make a positive impact on our planet. **"Cutting through the noise: Climate activism for tangible change"** by **Abbi Knell** shows how **the cultural space** has an important opportunity to **get across the clear message on climate change** which can resonate with audiences on a human level.

In the Members' Corner, **Fábio Sabetta Morales** from Brazil contributes **"The Brazilian progress and challenges in promoting social impact through arts and culture"** which kicks off a series of articles on Brazilian cultural policy. It is an important added value to deepen our knowledge in this area and I'm sure will foster reflections and open perspectives on cultural policy in a different world region.

I'm also seeing an exciting trend in our membership development with growing **awareness and desire for European and international cooperation, exchange and partnerships**. This month, we interview the **Institute for European Studies at University Paris 8** and our contact, **Fanny Bouquerel** is eager to participate actively in our activities and make strong connections.

I wish everyone happy reading and success on the paths created from the knowledge and possibilities gained in your September issue of *ENCATC News*.

Yours sincerely,



GiannaLia Cogliandro Beyens
ENCATC Secretary General

NEWS FROM ENCATC



NEW MEMBERS

The network is growing! Join us in welcoming new members from around the globe!

UNITED STATES

[Alice Loy](#)

Co-founder of Creative Startups



BELGIUM

[Christian Ost](#)

Professor at ICHEC Brussels Management School



THE NETHERLANDS

[Kunstloc Brabant](#)

ENCATC CONTACT:
[Jenneke Harings](#),
Policy Advisor



ITALY

[Tools for Culture](#)

ENCATC CONTACT:
[Michele Trimarchi](#),
President



MEXICO

[Universidad Anáhuac](#)

ENCATC CONTACT:
[Maria Alicia Cisneros Patiño](#),
Coordinator



PORTUGAL

[Nancy Duxbury](#)

Researcher, Co-coordinator of the "Cities, Cultures and Architecture" research group at CES at the University of Coimbra



ITALY

[University of Catanzaro 'Magna Graecia'](#)

ENCATC CONTACT:
[Emanuela Macri](#),
Research Fellow



AUSTRALIA

[David Throsby](#)

Distinguished Professor of Economics, Department of Economics at Macquarie University



WHAT HAS HAPPENED?

AGENDA

People, Places & Meetings



From top left clock-wise: (1) GiannaLia Cogliandro Beyens and Davide De Nicolò; (2) Julia Youngs, GiannaLia Cogliandro Beyens and Alice Loy; (3) GiannaLia Cogliandro Beyens and Sandra Maria del Campo Gonzalez; (4) ENCATC in the 2019 September issue of Classical Music Magazine; (5) GiannaLia Cogliandro Beyens and Naghmeh Kashanito; (6) Karin Drda-Kühn and GiannaLia Cogliandro Beyens

04 July in Brussels, Belgium: ENCATC Secretary General, GiannaLia Cogliandro Beyens, met with Davide De Nicolò from TECNOPOLIS PST in Italy. As a new member to join in 2019, they talked about membership benefits and opportunities like the ENCATC Project Marketplace to find partners and the ENCATC Breakfast webinars to gain new knowledge.

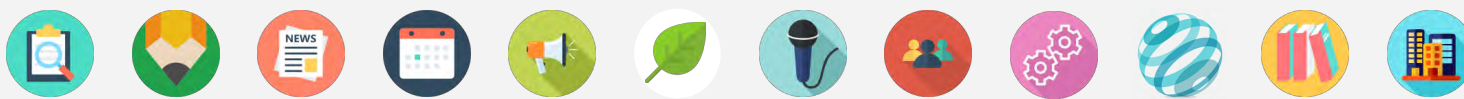
15 July to 29 August in Brussels, Belgium: In the frame of the [Marie Claire Ricome ENCATC Traineeship Programme](#), this summer the ENCATC Secretariat welcomed Sandra Maria del Campo Gonzalez from Spain for a summer traineeship in the Communication Department. *"This has been a learning opportunity enriching for both my personal and professional development,"* said Sandra. Through a combination of skill development tasks, specific projects, and group collaboration, trainees become integral members of our team!

19 July in Brussels, Belgium: ENCATC Secretary General, GiannaLia Cogliandro Beyens, met with Alice Loy, a new ENCATC member and Co-founder of Creative Startups, along with her colleague Julia Youngs. It was a pleasure to see a member from the USA meet in Brussels! It was the occasion to talk about membership benefits, collaboration opportunities, and the 2019 Congress in Dijon.

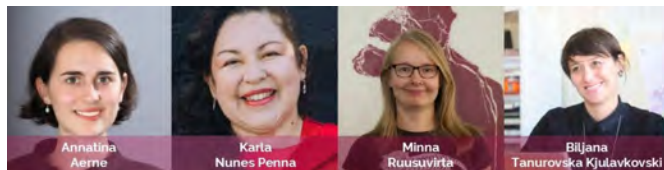
30 July in Brussels, Belgium: ENCATC Secretary General, GiannaLia Cogliandro Beyens, was interviewed by the journalist Simon Mundy for Classical Music Magazine to learn more about ENCATC's important role in teaching and advocating for cultural policymaking around Europe. The article appeared in the September issue and is [available here](#).

17 September in Brussels, Belgium: ENCATC Secretary General GiannaLia Cogliandro Beyens met Naghmeh Kashanito from Freemuse, an independent international organisation advocating for and defending freedom of artistic expression. It was the chance for her learn more about ENCATC, our activities, and new opportunities from the network.

17 September in Brussels, Belgium: ENCATC Secretary General, GiannaLia Cogliandro Beyens met with Karin Drda-Kühn from Kultur und Arbeit e. V. to discuss the Erasmus+ project Heritage-pro. ENCATC is very proud to be in this project consortium and contribute to the interdisciplinary training for professionals of different disciplines towards sustainable management and preservation of Cultural Heritage.



4 finalists are in the running for the 2019 ENCATC Research Award



On 27 August, ENCATC revealed the names of the **four finalists in the running for the 2019 ENCATC Research Award on Cultural Policy and Cultural Management**.

They are: **Annatina Aerne** for her PhD *"The Creation of a Public Sphere through a Network of Art Publics in Bogotá"* obtained from the University of St.Gallen in Switzerland; **Karla Nunes Penna** for her PhD *"A critical autoethnographic study of context-related influences on cultural heritage preservation education of World Heritage sites in Northeastern Brazil"* obtained from Murdoch University in Australia; **Minna Ruusuvirta** for her PhD *"Does sector matter? Plural characteristics and logics in third sector festival organisations"* obtained from the University of Jyväskylä in Finland; and **Biljana Tanurovska Kjulavkovski** for her PhD *"Theory of institutions and cultural policies for contemporary performative practices"* obtained from the University of Arts in Belgrade, Faculty of Dramatic Arts in Serbia.

Having been selected by the Award's international jury, these finalists are **authors of important research** shedding light on **contemporary cultural issues** and challenges by analysing them and **offering policy solutions**.

Speaking on behalf of the jury as **ENCATC President and Jury President, Francesca Imperiale** said: *"This year's four finalists should be proud of their achievement to be one step closer to being the 2019 Award winner. Reaching this stage is recognition from our esteemed international jury who have identified in these four doctoral theses, potential contributions to inform policy making and benefit practitioners active in the broad field of culture."*

On **3 October in Dijon, France**, the **winner** will be **announced** at the **official Award Ceremony** being held during the **27th ENCATC Congress "Diversity and sustainability at work. Policies and practices from culture and education"** (2-5 October). ENCATC is very honoured to have **Ms. Louise Haxthausen**, Director, UNESCO Liaison Office in Brussels and UNESCO Representative to the European Union, who will announce and deliver the award.

The winner will have her research published in the **ENCATC Book Series on Cultural Management and Cultural Policy Education**, published by Peter Lang, an international publishing group.

READ MORE: <https://www.encatcresearchaward.org/?p=491>

ENCATC Book Series launches two new publications

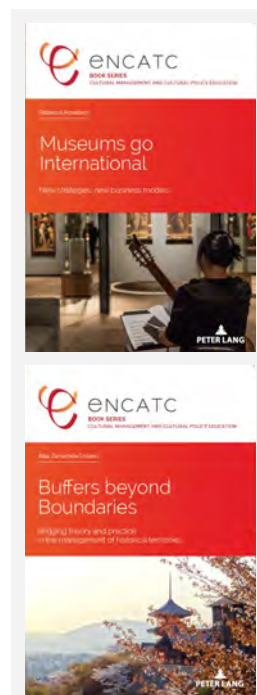
On 4 October in Dijon, during the **2019 ENCATC Congress on Cultural Management and Policy** (2-5 October), **ENCATC Research Award** winners, **Rebecca Amsellem** (2017) and **Alba Victoria Zamarbide Urdaniz** (2018) will be at the book launch for their new publications in the **ENCATC Book Series on Cultural Management and Cultural Policy Education**, published by Peter Lang, an international publishing group.

Rebecca Amsellem will present her book **"Museums go International. New strategies, new business models"**. Museums are increasingly developing international strategies to raise their profiles outside of their home markets. How can we define this trend? This book is based on a multiple correspondence analysis of a database populated by the results of a survey conducted by the author on international museums.

Alba Victoria Zamarbide Urdaniz's new book is **"Buffers beyond Boundaries. Bridging theory and practice in the management of historical territories."** What is a buffer? Is it a control zone? Or is it rather a transition space, a blurred boundary? Since "buffer zones" were introduced in the late 1970s as a complementary protection layer to World Heritage sites, the dimensions of heritage have changed significantly; from physical to intangible, from defined to diffused. Now, buffers can present all these different characters, even at the same time.

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 cultural management and cultural policy issues.

The **ENCATC Book Series on Cultural Management and Cultural Policy Education** 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.



