



ENCATC news

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

ISSUE N° 129

DIGEST VERSION FOR OR FOLLOWERS





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NOTE FROM THE EDITOR

Dear colleagues,

Welcome to the 129th issue of the ENCATC Newsletter! The year has flown by and I can't believe the end 2019 is in sight. But that doesn't mean there still aren't many opportunities to finish out for a strong year!

To end 2019 on a high note and help you to maximise your valuable time, grow your professional network, and gain new knowledge and inspiration, we've lined up a great package for you from **12-13 December in Brussels!**

Starting on the 12th, we have the **ENCATC Working Group on Evaluation "Confronting perspectives on evaluation – beyond funding"**. Engage directly with EU funding representatives and share issues, methods, indicators and results on evaluations of cooperation transnational cultural projects. We will follow with a **networking cocktail** where you can grow your network with EU representatives and key European stakeholders in Brussels. Then on the 13th, we'll have the **ENCATC Round Table "Accounting for heritage assets. Ethical, cultural policy, and management implications"**. This will follow with the **book launch** of *"Victor Horta et la maison Frison à Bruxelles"*.

Now is also the time to **start planning our agendas for 2020!** Be sure that our flagship event, the **2020 ENCATC Congress on Cultural Management and Policy** from **28-30 October** in **Prague** is in your calendar! Done in partnership with our member, the **Academy of Performing Arts in Prague**, we'll have exciting updates, open calls and more coming your way early next year! I invite you to see the full calendar of events in this newsletter that includes among the many our annual **Academy on Culture in External Relations**, and **International Study Tour!**

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. **"Smart Cities as Sustainable Cities?"** by **Lucy Latham** helps us to understand: Where is culture positioned in this discourse? How to measure culture's impact? How can cities and culture lead the way on climate action?

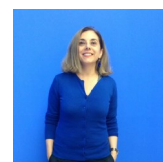
In the Members' Corner, **Claire Giraud-Labelle** from France contributes **"The Strategy for Cultural Heritage in Europe in the 21st Century. From principles to reality"**. Settle in for an interesting reflection to reconsider the role of **cultural heritage in redefining our societies**, as well as to reposition heritage policies at the heart of an **integrated approach**.

This month, we also interviewed the **Ukrainian Cultural Foundation** and its Executive Director, **Yuliia Fediv** who is eager to connect with members and contribute to our network's mission. Moreover, I'm delighted that we once again have **Ukraine represented in the network!**

Finally, the partners in our **European projects** have been working hard to reach their objectives and achievements. **What can you take away from their work? What can you use in the classroom for your students or lifelong learners?** See all these projects have accomplished this year, contributed to our field, and how you'll be able to **benefit from the outcomes!**

I wish everyone happy reading and success on the paths created from the knowledge and possibilities gained in this 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!

SPAIN

[Alba Victoria Zamarbide Urdaniz](#)

Researcher



UKRAINE

[Ukrainian Cultural Foundation](#)

ENCATC CONTACT:
Oleksandra Yakubenko,
Head of the International
Department



GERMANY

[Suelen Silva](#)

Cultural Manager



BELGIUM

[Frédérique Chabaud](#)

Advisor for culture, media
and education at the
European Parliament,
Greens/EFA Group



SPAIN

[Imanol Galdos](#)

Researcher



BELGIUM

[Géraldine Bueken](#)

Writer - TV Author - Editorial
Manager, and Media Expert
for Les trois plumes asbl



DENMARK

[Iphigenia Taxopoulou](#)

mitos21 General Secretary &
Julie's Bicycle Associate
Partner



GERMANY

[Sacha Kagan](#)

Independent Researcher



WHAT HAS HAPPENED?

AGENDA

People, Places & Meetings

08 October in Brussels, Belgium: ENCATC Secretary General, GiannaLia Cogliandro Beyens, was invited to present ENCATC and its activities to the Central Denmark EU Office (CDEU) which represents the 19 municipalities of the Central Denmark region as well as the Central Denmark regional government, Aarhus University and VIA University College.



ENCATC Secretary General, GiannaLia Cogliandro Beyens speaking at the Central Denmark EU Office in Brussels.

21-22 October in Brussels, Belgium: ENCATC's Secretary General GiannaLia Cogliandro Beyens attended the annual Creative Europe kick-off meeting with other networks and platforms. This year it was to learn about the programme's latest priorities and expectations from the EU to help make Europe more competitive through culture.



Creative Europe kick-off meeting 2019 in Brussels.