Milena Dragičević-Šešić is the 2019 ENCATC Fellowship Laureate



On 5 September, ENCATC announced the laureate of the [2019 ENCATC Fellowship Award](#) is **Milena Dragičević Šešić**, Head of the UNESCO Chair in Interculturalism, Art Management and Mediation, Serbia. Former Rector of the University of Arts, Belgrade, she has developed more than 50 projects in cultural policy and management with extensive experience in policy interventions in Southeast Europe (cultural policy reform in Montenegro, policies for culture in Romania, Serbia, Croatia, Bulgaria and former Yugoslav Republic of Macedonia), the Caucasus, Central Asia, Arab States, India and Cambodia. She has published 17 books and more than 150 essays with translations in 17 languages.

The ENCATC Fellowship Award is the only **international public recognition and award** for developing and maintaining an innovative yet consistent approach and **commitment to positive change** and remarkable and **visionary leadership, creativity, and results** in **education, research, policy, and advocacy** in the **cultural management and policy fields**.

Speaking on behalf of the Fellowship Award panel as ENCATC President, **Francesca Imperiale** said: *"Milena Dragičević Šešić, with her academic, professional and personal profile and history, personifies the mission and values of ENCATC. Her contribution to cultural management and policy is a point of reference for all of us working in the field, as well as an important legacy for young generations and practitioners."*

On **2 October** in Dijon, France, the **official ENCATC Fellowship Award Ceremony** will take place at the prestigious **Salle de Flore**, hosted by the **Ville de Dijon** during the [27th ENCATC Congress](#) **"Diversity and sustainability at work. Policies and practices from culture and education"** (2-5 October). Then on **4 October** to close the Congress, **Milena Dragičević Šešić** will deliver the **ENCATC Fellowship Award keynote speech**.

READ MORE: <https://www.encatcfellowshipaward.org/?p=154>

World renown experts serving on the ENCATC Fellowship Award panel

The [ENCATC Fellowship Award](#) is an instrument for ENCATC to continue playing its role as one of the most engaged actors in our society.

A special gratitude biannual award, ENCATC established the Fellowship Award in order to give public recognition and reward for a significant (and consistent) contribution to the field of cultural management and/or cultural policy over a longer period of time.

On 5 September, the 2019 **ENCATC Fellowship Award Laureate**, [Milena Dragičević Šešić](#), and the [Award's Panel](#) were announced.



Comprised of eight members, the **Panel is an interdisciplinary group of representatives of renowned higher education institutions and experts from around the globe**: **Francesca Imperiale**, ENCATC President and Assistant Professor at the University of Salento (Italy); **Kevin Maifeld**, Member of the ENCATC Research Award Steering Committee and President of the Association of Arts Administration Educators (United States); **Christine Sinapi**, Member of the Editorial Board of the *European Journal of Cultural Management and Policy* and Professor at the Burgundy School of Business (France); **Alba Victoria Zamarbide Urdaniz**, the 2018 winner of ENCATC Research Award on Cultural Policy and Cultural Management and Visiting Researcher at Waseda University, (Japan); **Annick Schramme**, former ENCATC President and Professor at the University of Antwerp/Antwerp Management School (Belgium); **Bernd Fesel**, ENCATC Associate Member and Senior Advisor at the European Centre for Creative Economy (Germany); **Caterina Vaz Pinto**, ENCATC Individual Member, Municipality of Lisbon (Portugal); and **Luciano Gloor**, ENCATC Individual Member, Expert in Cultural Management, Cultural Entrepreneurship, Cultural Policies and Strategies (Georgia).

The Panel was responsible for reviewing each Fellowship Award application and to make the proposal to the ENCATC Board who grants the Award. The **official Ceremony** will take place on **2 October in Dijon** during the [27th ENCATC Congress](#) **"Diversity and sustainability at work. Policies and practices from culture and education"** (2-5 October).



CAPACITY BUILDING

ENCATC's Breakfasts debuts new webinar format and videos are now available

On 20 July, ENCATC announced that after 5 years of its Breakfast trainings organised in Brussels, the network would move them online following requests from members to be able to participate in these interactive, informative, and to-the-point learning opportunities.

The first ENCATC Breakfast webinar "**Legacy and follow up of the European Year of Cultural Heritage, EYCH 2018**" was on 28 June with guest speaker **Catherine Magnant**, Advisor, Head of the 2018 European Year of Cultural Heritage Task Force at the European Commission. She provided **key insights** into the **EYCH legacy**, its **next actions** and **opportunities**.

After getting off to a great start, a second webinar was held on 18 July to learn about "**Preparing the 2021/2027 new financial planning for Culture**" with guest speaker **Mariachiara Esposito**, Policy Advisor, Tuscany Region EU Liaison Office. She shared the results of her extensive work to **map these funding opportunities** across the new EU programmes.



GiannaLia Cogliandro Beyens with Catherine Magnant (left) and Mariachiara Esposito (right).

Moderated by ENCATC's Secretary General, **GiannaLia Cogliandro Beyens**, the ENCATC Breakfast webinars unlock access to experts at the heart of European institutions as well as EU stakeholders based in Brussels. *"I'm proud of this new format we developed which is a lively conversation with our experts in a convivial setting rather than only talking heads facing a camera. Our members benefit immensely from the renowned expertise concentrated in Brussels that is now easily accessible in their classrooms,"* said GiannaLia Cogliandro Beyens.

To continue expands our partnership and open up to new audiences, in 2019 the Breakfast webinars are done in partnership with the network Future for Religious Heritage.

ACCESS* THE WEBINAR VIDEO RECORDINGS: <https://www.encatc.org/en/users/login/>

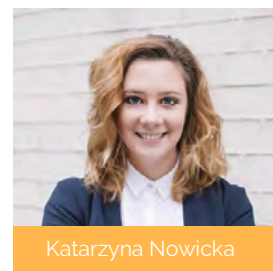
*Access is for ENCATC members only.

SECRETARIAT

ENCATC welcomes a new project officer to the team

We are delighted to welcome **Katarzyna Nowicka**, our new Project Officer!

Katarzyna is a Polish national who is passionate about project management and cultural policy. She holds a Master's degree from the University of Bonn. She previously worked for civic organisations in Warsaw and further developed her career in the Education, Audio-visual and Culture Executive Agency in Brussels which is responsible for the management of the EU programmes such as Creative Europe, Erasmus+, and Europe for Citizens.



Katarzyna Nowicka

"Having passion for project management and cultural policy, I am truly excited to become part of ENCATC's dynamic international team and contribute to the further development of the network along with the cultural sector," says Katarzyna.

You can reach Katarzyna Nowicka at k.nowicka@encatc.org.

International students look to ENCATC to build a strong foundation for their careers

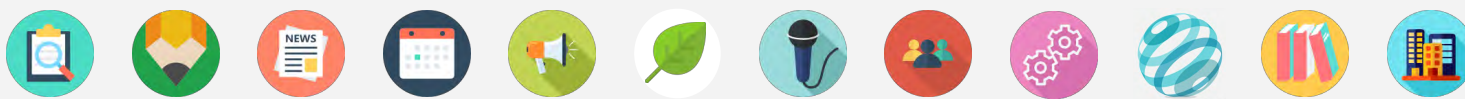
In its commitment to offering valuable experience to help students and emerging professionals get a footing in today's competitive labour market, ENCATC's successful **Marie-Claire Ricome Traineeship Programme** has welcomed more than 70 trainees from over 25 countries since 2001. Having always been open to students from around the world, in the last years there has been a significant increase in applications coming from outside of Europe with trainees joining the team from the United States and the United Arab Emirates.

In a first for this programme, we are welcoming a trainee from Australia! **Samuel Colbey** is retiring from the stage with Opera de Lyon in France. After a successful career dancing 16 years with eight companies on five continents, he is doing a **Master of Management (Arts and Cultural Management)** at the University of South Australia.



Samuel Colbey

As a recent participant of the **ENCATC International Study Tour in Morocco** and interested to learn more about ENCATC's activities, Sam is joining the team as our Congress trainee. In his career transition from professional dancer to cultural manager, this will be an excellent opportunity to get behind-the-scenes experience at an international Congress and establish important connections for his future professional path.



NETWORKING

ENCATC Cultural Happy Hour explores "Culture is the Carbohydrate of Development" at the Foundation Frison Horta

ENCATC is strongly committed to preserving heritage and partnered for a second time with the **Foundation Frison Horta** in Brussels to bring an exciting conference for ENCATC Cultural Happy Hour guests.

On 11 July it was the occasion to deepen knowledge on Intangible Cultural Heritage (ICH) at the Conference "[Culture is Carbohydrate of Development](#)" with guest speaker **Amitava Bhattacharya**, a social entrepreneur with 30 years of global experience specialising in Culture and Development.

Organised by the Foundation Frison Horta and held at the beautiful **Maison Frison** (designed by the Belgian architect Victor Horta in 1894) it was the ideal setting to learn **how investment in ICH directly benefits communities**, helps in **strengthening identity** as well as **cultural diversity**, **skill development** and **empowerment**, developing **creative enterprise**, and generating **new resources**.

Amitava Bhattacharya's flagship initiative "**Art for Life**" (AFL), is a unique model on Culture and Development, **addressing SDGs using Intangible Cultural Heritage**. It is a success story and has received global recognition and accreditation from UNESCO, UNWTO and UN ECOSOC. Thanks to the expertise and stories shared at the conference there was no doubt how investment in ICH is critical for achieving Sustainable Development Goals (SDGs)!



Amitava Bhattacharya

The owner and founder of [the Foundation Frison Horta](#) is **Nupur Tron**. The Foundation is an **active cultural bridge between east and west**, restoring, preserving and sustaining rich-art and craft of the by-gone era, in an artistic art de vivre form. It has the aim to foster greater understanding and appreciation of rich heritage, Métiers d'Art and cultural traditions of the east, particularly of India in Europe and vice versa, due to which a wider audience is getting aware of **restoration and preservation - the revival of Art Nouveau in its full-form**. It also communicates how important it is to save the handful of buildings left by Horta, witnessing the Belle époque and rich métiers des arts and craftsmanship of a by-gone era. It is most crucial to preserve them as these are rare architectural jewels.

NETWORKING

ENCATC's 53rd Cultural Happy Hour goes to Brussels Gallery Weekend to discuss if galleries need to re-think their format

On 6 September in Brussels, ENCATC welcomed over 37 guests for its 53rd Cultural Happy Hour at [Brussels Gallery Weekend](#) which celebrates the general reopening of Brussels contemporary art galleries and non profit spaces, gathering together great shows all around the city.



This marked the second time ENCATC has partnered with the Brussels Gallery Weekend. This collaboration resulted first in a wonderful guided tour of four galleries. The group visited the **Office Baroque Gallery** to see its first individual exhibition of Japanese artist, **Ataru Sato**. Next, the **Hannah Barry Gallery** was showing "**Of all the things I've lost**" by **PROUDICK** (Lindsey Mendick and Paloma Proudfoot). The walking tour continued to the **Dépendence Gallery** to learn about the work of American artist **Oscar Tuazon**. The final stop was at the **Alice Gallery** to admire the paintings of American artist **Maya Hayuk**.

The Cultural Happy Hour continued with the **debate "Do galleries have to re-think their format?"** Welcomed by **GiannaLia Cogliandro Beyens**, ENCATC Secretary General and **Sybille du Roy**, Director of the Brussels Gallery Weekend, the panel included the moderator, ENCATC member, Prof **Annick Schramme** (University of Antwerp/ Antwerp Management School) and speakers **Isabella Anna-Maria Ritter** (Maison Des Rendez-Vous), **Alexia Brossard** (Artuner), and **Martha Kirszenbaum** (curator). Together they discussed the **evolution** of galleries, **new business models**, responding to **technological advances**, the necessary **skills** and **competences** in this new **challenging working environment**, and **ethical issues**.



UPCOMING EVENTS

ENCATC CONGRESS

LAST CHANCE TO REGISTER!



Held under the *haut patronage de Monsieur le Ministre de la culture*, the **27th ENCATC Congress "Diversity and sustainability at work. Policies and practices from culture and education"** on 2-5 October in Dijon, France, will gather participants from across the globe for an exploration of **diversity's practical meanings** in the **cultural and creative sector**, investigate how its **different connotations are implemented** in practice, and how they are **contributing to the sustainability discourse** in the field.

Experts and stakeholders of cultural management and policy are engaging in a hot global debate on **what it means for cultural organisations to be sustainable**. How are education, research and training to **drive this sustainability long-term**? How is **culture contributing** to greater sustainable development overall, as a **fourth pillar** that adds to the economic, social, and environmental dimensions?

[READ MORE](#)

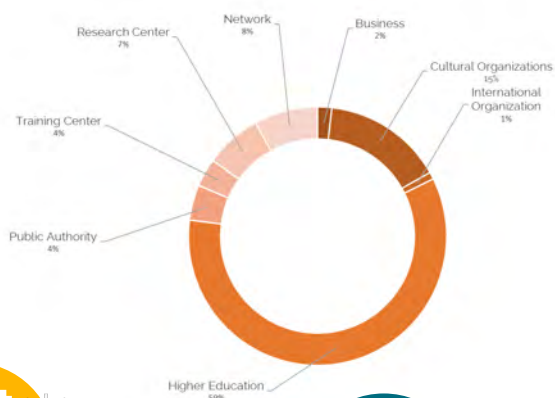
[REGISTER TODAY](#)

[PROGRAMME](#)

WHERE ARE PARTICIPANTS COMING FROM?



WHAT TYPES OF INSTITUTIONS DO PARTICIPANTS REPRESENT?



4
days to
network

150+
participants

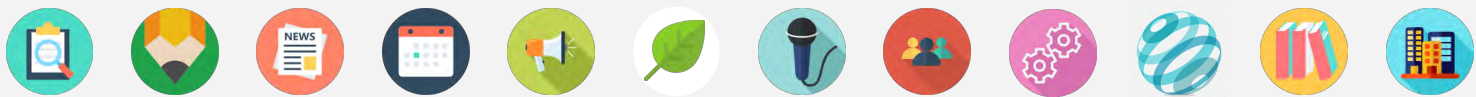
32
countries
represented

30+
world-
renowned
speakers

40+
researchers
presenting

15+
plenary
sessions, panels
& debates

GROW
your
professional
network



ENCATC EVENTS

Plan out the rest of 2019 with these events!

ENCATC Working Group on Evaluation meetings

October in Lucca, Italy and December in Brussels, Belgium



30-31 October in Lucca, Italy

Workshop "Temporary Organizing and Evaluation in the Arts and Culture Field"

This workshop will focus on **temporary organizing** in the arts and culture field and discuss the **implications of the field's specific characteristics for evaluation**. These characteristics, such as the **public good nature**, **aesthetic experience** and the **market failure**, require a different **theoretical and practical perspective** than the established concepts within the Management and Organization Studies literature and pose **distinct evaluation challenges** both for academicians and practitioners.

12 December in Brussels, Belgium

This Experts' Group meeting on 12 December in Brussels will bring together academics, researchers, consultants, European Networks funded by the Creative Europe programme and Project Leaders of Creative Europe, Erasmus + and Horizon 2020 projects. It will build on the progress achieved from previous meetings in Brussels, Potsdam, Manchester, Antwerp, Maastricht, Zagreb, and Lucca.

ENCATC-TACPS Academy on Cultural Relations and Diplomacy

3-4 November 2019 in Taipei, Taiwan



This is an intensive two-day learning experience including visits, lectures and seminars.

The [programme](#) aims to **strengthen links** and **foster project partnerships** between **Asia and Europe** in the areas of **cultural policy**, **cultural exchange**, and **arts management**.

From 3-4 November in Taipei, Taiwan, the ENCATC Academy will deliver among others:

- increased knowledge and awareness on the **role of cities as important actors in cultural relations and cultural diplomacy** and linking this explicitly to cultural policy and arts management;
- **networking opportunities** among professionals from different areas of government (local, regional, state, federal and international) and civil society from different continents to stimulate cooperation and co-creation of understanding, knowledge and experiences;
- **academic material and bibliography** on recent publications from Asia and Europe .

The ENCATC Academy will also foster mutual understanding between academics and professionals from Europe and Asia, facilitating international research and education.

Annual ENCATC Policy Debate

How are we accounting for heritage assets in the public and non profit sectors?

13 December in Brussels, Belgium



What are the main issues involved in the **capitalization process of heritage items**? What are the **ethical, cultural** and **economic implications**? What insights can we gain about the **peculiarities** of these **heritage assets**? Who is in the position to **decide how to properly design** and **implement** the related **accounting setting**?

A diverse panel of experts will help us to answer these questions and debate the theme along the lines of a comparative perspective involving EU and non EU countries, in the light of the forthcoming European process of harmonisation **of the accounting principle**, and practices in these sectors.

The event will be the opportunity for all participants to share their **best practices** or **key studies** in the specific field of heritage assets and thus contributing to the development of a more comprehensive framework of reference.



ENCATC LABELED EVENTS

3 of our members have received the official ENCATC label!



New Horizons of Culture, Media and Arts in the Digital Environment

Organised by ENCATC member, the Faculty of Dramatic Arts - University of Arts in Belgrade, this conference from 12-14 September addressed the challenging relations between the human experience and practices from the fields of arts and culture, sciences, activisms, theory, and politics in the process of the fourth industrial revolution, with an emphasis on entrepreneurship and sustainability.



LuBeC - Lucca Beni Culturali

Organised by ENCATC member, the Promo P.A. Foundation, this international forum on 3-4 October in Lucca, Italy is focusing on the development of the cultural heritage – technology – tourism chain held in Lucca, Italy annually and now in its 15th edition.



Winter School 2019 Being on the Border. History and Theory of Cut in Humanities and Social Sciences

Organised by ENCATC member, IMT School for Advanced Studies Lucca, the Winter School from 26-29 November in Lucca, Italy will bring together scholars and researchers to reflect on the concept and practices of "cut" considered as the boundary of the artistic gestures and the perception, as a tool of symbolic narration, and as a connection between technique and aesthetics.

OTHER EVENTS

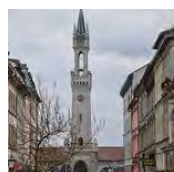
Round out your calendar with more offers!



Museums and the Sustainable Development Goals

7 October 2019, Webinar

Museums - and other cultural partners - have been taking up the challenge and are starting to act. How can museums contribute to a more sustainable, safe, and equitable world? In this webinar, explore the SDGs and learn from museums that are already taking action about how everyone can contribute to the global goals.



Beyond the Obvious 2019 Edition

23-26 October 2019, Constanz, Germany and Kreuzlingen, Switzerland

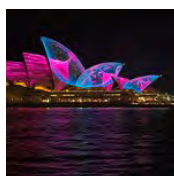
The focus is on cultural practices in non-urban territories. "Culture Crops: cultural practices in non-urban territories" sparks the debate on peripheral territories. Where does their territory begin and where it does it end? How do they see themselves and how are they seen by others? What are they and how do they work?



International Conference on Digital Heritage

18-19 November 2019, London, United Kingdom

This conference will be the opportunity to discuss the most recent innovations, trends, and concerns as well as practical challenges encountered and solutions adopted in the fields of Digital Heritage.



International Conference on Event Tourism and Festival Management

30-31 January 2020, Sydney, Australia

This conference provides a premier interdisciplinary platform for researchers, practitioners and educators to present and discuss the most recent innovations, trends, and concerns as well as practical challenges encountered and solutions adopted in the fields of Event Tourism and Festival Management.