25 October in Matera, Italy: ENCATC President, Francesca Imperiale was invited to speak at ArtLab 2019 on "Capacity Building in the European Capitals of Culture". At this event, ECoC cities of the past, present and future came together to discuss how the European Capital of Culture title can drive a city's radical change and be a development engine for territories.



ENCATC President, Francesca Imperiale spoke at the ArtLab 2019 in Matera.

31 October in Brussels, Belgium: ENCATC Secretary General, GiannaLia Cogliandro Beyens attended the "rEUnaissance- A cultural vision for Europe" at the EESC - European Economic and Social Committee Plenary Session to learn about the impact of culture and the arts on the European project and its potential to drive a second "Renaissance", focusing on the exemplary areas of culture for sustainable economic development; arts and culture in education and through participation; and arts and culture in international relations.



ENCATC Secretary General, GiannaLia Cogliandro Beyens attending the EESC Plenary.

14 November in Brussels, Belgium: ENCATC Secretary General GiannaLia Cogliandro Beyens was at "The Congress of the Future" workshop held by the European Society of Association Executives to learn about new conference formats, implementing new technologies, and innovations to take events to the next level!

20 November in Brussels, Belgium: To learn how cultural heritage could be a resource for innovation, ENCATC Secretary General GiannaLia Cogliandro Beyens attend the debate "Ilucidare Playground - Cracking the future of heritage" by experts coming from different regions of the world.

27 November in Brussels, Belgium: ENCATC Secretary General GiannaLia Cogliandro Beyens attended the "Bridging the skills gap in Cultural Heritage" meeting organised by ERRIN (European Regions Research and Innovation Network). It was the occasion to begin exploring synergies between ENCATC and this network whose work is very close to ENCATC's mission. ENCATC's Secretary General met with several representatives from Cultural and Education departments of European regions who have offices in Brussels.



INFLUENCING POLICY

ENCATC supports EYCH legacy as part of Commission's Expert Group on Cultural Heritage

The inaugural meeting of the **European Commission's Expert Group on Cultural Heritage** was held from 15-16 October in Brussels. Having been selected to be a member of the group, ENCATC was represented by its Secretary General, **GiannaLia Cogliandro Beyens** and member **Claire Giraud-Labalte** from France.



Top: ENCATC member Claire Giraud-Labalte (left) and ENCATC Secretary General, GiannaLia Cogliandro Beyens (centre) at the European Commission Cultural Heritage Expert Group.

With a view of maintaining the spirit of cooperation and policy dialogue achieved during the **European Year of Cultural Heritage**, the group will provide **the Commission with advice and expertise**, as well as to serve as a **platform for consultation and exchange of information on cultural heritage policies** to support the **implementation of the European Framework for Action on Cultural Heritage**.

Discussion topics included: What can cultural heritage do for an **innovative Europe**? What is cultural heritage's role in **Europe's external cultural relations**? And how is cultural heritage being **safeguarded for a resilient Europe**?

This was also an opportunity for ENCATC to share what it achieved and contributed during the European Year of Cultural Heritage, highlight **Cultural Heritage projects** on skills and training, as well as events and **publishing cutting-edge research** in the **ENCATC Book Series** and its **scientific Journal**.

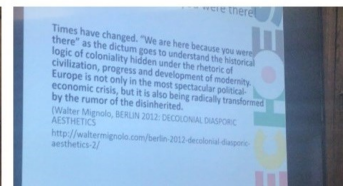
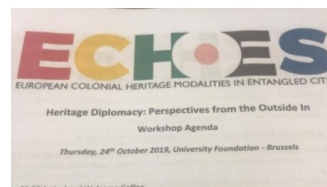
INFLUENCING POLICY

What new perspectives for Heritage Diplomacy?

On 24 October in Brussels the **ECHOES (European Colonial Heritage Modalities in Entangled Cities)** project, funded by the European Union's Horizon 2020 research and innovation programme, organised a workshop focusing on **"Heritage Diplomacy: Perspectives from the Outside in"**.

ECHOES addresses a pressing dilemma at the heart of contemporary Europe: the fact that while the history of empires and colonialism undoubtedly constitutes a shared European past, this past remains strangely silent in official narratives about Europe's 'heritage'. The EU urgently needs not just to acknowledge this phenomenon, but to reflexively and progressively include it at the heart of its identity.

ECHOES therefore proposes that the memory and heritage of colonialism needs to find its place in our contemporary narratives of Europe, but how can this be done from a new perspective?



ENCATC, represented by its Secretary General **Giannalia Cogliandro Beyens** who was joined by ENCATC member, **Carla Figueira** from Goldsmiths, University of London, was invited to attend the workshop and contribute to the discussions on looking from the "outside in".

The group analysed **how it is possible to have a bottom-up approach for heritage diplomacy** in what is today still heavily top-down. They also debated on **evolving terminology**, the place of **education**, and the **role of research in this area** to make a greater **impact on future policy** in cultural relations.

The project consortium also presented its **four modes of managing and practicing European colonial heritage**: repressing, removing, reframing, and re-emerging colonial heritage.

First ENCATC Fellowship Award Ceremony held in Dijon

On the evening of 2 October in Dijon, during the **27th ENCATC Congress "Diversity and sustainability at work. Policies and practices from culture and education"**, ENCATC held the **first ceremony of its Fellowship Award**.

The Award is the only **international public recognition** 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**.



2019 ENCATC Fellowship Award laureate, Milena Dragičević Šešić (centre) with members of the ENCATC Board, representatives from the Direction régionale des Affaires culturelles, the City of Dijon, the of the Burgundy School of Business.

Hosted by the **Ville de Dijon** in the prestigious **Salle de Flore**, academics, researchers, cultural professionals, policy makers, representatives from local, regional and national authorities and international institutions from 31 countries in Europe and beyond came together to celebrate the **2019 ENCATC Fellowship Award** laureate, **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 was launched on the occasion of the network's 25th anniversary in 2017. As a biannual award, this was a proud moment for ENCATC to have the first Fellowship edition at the 2019 Congress. I believe it is a wonderful addition to the story of our network to publicly recognise and celebrate achievements and contributions that benefit our members and the sectors of culture and education," said ENCATC Secretary General, **GiannaLia Cogliandro Beyens**.

The music student as the successful future agent of cultural management

On 8 November in Turin, Italy, ENCATC and AEC (Association Européenne des Conservatoires) collaborated on the session **"The music student as successful future agent of cultural management"** held during the AEC Congress (7-9 November).

ENCATC was represented by its board member, **Tanja Johansson** from Sibelius Academy, Helsinki. Speaking on the concept of cultural management, she presented a holistic view of the **structures, actions and people who make art happen and initiate change in societies**. In the session, she was joined by Payam Gul Susanni, from Yasar University, Izmir, Turkey who focused more on cultural management – entrepreneurship in the arts – and told shared her personal experience of teaching and researching the topic.

It was clear that a **hands on approach is very essential in entrepreneurial education in music institutions**. Furthermore, the **skills and competences are developed best if integrated into a real-life projects**.

Preparatory Meeting for the Global Arts Administration and Education Conference



On 9-11 November in Beijing, China, ENCATC was asked to share its expertise at the **"Preparatory Meeting for the Global Arts Administration and Education Conference"** organised by the Central Academy of Fine Arts and the School of Arts Administration and Education.

ENCATC was represented by its Board members **Richard Maloney** from New York University who is delegated to ENCATC's internationalisation and **Ana Gaio**, ENCATC Vice-President from City, University of London who is delegated to liaise with the AAAE network that was also present.

Topics of discussion at this event covered future **development of the field, academic keywords, the future hotspots, trends and related issues of art management**.

Working towards a **global agenda for arts and culture education** is on the very top of the agenda of the European Commission and that it is important to work together on issues that impact the entire globe such as sustainable development, climate change, migrations, etc. To this end, **ENCATC has already published in 2017 a [global manifesto](#)** together with the Association of Arts Administration Educators (AAAE) and the Taiwan Association of Cultural Policy Studies (TACPS).



INFLUENCING POLICY

Creative Europe Programme 2021-2027

ENCATC urges EU leaders to increase the future budget of Creative Europe



On 22 November in a joint letter addressed to EU leaders from Europe's Cultural and Creative Sectors, ENCATC alongside 90 signatories is collectively urging the **European Council to support the European Parliament's proposal of increasing funding for Creative Europe to €2.8bn total.**

The letter supports the European Parliament's position to increase the budget for the Creative Europe Programme and underlines the importance of this increase, referring to the contribution of the cultural and creative sectors to the development of our open and inclusive societies.

Negotiations on the overall EU budget 2021-2027 (known as the Multi-Financial Framework or "MFF"), including the Creative Europe Programme, are ongoing between the European Parliament and the Council of Ministers.