CALLS & OPPORTUNITIES

CALLS FROM ENCATC

MEMBERS ONLY



CALL FOR CANDIDATES: ENCATC Board of Directors

At the 2019 ENCATC General Assembly in Dijon, France on 2 October, ENCATC members will elect the new ENCATC Board to serve for the next 2 years. This body will have the important responsibility to design the network's new strategy and work plan for 2021-2024. Only Full and Associate ENCATC members can stand for candidature.

DEADLINE: 23 September 2019

MEMBERS ONLY



CALL FOR PROPOSALS: ENCATC Book Series on Cultural Management and Cultural Policy Education

At any time, ENCATC members can submit book proposals for our Book Series published by international academic publishing house, P.I.E. Peter Lang.

DEADLINE: Ongoing

MEMBERS ONLY



CALL FOR CONTRIBUTIONS: ENCATC Project Marketplace

The Project Marketplace is intended to help **connect ENCATC members** who are interested in collaborating on transnational projects. Via an **online form**, members can express their interest in searching for partners for **existing proposals** they are working on, share that they are interested to **become partners**, or that they are looking for members to **exchange about potential project ideas**. **The information collected is available in the Members' Area** of the ENCATC website.

DEADLINE: Ongoing

MEMBERS ONLY



CALL FOR APPLICATIONS: ENCATC Label

The **ENCATC Label** provides a structure for the network to support and promote the development of scientific seminars, events and workshops organised by its members in various regional areas. **ENCATC will co-brand and ensure labelling of selected events**, carefully chosen on a case by case basis, upon requests made by the organisers. By co-branding their events with ENCATC, members also benefit from assistance to find the best experts for the topic at hand and the network's wide communication channels.

DEADLINE: Ongoing



CULTURAL MANAGEMENT & SUSTAINABILITY



In March 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 can change our practices and allow us to transform our own office in a responsible environmental organisation. The first inspiring story was launched on 22 April 2018 in celebration of Earth Day in a series called the [Creative Climate Movement](#) with the aim to empower our

members, stakeholders and followers with cultural responses to climate and environment. It resulted in the publication of **7 articles published** throughout the year and a [special issue of ENCATC News N°124 on Climate Change](#) for Earth Day in 2019.

Now we continue to collaborate with Julie's Bicycle to bring our members and followers important resources and ways for them to make a positive impact on the planet.

Cutting through the noise: Climate activism for tangible change

BY ABBI KNELL, COMMUNICATIONS AND CAMPAIGNS OFFICER AT THE CHILDREN'S INVESTMENT FUND FOUNDATION, AND ASSOCIATE BOARD MEMBER AT JULIE'S BICYCLE

In July 2018, I joined the Strategic Engagement and Communications team at the [Children's Investment Fund Foundation](#) (CIFF), the world's largest philanthropy dedicated to improving children's lives. An integral part of the organisation is its climate team, working with partners and grantees across the globe to change the environmental landscape, increase our renewable energy sources, and strengthen climate litigation to secure a safer, thriving future for today's children.

The successful implementation of CIFF's objectives can often depend upon the salience of our messaging and the buy-in from actors on the ground in relation to any given programme or activity. Our ability to create progressive policy change and public action can be determined by how effectively we engage with policy makers and communities, and how strategically we can navigate varying environments.

On the 6th of June 2019, [What Next? Climate Change](#) came to the British Council offices in London, where I was asked to speak on climate activism, and the role organisations can play in mobilising the climate movement. In doing so, I highlighted the four core areas which are worth investing time in if you are trying to generate impactful activism:

Never view activism in a vacuum:

The first port of call for generating organisational activism is to assess the general landscape of both support and opposition for your cause. Understanding where your mission and objective fits into the general spectrum of opinions and action can serve as a great indicator for how much support and sustainability it may achieve. [Extinction Rebellion](#) is a brilliant example of the cross-cutting approach to campaigning; generating key calls-to-action, creating highly visible public moments, and ensuring political influence remains integral in their messaging.

Activism alone cannot generate policy change; it is the combination of strategic public pressure, political influence, and long-term campaigning which mobilises policy change.

Grow the base of support:

Spikes in interest in a movement are great for media coverage, but they should not be your sole focus. 'Growing the base' is part of a longer term strategy to maintain engagement and sustain people's interest in your cause. Major short-term campaign moments can assist in increasing your base of supporters, but listening to your 'base' and ensuring that messaging resonates with





them can ensure the longevity of activism for your chosen cause.

Ensuring there is alignment within your base of supporters is also a great way to overcome virtue signalling and misinformation, which often appears in moments of protest and one-off campaigns through social media/media coverage. Having a clear base of support adds validation and weighting to your messaging, which can often cut through the heightened media engagement.

Use language wisely:

Language has the ability to make or break a campaign. The climate community's use of superlatives in messaging, though accurate, can create a fatigue towards action and engagement when used frequently. [Here](#) and [here](#) are some points to consider when developing your messaging.

To counter audience fatigue, developing stories instead of facts allow you to both highlight the severity of the issue, and get a clear message across which can resonate with audiences on a human level. The cultural space has a clear opportunity in this area - playing host to audiences with an empathetic predisposition - to engage their community with stories that can work as drivers for action and sustain public engagement on the climate emergency.

NB: It is also worth mentioning that you should not speak on behalf of, but speak alongside, those that are directly affected by your objectives. As a community, we should use our privilege to leverage all voices in a campaign - alienating individuals or groups can lead to a shrinking of your base of supporters.

Connect with others:

In the UK, our political landscape is flooded with competing priorities and issue areas. In certain circumstances, the issues that are listened to the most boils down to 'who shouts the loudest'. Given this scenario, organisations in the cultural space must work together and align on clear objectives and messaging, in order to generate impactful activism.

Spaces such as the [What Next? Climate sub group](#) can and should be used to assist in aligning the cultural sector's narrative on climate. Creating clear messaging that resonates with the community, hosts a clear call-to-action (for both the public and policy-makers), and has agreed-upon, collective end goals.

Next steps:

It is worth noting that the above is not an exhaustive list of actions we can take to create impactful and sustainable campaigns, but it's a template upon which we can build momentum and clear direction. The cultural sector can (and does) play a pivotal role in helping people understand and engage with the climate emergency, and the sector must sustain this role if we are to reach key climate targets in the next decade.

LEARN MORE AND ACCESS HELPFUL RESOURCES:
<https://www.juliesbicycle.com/news/cutting-through-the-noise-climate-activism>

This article has been published with permission from [Julie's Bicycle](#).





ENCATC IN CONTACT

For this ENCATC in Contact Interview we talked with Fanny Bouquerel, Academic and Researcher at the Institute for European Studies at the University Paris 8. Learn more about why the institution has re-joined the network, what it wants to contribute, and its expectations.

What are your reasons to return to as a member of ENCATC?

Following a shift in the educational team in charge of the Institute d'Etudes Européennes' (IEE) Master programme dedicated to Cultural Management and Policies in Europe at the University Paris 8, some priorities of the Institute were strengthened, namely the will to build new partnerships with international colleagues and positioning the Institute on the European and global scene.

What are your expectations concerning the ENCATC network?

Being part of the ENCATC network will offer the opportunity to exchange with colleagues from all over the world about one's educational practices, specialised fields of expertise and research in all disciplines, and more generally about the challenges related to providing relevant and up to date offers for students while contributing to the production of knowledge in a field where political, economic, and social dynamics are shifting quickly. It also gives the opportunity to explore geographical, cultural, and theoretical unknown territories through deep discussions with peers, thus enriching

one's research and perspectives in an unexpected way.

Meeting ENCATC members and other meetings' participants is also a way to identify possible partners to build new collaborations with universities and increase students' choice in terms of content while facilitating their mobility across Europe and the world. Fruitful collaborations can also result in setting up ambitious research projects addressing specialised and innovative themes with a large range of partners. Over the last years, ENCATC has also developed a series of initiatives and benefits providing expertise that can be mobilised when needed – in particular in terms of advocacy, legislation, etc.

Last but not least, students are given unique opportunities to share and discuss their work among peers in a field that stands in between several academic disciplines and that enjoys increasing recognition in the research landscape. Being part of ENCATC contributes both to the Institute's attractivity and to students' exposure at the global level.

What will be your contributions to the network's mission?

First of all, IEE will participate actively in networking activities with the objective to develop fruitful collaborations. IEE's educational team's good knowledge of ENCATC's history and members as well as their wide range of interests and research areas in this field shall facilitate possible partnerships when opportunities come up from exchanges with well-known members or newly met colleagues.

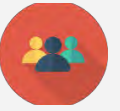
In addition, being a member of ENCATC means belonging to a worldwide community aiming at contributing to a better environment for research, academic teaching and vocational training, as well as cultural work. The IEE could take part in the advocacy work, particularly through the expertise of its educational team and the animation of debates.

The decision to renew IEE membership to ENCATC stems from a strong will to reconnect to the network – precise initiatives/ ideas will certainly come up when participating in the network activities in the very near future!



[Fanny Bouquerel](#), PhD, is a researcher and *professeure associée* at the Master in Cultural Management and Policies in Europe of the Institute for European studies at the University Paris 8. Her areas of interest are cultural policies, the EU action for culture, cultural operators' strategies and international cooperation. Over the last 20 years, she has designed, implemented and provided technical assistance for cultural cooperation projects developed mainly in the framework of European programmes in the Mediterranean area. She also contributed to reports and publications for the EU and the Tunisian Ministry of Culture. From 2014 to 2019, she was the capacity development expert for the EU funded programme Med Culture.





MEMBERS' CORNER

The Brazilian progress and challenges in promoting social impact through arts and culture

BY FÁBIO SABETTA MORALES, ENCATC MEMBER

The process of public policy making

Over the past two decades we have seen many, but not continuous, public policy initiatives aimed at fostering cultural and creative industries in Brazil. Without wishing to analyze and criticize this or that government, be it federal, state or municipal, the fact is that there is a chronic problem in the Brazilian process of public policy making in general that represents a lack of commitment to citizens. Unfortunately, for ordinary citizens and small entrepreneurs it is not possible to develop long-term planning if governments make radical changes of direction every four years, based on political interests that arise from each election. Given that historically there has always been a heavy reliance on public funds for Brazilian cultural production, there is always a great deal of uncertainty, insecurity and frustration in the air. On the other hand, there is no doubt that Brazilians are an extremely creative and resilient people. The fusion of these two characteristics provides to the middle class the discovery of their own ways, despite the inconsistencies of public policies.

Creative industries within the Brazilian middle class

During the same past two decades, we have been following the development of cultural and creative initiatives arising from society itself, notably from the middle class resident in the suburbs of the largest cities. Projects focused, for example, on film production, music, the visual arts, the performing arts, gastronomy, fashion, crafts, design, architecture, tourism and education have sprung up in cities such as Rio de Janeiro, Sao Paulo, Salvador, Recife, among many others. These actions have promoted the development of competences and skills for cultural production in the surrounding communities. They have also served as references for the birth of similar initiatives not only in other regions of the large cities where they are located, but also in small municipalities within the country.

In the big scenario, not only has a large network of cultural and creative production been formed as a result of these projects, but also public and corporate policies have been trying to consolidate and foster these initiatives. International support, especially from European institutions such as the British Council, has been increasingly present at Brazilian creative projects, which shows that there is also global visibility for them.

The social impact of all those actions together can be clearly seen from visiting the suburbs and *favelas*. There is a constant, effervescent, intense cultural and creative production, eager to be known and consumed. However, an important value needs to be added, seeking to complement the role of social impact on the community that generates them: it has to be self-sustaining. Some initiatives have been quite successful in this regard: the Kondzilla platform¹ is the largest and most recent success case that can be cited. Benchmarking it, there are four main points that must be learned:

- Get a strong and passionate team to your project;
- Go beyond the borders of your community through media and technology;
- Respect, preserve and disseminate your cultural heritage;
- Acquire entrepreneurial skills that can transform the socio-creative businesses into efficient and effective ones.

It is important to broaden the look and provide real examples of each point to understand a little more of the current Brazilian creative context.

Projects with strong and passionate teams

Effervescence during the birth of an insight within a creative community is one of the strengths of bringing people





Kondzilla is a real Brazilian success as a music video production company and record label often credited for being the main popularizer of funk ostentação.

together and to put an idea forward. But it is necessary to observe knowledge and skills that the team has and compare them with those needed to carry out the new venture. Gaps can be related of producing creative goods and services, but invariably are related to business structuring and management. Key points like distribution, promotion and targeting are the most critical.

There are a range of public policy-related institutions that are keen to offer solutions to these demands: SEBRAE (which includes the Reference Center for Entrepreneurship, Technology and Creative Economy)², SENAC³, ADE SAMPA⁴ and The Factories of Culture⁵ offer opportunities in continuing education courses for this purpose. In the private area, the Tide Setubal Foundation⁶ and social impact project design and management consulting/mentoring agencies such as Emperifa⁷ (this one in particular, a creative management specialist for peripheral business in the creative industry) and Ponte a Ponte⁸ are reference examples.

If the purpose is strong enough to generate social impact, strengthening working teams are critical to the success of socio-creative businesses.

Strategic use of technological innovation and social media

According to data collected and analyzed by the Brazilian Institute of Geography and Statistics related to 2017⁹, 74.9% of Brazilian households have access to the internet. This is a good percentage compared to 84% in developed countries¹⁰, according to the International Telecommunication Union, the United Nations agency for information technology. In Brazil there is an infrastructure issue to offer wired broadband service in rural areas. There, only 41% of households have access to the service, while in cities the percentage is 80.1%. These numbers represent a fast growing in the last decade. In addition, 84.3% of the Brazilian population has a mobile phone with internet access. Despite that, only 69.8% of them used internet in 2017 and the level of education is still a factor to consider in this matter: of the uneducated people, only 11.1% accessed the internet, those with incomplete elementary school, 50.7% and those with complete elementary school, 73.6%. From incomplete high school to graduate people, the

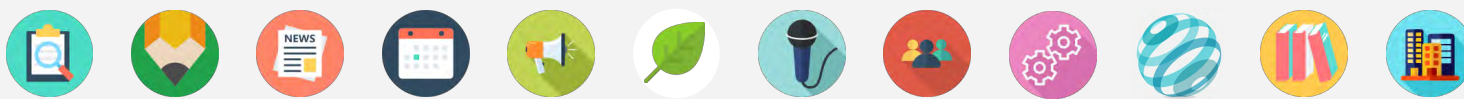
access varies from 85.5% to 97.5%. So, technology is available, but the capacity and interest of users need to be improved.

Nearly 95% of active internet users in Brazil use social media and 80% of them use it to access websites and entertainment platforms such as YouTube, Spotify, Netflix and others. Therefore, creative production available online is a big draw for people's interest in learning how to use it. There is a great potential for social inclusion through the production of creative communities and their own promotion through social media. Used strategically, they will not present new creative goods only. They will cross the boundaries of the community and bring it closer to the global scene. The excellent Kondzilla is a real Brazilian success case on this point.

Cultural knowledge, heritage and the basis for the future of communities

Unfortunately, Brazil's education system and society have not adequately prepared the younger generations to cultivate and respect their history and memory. One of the great challenges of our museums is to promote visitation

One of the great challenges of our museums is to promote visitation with exhibitions of Brazilian themes. Few know the public art tours or the history of the neighborhoods and the city in which they live.



with exhibitions of Brazilian themes. Few know the public art tours or the history of the neighborhoods and the city in which they live.

It is necessary to understand that cultural and creative activities are the producers of goods and services to be offered to consumers. But, without an intense connection to the cultural identity of the community in which they are produced, without any relation to the history and cultural heritage of that social group, the perceived cultural value will be much less than its true potential.

Each community has its own history. The more its creative production is connected to it, the more it will be perennial, respected and valued. For the community itself and for those who want to know it. There are great examples in Brazil regarding the material and immaterial heritage: the frevo from Pernambuco, the carnival from Rio de Janeiro, the Folkloric Festival of Parintins from Amazonas, the Círio de Nossa Senhora de Nazaré from Pará, the city of Congonhas do Campo in Minas Gerais, the Historic Center of Salvador, Bahia, and the city of Brasília, just to name a few. We have every reference to apply this concept to creative hubs generated from the communities' purposes.

Be not only creative producers but creative entrepreneurs

In my 20-year experience in guiding cultural and creative projects in Brazil, I have found that it is very difficult for small and middle-sized producers in understanding the links in the creative value chain. Generally speaking, distribution and promotion are the major entry barriers that need to be overcome. And the understanding that consumers' needs and expectations should be assessed by offering them creative goods and services with an appropriate value proposition is far from the reality of most.

Understanding the ecosystem in which they operate is fundamental. Professor Paul Jeffcutt (2004)¹¹ defines that the strategic framework for the sustainable development of creative industries should be analyzed and improved through training actions in five thematic areas:

- creative learning: improve the supply of new entrants in the sector;
- creative opportunity: develop the existing workforce in the industry;
- creative business: develop companies in the sector (new and existing);

- creative sector: develop sectoral infrastructure;
- creative governance: develop joint policy for the sector.

There is great consistency in this framework and it is one of the models of scientific knowledge we seek to adopt during the development of our professional and research activities. Beside all the organizations mentioned in this article, I would like to cite the Social Impact Entrepreneurship Research Group of the University of São Paulo, where I am one of the researchers. We are currently mapping communities from the east and west of the city of São Paulo whose activities are related to the cultural and creative industries. Upon completion of the mapping, our goal is to promote entrepreneur training courses within the first three thematic areas of the Jeffcutt framework.

Conclusion

This article discusses the cultural and creative industries in Brazil and made some considerations regarding the development of its ecosystem. The focus was on activities carried out by communities belonging to the suburban Brazilian middle class. For contextualization it used a recent benchmark, born in this social environment. Four key factors were presented for the effectiveness of the Brazilian creative enterprises, as well as the local and international organizations that have been acting for the consolidation of cultural and creative businesses.

It would be a great honor for us to receive contributions from researchers and ENCATC members in our University of São Paulo research group.

*Respectively, professional researcher and academic researcher by Neo[M³] Creative Consultancy and the University of São Paulo. A MSc (by research) student in the Master of Entrepreneurship at School of Economics, Management and Accounting – USP. **Fábio Sabetta Morales** was coordinating the Cultural Entrepreneur Network of Sebrae/SP (2000-2001), designed and directed the MBA in Arts Management and Creative Economy at Anhembi Morumbi University (2008-2010). Actually, he is the Director of the Graduate Program in Music Business at Souza Lima College of Music – a Berklee International Network member.*



¹ <https://kondzilla.com/>

² <https://centro-de-referencia-sebrae-palacio-campos.negocio.site/>

³ <https://www.sp.senac.br/jsp/default.jsp?newsID=0>

⁴ <http://adesampa.com.br/>

⁵ <http://www.fabricasdecultura.sp.gov.br/>

⁶ <https://fundacaotidesetubal.org.br/>

⁷ <http://emperifa.com.br/>

⁸ <http://ponteaponte.com.br/>

⁹ https://biblioteca.ibge.gov.br/visualizacao/livros/liv101631_informativo.pdf

¹⁰ <https://www.itu.int/en/ITU-D/Statistics/Documents/facts/ICTFactsFigures2016.pdf>

¹¹ Jeffcutt, Paul. (2004). Knowledge relationships and transactions in a cultural economy: analyzing the creative industries ecosystem. *Media International Australia*, 112, 67-82.