The letter was drafted by several organisations in different cultural and creative sectors (Culture Action Europe, FEP – Federation of European Publishers, FERA – Federation of European Film Directors, IMPALA – Independent music companies association, and UNIC – International Union of Cinemas).

READ AND SHARE THE LETTER

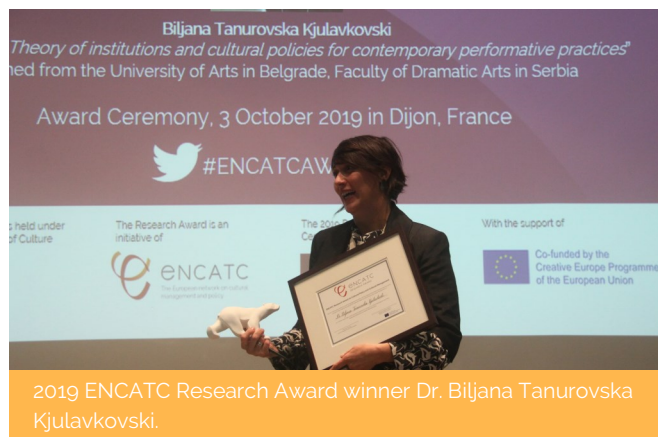


RESEARCH

Dr. Biljana Tanurovska Kjulavkovski wins the 2019 ENCATC Research Award

On the evening of 3 October in Dijon, France, **Dr. Biljana Tanurovska Kjulavkovski** from North Macedonia was announced as the winner of the [6th ENCATC Research Award on Cultural Policy and Cultural Management](#)

The 2019 Award winner was revealed at the [ENCATC Research Award Ceremony](#) held in Dijon, France during the **27th ENCATC Congress "Diversity and sustainability at work. Policies and practices from culture and education."**



Having won the Award 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, **Dr. Biljana Tanurovska Kjulavkovski** expressed her deep gratitude for ENCATC's prestigious and international recognition: *"I would like to thank ENCATC and the Research Award's international jury for this great honour. My gratitude also goes to my PhD mentor, Professor Milena Dragičević Šešić. I believe that besides scholars dealing with issues concerning the notions of institution in culture, cultural policy, governance, contemporary dance and performance, diverse communities of practitioners, researchers, cultural workers and artists can also find interest in this interdisciplinary research which includes strategies, tactics, case studies, artistic, curatorial practices and theoretical propositions."*

As the Award winner, **Dr. Biljana Tanurovska Kjulavkovski** will have her work published in the [ENCATC Book Series on Cultural Management and Cultural Policy Education](#), published by P.I.E. Peter Lang.

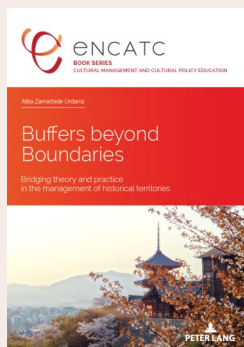
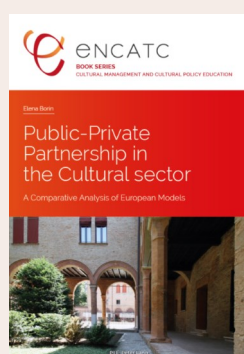
Launched in 2014, the **ENCATC Research Award** exists to stimulate academic research in the field of cultural policy and management, to explore contemporary issues at stake and possibly anticipate new cultural policy orientations through comparative and cross-cultural research. Moreover, it contributes to the process of creating an infrastructure, a network of researchers who are doing comparative research projects in cultural policy and management issues.

RESEARCH

Special discount for members on the ENCATC Book Series

Starting on Black Friday, 29 November through Cyber Monday 2 December, ENCATC members can [benefit from a 30% discount](#) when ordering from the [ENCATC Book Series on Cultural Management and Cultural Policy Education](#).

Black FRIDAY



SHOP NOW

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

CAPACITY BUILDING

ENCATC-TACPS Academy dives into Cultural Intermediaries, Cultural Economy and Sustainability

Following the successful collaboration of a first joint Academy in 2015, the second [ENCATC-TACPS Academy on Cultural Relations and Diplomacy](#) took place on 3-4 November 2019 in Taipei at the National Taiwan Museum. It was co-organised with the Taiwan Ministry of Culture and ENCATC members The National Taiwan University of Arts, and the Taipei Representative Office in the UK. It was also done in partnership with ENCATC member, Goldsmiths, University of London.