ENCATC MEMBER STORIES

WE ARE STRONGER COLLABORATING TOGETHER

SHARING EXPERTISE & MOBILITY

France and Sweden

Association of European Open Air Museums Conference



ENCATC members Claire Giraud-Labatte, and Henrik Zipsane, (both pictured centre).



ENCATC member Claire Giraud-Labatte.

ENCATC members **Claire Giraud-Labatte**, President Pôle des acteurs du patrimoine en Pays de la Loire from France, and **Henrik Zipsane**, President of AEOM and the CEO, General Manager of Jamtli Museum, were speakers at the **29th Association of European Open Air Museums (AEOM) Conference** in Opole, Poland held from 26-30 August.

They shared their expertise on "Citizen involvement in heritage: from the Faro convention to the Strategy 21" and "Intercultural dialogue around the clock at Jamtli".

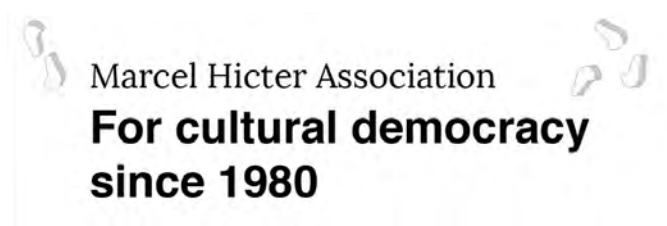
This successful collaboration between these two members stems from an earlier one in February 2019 when Claire Giraud-Labatte, was invited to share her expertise at the 2019 Spring Conference "Cultural Heritage - ownership and community building" (6-7 February) organised by the Nordic Centre of Heritage Learning and Creativity and hosted at the Jamtli open air museum. As president of AEOM, Henrik Zipsane was excited to have another opportunity for Claire to share her valuable knowledge and insights for new European audiences.

LEARN MORE: <https://www.muzeaskansenowskie.eu/en/aeom2019/?fbclid=IwAR2ThuZWmnE4tr1n6GHH-wBaWXgxYSa6fIDVYhSGum4md1wia8Eyy1TSMgU>

TEACHING & MOBILITY

Belgium, Iceland & Croatia

Bringing expertise from the network for the European Diploma in Cultural Project Management



In 2019 and 2020 the European Diploma on Cultural Project Management, organised and managed by ENCATC member, the **Association Marcel Hicter** in Belgium, will be travelling with its students to meet with ENCATC members in Croatia and Iceland.

The Diploma is a pan-European training programme arising from the will to foster cultural diversity as well as transregional and transnational cultural cooperation. As a founding member of ENCATC, **Jean Pierre Deru**, the Association's Director, takes full advantage of the expertise and knowledge that fellow members can share with the students.

From 6-14 October 2019, the group will be at Bifröst University to meet with ENCATC member, **Njörður Sigurjónsson**. Then in May 2020, another group will travel to Zagreb to meet with **ENCATC Board member, Dea Vidović** of the Kultura Nova Foundation. Both meetings will be excellent opportunities to learn about project management in different cultural and national contexts, bringing added value in the Diploma's European spirit.

The Diploma frequently works with other ENCATC members, having in the past welcomed expertise from the University of Barcelona in Spain, The Audience Agency in the United Kingdom, and the Faculty of Drama Arts, University of Arts Belgrade, in Serbia.

LEARN MORE: <http://fondation-hicter.org/en/cultural-trainings/european-diploma/> including the European Diploma application form for 2020/21.

NEWS FROM MEMBERS:

BELGIUM

University of Antwerp / Antwerp Management School

The Summer School on Fashion Management goes to Antwerp and Paris

Organised by ENCATC member, the University of Antwerp / Antwerp Management School, from 26 August to 4 September. 25 participants from 11 countries attended this enriching learning experience to get the ins and outs of fashion management in two global fashion capitals: Antwerp and Paris.



This summer school provided a comprehensive **overview of the fashion industry** (independent fashion designers and luxury brands) and their dynamics, with **an emphasis on entrepreneurship and sustainability**. Topics also covered **fashion marketing and PR, finance, supply chain management and leadership** in fashion.

The week in **Antwerp** was very interesting because participants learned a lot from people in the field, like one of the founders of Kipling, the CEO of Raf Simons. The first week ended with an **international debate on the future of fashion**, with lecturers from India, Italy, Great Britain and Belgium. An easy 2 hours by train and the summer school was in **Paris** to gain a very different experience and be immersed in one of the world's more renowned fashion capitals.

This programme is a collaboration between two prestigious schools: the University of Antwerp (UAntwerp) a member of ENCATC, and the Institut Français de la Mode (IFM).

ENCATC CONTACT: [Annick Schramme](#)

LEARN MORE: <https://www.uantwerpen.be/en/summer-schools/fashion-management/>

ITALY

IMT School for Advanced Studies Lucca

CALL FOR APPLICATIONS: Winter School 2019 Being on the Border. History and Theory of Cut in Humanities and Social Sciences

Deadline: 6 October 2019

Organised by ENCATC member, IMT School for Advanced Studies Lucca, the Winter School from 26-29 November in Lucca, Italy, is accepting applications where the programme's panels and workshops will be structured with contributions from the participants.

Panels

A series of 20-minute presentations are planned per Panel, with the overarching topic chosen after the selection process. Encouraged are case-study based contributions addressing any of the following areas or interrelation among them:

- The history of the use of cut in different artistic practices (from drawing to engravings, from photography to cinema)
- The history and theory of the frame
- The history and the theory of the processes of institutionalisation in cultural heritage
- The different meanings of centre and margins in cultural heritage

Workshops

A series of 10-minute presentations are planned at the Workshops. The contributions will be selected along the lines of the general topics of the Workshops, that will be:

- From Expanded to Cyber: de-framing and re-framing practices for archaeological reconstructions and cinematographic screens
- Voyage en Italie: Photography and Cultural Heritage in Italy

ENCATC CONTACT: [Maria Luisa Catoni](#)

WINTER SCHOOL CONTACT: lynxwinterschool@gmail.com

LEARN MORE: <https://www.encatc.org/en/events/detail/winter-school-2019-being-on-the-border-history-and-theory-of-cut-in-humanities-and-social-sciences/>



NEWS FROM MEMBERS:

NETHERLANDS

University of Groningen

2020 Arts Culture Management Conference for Students and Young Professionals

23-25 January 2020 in Groningen, NL

On the occasion of the APMC, arts and cultural management students and young professionals from all over Europe will gather in Groningen (NL) next January 2020.

The APMC aims to offer students and young professionals a unique platform to present their research, to exchange knowledge and to expand their professional network. On the occasion of the conference, 100-150 students and young professionals from various disciplines of arts and cultural management from all over Europe will come together in Groningen in January 2020. A variety of different formats (paper presentations, lectures, workshops) will allow new theory and practice based insights, as well as sharing and exploring within this diverse and international group. Inputs from our international keynote speakers will initiate further discussions on the topics.

Following the previous editions of this conference in Hamburg and Vienna, for the 2020 edition the focus will be on Europe and its current cultural direction, as we titled the conference 'Curating Europe'.

ENCATC CONTACT: [Johan Kolsteeg](#)

LEARN MORE: <https://www.facebook.com/APMC2020/>



SERBIA

Faculty of Dramatic Arts - University of Arts
in Belgrade

New Horizons of Culture, Media and Arts in the Digital Environment



In Belgrade a very interesting international conference has taken place from 12-14 September. Under the title [New Horizons of Culture, Arts and Media in the Digital Environment](#), over one hundred researchers from more than 15 countries have presented their **findings about aspects of the Fourth industrial revolution in humanities and media**.

Many issues of **digital as common good**, **virtual** and **augmented reality**, changes in approach to cultural policy and cultural development, **digital activism**, **social networking** and so on were discussed in over 20 panels.



Thanks to the participation of artists and demonstration of their work, the conference's participant and audience have had the opportunity to wear VR glasses and **explore designed virtual reality**. Some of the conference's most prominent presenters were prof. **Mary Chayko** from the School of Communication and Information of the Rutgers University, **Monika Mokre** from the Institute of Culture Studies and Theatre History of the Austrian Academy of Sciences, **Joanne Garde – Hansen**, Director of the Centre for Cultural & Media Policy Studies of the University of Warwick, and prof. **Raphaella Henze** from the Heilbronn University, a member of ENCATC.

The [programme](#) of this conference as well as the [Book of Abstracts](#) are still available.



ENCATC EU PROJECTS

HOMEE

The HOMEE project engages policy makers at the 5th Heritage Forum of Central Europe Heritage and Environment, Krakow

In its first year, the ["HOMEE – Heritage Opportunities/threats within Mega-Events in Europe"](#) project has nearly completed the early phases of its investigation into the issues facing the heritage of European cities as they host mega-events. The four research partners at the Politecnico di Milano, University of Hull, Neapolis University Pafos and the International Cultural Centre in Krakow have been **carrying out five case studies** into **already completed mega-events** while also **monitoring the progress of the Matera 2019 European Capital of Culture** as it is taking place.

The first outputs from the research will be made public at the upcoming [5th Heritage Forum of Central Europe Heritage and Environment](#) from September 19-20 in Krakow at the International Cultural Centre, a member of ENCATC. They will be presenting the **key themes from each of the five case studies** and **publishing a Report Brief** that highlights the key findings.

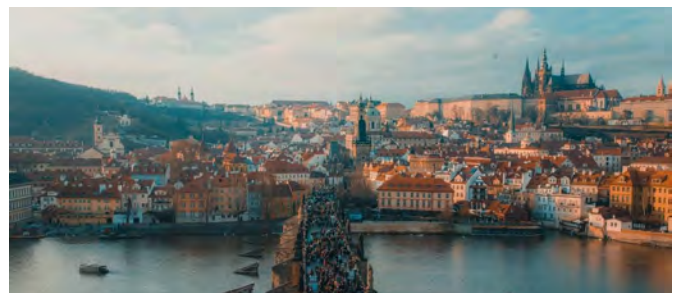
During the Forum they will also **make public the Literature Review of Mega-events Addressing Cultural Heritage Issues**, which provides the theoretical basis for the project and highlights the **gaps in literature that the project will continue to address**. It will also be an opportunity to meet a local actors and decision makers to discuss the key issues in a round table setting.

In the coming months, the research project will involve a number of policy makers and practitioners with the goal of developing **guidelines for heritage-rich cities preparing to host or to bid for a mega-event**.

The project's **consortium is made up of** research centres, higher education institutions, and European network among other heritage actors. 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 (a member of ENCATC).

HOMEE

Heritage Opportunities/threats
within Mega-Events in Europe



ENCATC Secretary General, GiannaLia Cogliandro Beyens
with Davide Ponzini from Politecnico di Milano.

ENCATC is among the associate partners of the project and has the role of an expertise provider and to disseminate information about the project's progress and outcomes as they become available.



Why Mentoring in CONNECT?

BY ANTONIA SILVAGGI (MELTING PRO) & ADRIAN DE LA COURT (GOLDSMITHS)

Building and nurturing relationships is an essential part of an audience development strategy. One can learn a lot by being in a mentoring relationship, learn more about oneself and about the way you relate yourself to your audiences.

Based on the previous European project, the Consortium decided to use the mentoring methodology in the [CONNECT project](#) to help mentees, both professionals and students, to **build their own confidence during the project.**

Mentoring, as a process of both formal and informal transmission not only of knowledge, but also of values, represents a **learning method relevant to work, career and professional development** in many sectors. It is meant as an **educational, developmental** and empowering **approach** related to the identification and nurturing of the potential of the person as a whole.

Mentoring is based on a **one to one relationship** built upon **trust and mutual respect**. This relation links an experienced professional, **the mentor**, to a less skilled student or practitioner undergoing an essential shift in his/her development: transitioning from university to job market; seeking a new position; undertaking new responsibilities within an existing role or starting up a project or new business. In all cases **a mentee** is someone who wishes to reflect on his/her professional career, self-evaluate his/her balance of competences and achievements, identify and bridge skills gaps, update and increase motivation and ability.

In any mentoring relation, the **primary role of the mentor** is to support the development of the mentee by promoting a caring and genuine interest in developing his/her knowledge, abilities and talent. Generally speaking, a mentor will guide and encourage a mentee to embrace a more entrepreneurial mind-set in achieving his/her professional fulfilment.

What makes mentoring very versatile and effective in many different contexts is that the mentee owns the goals and the learning process by setting his/her learning objectives together with the mentor. The mentee is constantly invited to revise his/her learning objectives and achievements as the process deploys, in an organic self-evaluation embedded in the mentoring relation itself. It can be recognized as a mutual learning process that can often benefit both the mentor and the mentee.

What happened?

After a training on mentoring skills in Rome in June 2018, partners decided to apply the methodology depending on the different country context. More than 40 mentors, experienced in the cultural sector where selected across the three countries. After a national training, Mentors were paired with mentees, and each relationship was different.



Who are the mentors in CONNECT?

Within the **CONNECT** project, mentors were expected to be:

- Facilitator
- Critical friend
- Industry experienter
- People manager
- Guide
- Champion

In **Connect** a **Mentor** should have been, among other things:

- Someone who has knowledge and experience of the industry
- Someone who has offered their time, and knowledge to willingly support and nurture
- Someone who is aiming to learn new skills, or to develop their existing skills base.

There we were looking for:

- Enthusiasm for innovation in approaches to developing new audiences.
- Belief that there is more than one answer to a problem.
- Have a range of techniques that are tried, tested and trusted – and be willing to explore new tools and techniques too.
- In-depth knowledge in at least one specific field
- Current knowledge, of the industry, gained from a strong and intensive employment record in a relevant sector.
- Strong networks
- External to the organization, company or project that the mentee is from
- Able to employ soft skills
- Have commitment to the programme
- Generous



Puglia Creativa and Project TRACES has launched the call for start-ups and creatives: "Young creatives grow up" to access the Traces acceleration program



Puglia Creativa within the project TRACES mapped the gaps and needs felt by Apulian Creatives during a tour named: **"Creative people what do you need to grow up?"**

The tour touched the whole **Apulia region** finding the interest of **350 creatives**. Starting from this, Puglia Creativa and the partnership of the TRACES project realised an **acceleration programme** tailored to the needs of Apulian creatives that will be provided by five Local Ateliers previously selected through a public call.

The **five Local Ateliers** selected are:

- Impact Hub srl for the provinces of Bari-Bat;
- CETMA for the province of Brindisi;
- CoWorking SMART LAB for the province of Foggia;
- Officine Cantelmo for the province of Lecce;
- APS Ammostro for the province of Taranto.

Now it's the turn to **select 25 Apulian start-ups or creatives** (five for each Apulian province) that could benefit from the TRACES acceleration programme, mentorship and consultancy services for developing **business ideas, creative projects and skills**. The deadline is 22 November.

FOR MORE CONTACT: Antonella Contento, Comunicazione Distretto Produttivo Puglia Creativa, Via Crispi n. 5 c/o Officina Degli Esordi, 70122 - Bari | www.pugliacreativa.it | comunicazione@pugliacreativa.it

Traces project: "TRANSnational Accelerator for a Cultural and Creative EcoSystem" it's an European cooperation project, funded by the Interreg V-A Greece-Italy 2014-2020 Programme.

The University of Salento - Department of Management and Economics, a member of ENCATC, is the lead beneficiary of this project in cooperation with two Italian partners, the Tecnopolis Science and Technology Park of Bari and the Creative Apulia Cluster Association, and two Greek partners, the Hellenic Management Association and the Chamber of Achaia. Associated Partners are ENCATC - European Network on Cultural Management and Policy and the Foundation for Ethical Finance.

Exciting days ahead! ENCATC to meet partners of Erasmus+ projects on Cultural Heritage

Two partners meetings will be coming soon: the Erasmus+ funded (Sector Skills Alliances) project **"EU Heritage - Skills for promotion, valorisation, exploitation, mediation and interpretation of European Cultural Heritage"**, and the Erasmus+ **"Heritage-Pro - Training For Heritage Professionals"**.

On **24-25 September**, the **EU Heritage** consortium partners will be meet **Malta**, hosted by partner University of Malta. The main aim of this meeting is to **share the results of the research** on the **skills profile of cultural heritage professionals**, collaboratively conducted during the first phase of the project. Romanian partner National Institute for Cultural Research and Training - NIRCT, as the leader of the research work package, will present the final research report. A time will also be devoted to the discussion of the next project steps, related to training (work to be led by ENCATC member Fondazione Fitzcarraldo), and including the **development of an online learning platform**.

Just a few days after, ENCATC will travel to **Sweden** to join the **Heritage-Pro** partners' meeting hosted by partner RESTRADE in the town of Varberg on **29 September and 1 October**. This meeting will focus on the five **training modules** already developed by projects partners organised in working groups, and reviewed by RESTRADE as leading partner of the corresponding work package. These training modules aim to provide a truly **interdisciplinary training** that help professionals to **face actual problems** they face in their **daily professional lives**. Once finalized, the training modules will be made available (with free access) on the project's website, and pilot training session will be organized in the partner countries.

In both meetings, ENCATC will contribute to the presentation of the work done in terms of dissemination, as well to lead the discussion on further steps in this area.

We remind you to check the projects' websites and social media to stay updated about the exciting outcomes ahead!

<http://www.euheritage.eu>

- Facebook: <https://www.facebook.com/EUHeritageProject/>
- Twitter: https://twitter.com/euherit_project

<https://heritage-pro.eu>

- Facebook: <https://www.facebook.com/heritageproproject>



POLICY DEVELOPMENTS

The latest policy developments impacting our field

FOCUS: New European Commission picks sends shock waves with "Culture" and "Education" disappearing from the job title of Commissioner Mariya Gabriel

On 10 September in Brussels, **Ursula von der Leyen**, the first female Commission President unveiled her picks for [the next European Commission](#). All will need approval from the European Parliament before they can take up their posts — except von der Leyen, who won confirmation from MEPs in July.

In a surprising move that has shocked and provoked strong reactions from the Culture and Education sectors, the European Commissioner for Education, Culture, Youth and Sport title is no longer. Now titled as the **Commissioner for "Innovation and Youth"**, the brand new portfolio will have education, research, culture, innovation, youth, CCIs, international cultural cooperation, sports, cultural heritage all in one.

Nominated to the position is **Mariya Gabriel** from Bulgaria. She was responsible for digital economy and society in the outgoing Commission. She gave up the European Parliament seat she won in May to remain at the Commission. Previously, she was a Member of the European Parliament from 2009 to 2017. There, she served as Vice-

President of the European People's Party (EPP) group, Vice-President of EPP Women and head of the Bulgarian EPP delegation.

Margaritis Schinas, Vice-President-designate for **Protecting our European Way of Life**, will also provide guidance in matters relating to education, culture, youth and sports.

"I am deeply saddened the words 'culture' and 'education' are not anymore mentioned in the title despite having been there from the very beginning of the Commission's story. The round table on the 2nd of October in Dijon devoted to the assessment of the ENCATC Strand "EDUCATION" in the frame of the Annual Members' Forum is a timely opportunity for the ENCATC membership to reflect on the possible implications of this change in the educational sector and make recommendations for the future strategy of the network and for the EU and Member State policy development in this important field," says ENCATC Secretary General, **GiannaLia Cogliandro Beyens**.

ENCATC EDUCATION ROUNDTABLE


In Dijon, on 2 October from 10:00 - 12:30, during the Annual Members' Forum, ENCATC Secretary General, **GiannaLia Cogliandro Beyens** will chair a Round Table on Education.

Members of ENCATC, AAAE and TACPS will reflect on the possible implications of this change in the educational sector and make recommendations for the future strategy of the network and for the EU and Member State policy development in this important field.

SPREAD THE WORD FROM ENCATC, MEPS AND THE CULTURE & EDUCATION SECTORS!

 [@ENCATC](#)

Where is the EU Commissioner for #Education #Culture Youth and Sport?! Now titled as Commissioner for Innovation and Youth we miss our representation! Words have power! #BringCultureBack #BringEducationBack @GabrielMariya @vonderleyen

 [@SneskaEN](#)

Dear President @vonderleyen, this must be a mistake: vital words #education & #culture disappeared from the job title of @GabrielMariya! We trust & thank you for redressing this grave omission! EuropeForCulture @europanostra @EP_President @sabineverheyen

 [@julie4nw](#)

Thanks to friends from the #Lifelong sector who understand more than most about the crucial role that education for all throughout life is the real game-changer. @vonderleyen appears to have missed a lesson on this




 [@sabineverheyen](#)

Leider wird das Ressort Bildung und Kultur im neuen Kommissionszuschnitt beim Ressortnamen nicht hervorgehoben. Ich hatte gehofft, dass Bildung und Kultur eine tragende Rolle in der Europäischen Politikgestaltung erhalten. Das ist nicht geschehen.

 [@actforculture](#)

New redistribution of the Commissioner-designate portfolios proposed by @vonderleyen does not include #culture in any of the titles. We are concerned about the latent downgrading of #culture in the proposed portfolios.

READ MORE:

-  [Read the mission letter to Commissioner-designate Mariya Gabriel.](#)
-  [Read the mission letter to Margaritis Schinas, Vice-President-designate for Protecting our European Way of Life](#)
-  [New Commission power structure](#) (Prepared by POLITICO)



LIBRARY & BIBLIOGRAPHY DATABASE



[The story of ENCATC: 25 years of cultural management and policy in Europe](#)



[Social Media Toolkit for Cultural Managers](#)



[ENCATC Journal of Cultural Management and Policy, Vol. 8](#)



[Public-Private Partnership in the Cultural Sector. A Comparative Analysis of European Models](#)

BY ELENA BORIN



[Fair Cooperation. A New Paradigm for Cultural Diplomacy and Arts Management](#)

BY ANNIKA HAMPEL



How can you access new titles and the ENCATC Bibliography Database?



Each month ENCATC members get the latest publications, reports, briefings and more!

On top of this, they have unlimited access to our Bibliography Database, one of the most comprehensive bibliographies on cultural management and policy.

With more than 1,000 titles organised in 25 sub categories, this is an indispensable resource for academics, researchers, trainers and practitioners!

"Thanks to ENCATC, I have been able to grow a substantial library on cultural management and policy for myself and my institution. It's a great resource."



- Romina Surace, Senior researcher
Symbola Foundation, Italy
ENCATC member

NEWS FROM OTHER ORGANISATIONS



Thanks to our Memorandums of Understanding signed with the Association of Arts Administration Educators (AAAE) and the Taiwan Association of Cultural Policy Studies (TACPS), we are able to share through this strategic partnership a greater exchange of information between our members of the networks.

AAAE OPEN CALL: Diversity, Equity, and Inclusion (DEI) Research Fellowship

Deadline: 4 October 2019



The Association of Arts Administration Educators (AAAE) seeks its second **Diversity, Equity, and Inclusion (DEI) Research Fellow** to investigate the intersection of DEI and arts management programs. The fellow will work under the supervision of a mentor, Dr. Yuha Jung, Associate Professor of Arts Administration & Director of Graduate Studies of the Department of Arts Administration at the University of Kentucky.

The fellow will be **responsible for collecting data and helping create teaching resources for AAAE members on DEI issues**, for example, constructing an annotated DEI-related bibliography for recommended readings and collecting best teaching practices to address DEI issues in arts administration.

The fellowship will begin immediately following the selection of a fellow in October 2019 and will conclude at the end of the AAAE annual conference to be held on May 28-30, 2020, in New York City.

LEARN MORE: https://mailchi.mp/38f5fb88f115/aaae-digest-news-from-members-and-more-2418737?fbclid=IwAR1UwHhmoHUZwWEOcCoWtaQZ_61_WmNTkDnjXaGfG_lvoJys-rjY6kbZ6oM

TACPS: Researching and Connecting Cultural Intermediaries

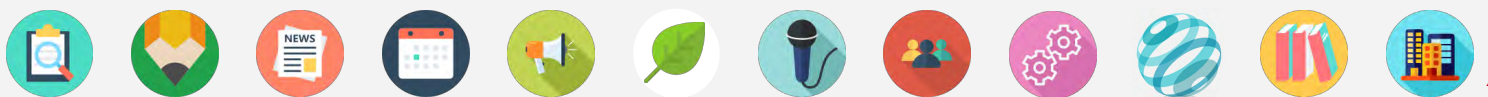
Since 2018, TACPS has focused on cultural intermediaries to explore their shared values and challenges. This year, the Ministry of Culture in Taiwan commissioned TACPS to conduct further research on cultural intermediaries. The TACPS has invited the non-departmental public bodies under MOC and private-funded organisations to join this research project.

Four **main themes** of this research project included: the **public character of cultural intermediaries**, **corporate social responsibility** and **social return of investment**, **cultural policy think tanks**, and the **model of cooperation** among cultural intermediaries.

Through various forums and meetings, the project aims to **foster the connection among cultural intermediaries** and **identify the roles of cultural intermediaries between arts and business**. The research team will make recommendations for future policymaking on the four themes.

In November 2019, the TACPS will co-host the **2019 International Symposium on Cultural Trajectories** (1-2 Nov) and the **2019 ENCATC & TACPS Academy** on Cultural Policy, Cultural Relations and Diplomacy Anthropocene: Cultural Intermediaries, Cultural Economy and Sustainability (3-4 Nov). With much anticipation, there will be **further discussion on cultural intermediaries**. The project researcher, **Dr Chun-Ying Wei** also shares her observation on the roles of Taiwan's cultural intermediaries on the Taiwan Insight.

FOR MORE: <https://taiwaninsight.org/2019/08/21/cultural-intermediaries-and-their-roles-in-taiwans-cultural-diplomacy-and-cultural-relations/>



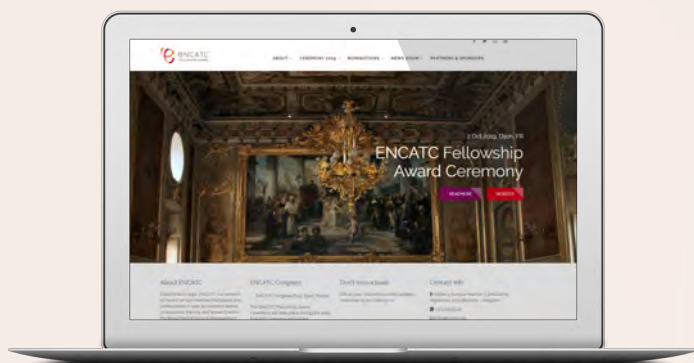
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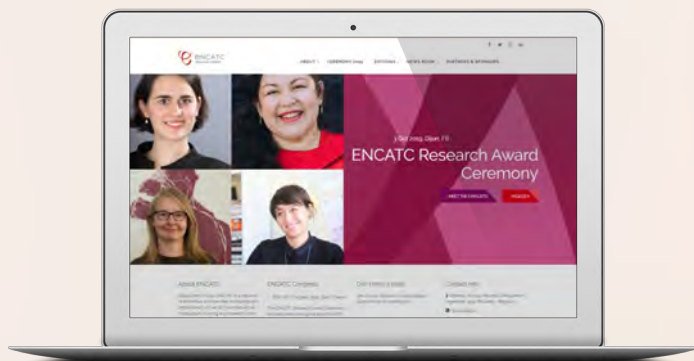
NEW!!

We have two new websites designed for the ENCATC Fellowship Award and the ENCATC Research Award on Cultural Policy and Cultural Management!

WWW.ENCATCFELLOWSHIPAWARD.ORG



WWW.ENCATCRESEARCHAWARD.ORG

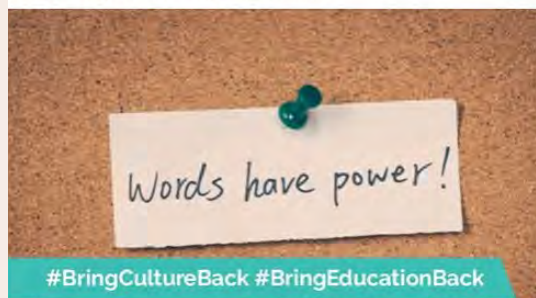


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Published by Elizabeth Darley [?] · September 11 at 1:09 PM · 🌐

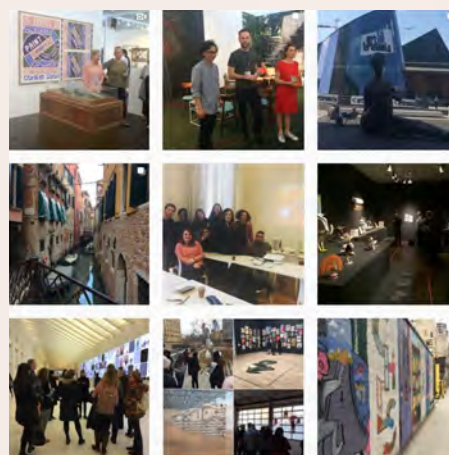
Where is the EU Commissioner for #Education #Culture Youth and Sport? Now titled as Commissioner for Innovation and Youth we miss our representation! #BringCultureBack #BringEducationBack

ENCATC members, this is more reason to come to the Annual Members' Forum on 2 October in Dijon to discuss the future of cultural management and cultural policy education! #ENCATC2019



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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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