68 participants from Croatia, Japan, Malta, Singapore, Taiwan and the United Kingdom, gathered to address the relationship between culture and the planet under the title **"Anthropocene: Cultural Intermediaries, Cultural Economy and Sustainability"**.



2019 ENCATC-TACPS Academy participants

As the earth and the global environment is fundamentally affected by human culture, scientists have proposed we have entered the Anthropocene in the mid-20th century. **Facing issues such as climate change and plastic waste, what impact can arts and culture create?** By recognising these issues and raising awareness, how **can cultural institutions and policymakers respond to shared challenges?**

Participants pursued and explored **innovative concepts and definitions** towards local art institute and organisations in contemporary civil society, considering these institutions still shape highly profitable and charitable new cultural economies. Aspiring to **engage culture as the core and invaluable driver for sustainable development**, integrated into the agenda was the 5P of the United Nations Sustainable Development Goals —peace, people, planet, prosperity, and partnership— in order to better explore the sustainability of culture. The two-day intensive learning Academy also strengthened links and fostered project partnerships between Asia and Europe in the areas of cultural policy, cultural exchange, and arts management.

Committed to **promoting the international career of a young researcher**, ENCATC bestowed a mobility grant to **Ana Letunić**, doc.art. to speak at the Academy's session **"Cultural Intermediaries: Governance and Future Research"** as the **2019 ENCATC Research Boot Camp winner**.



CAPACITY BUILDING

ENCATC Working Group on Evaluation meets in Lucca, Italy

From 30-31 October in Lucca, the ENCATC Working Group on Evaluation organised a workshop on ["Temporary Organising and Evaluation in the Arts and Culture Field"](#) attended by 13 participants from Belgium, France, Italy, the Netherlands, Slovakia, and the United Kingdom. It was organised alongside the Lucca Comics and Games festival, an annual comic book and gaming convention.

By focusing on temporary organising in the arts and culture field, it was the opportunity to 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 Organisation Studies literature and pose distinct evaluation challenges both for academics and practitioners.



ENCATC Working Group on Evaluation in Lucca, Italy.

To stimulate the discussions, a first keynote was given on **"Why video games matter for EU and why the EU matters for video games"** with **Maciej Hofman**, Policy Officer, Culture - Cultural and creative sectors, at the European Commission. He raised issues related to CCIs' definition that includes arts and heritage as well as architecture, tourism, luxury brands etc. which are difficult to define in evaluation standards for the whole field - e.g. employment measures can be misleading. Moreover, the Games sector is an exponentially growing area and the EU is giving importance to this field with many support frames while all this is happening with the momentum to move towards a Digital Single Market.

The second keynote presentation, **"Reflection and evaluation in social/cultural entrepreneurship and inclusivity practice - implications for policy"** by **Johan Kolsteeg**, Assistant Professor, Department of Arts, Culture and Media Studies, University of Groningen, a member of ENCATC. He highlighted challenges such as: connecting programming and the environment; balancing freedom and structure; bureaucratic divides; quality discussions; accountability; and building trust.

The next Working Group meeting will be held on 12 December in Brussels with a focus on ["Confronting perspectives on evaluation - beyond funding"](#).

CAPACITY BUILDING

ENCATC Breakfast Webinar "COST ACTION: Connecting research initiatives across Europe and beyond to enable researchers and innovators to grow their ideas"

On 29 November 2019, ENCATC held the third online edition of its popular **ENCATC Breakfast webinars**, a morning educational activity in the network's series of conversations meant to learn new skills or about new topics.

One of the missions of ENCATC is to **contribute to a stronger European research Area by fostering the mobility of researchers across Europe and beyond**. Invited expert, Estelle Emeriau, Science Officer at European Cooperation in Science and Technology, COST, presented the funding organisation for the creation of research networks, called COST Actions. These networks offer an open space for collaboration among scientists across Europe (and beyond) and thereby give impetus to research advancements and innovation.

COST is bottom up, this means that researchers can create a network - based on their own research interests and ideas - by submitting a proposal to the COST Open Call. The proposal can be in any science field as COST Actions are highly interdisciplinary and open.

ENCATC members can access the **webinar's recording** on the [Members' Area of the ENCATC website](#).



ENCATC Secretary General GiannaLia Cogliandro and Estelle Emeriau, COST Science Officer.



This ENCATC Breakfast was done in partnership with COST (European Cooperation in Science and Technology) and with the European network Future Religious Heritage who brought its membership attendance.

CAPACITY BUILDING

ENCATC's Marie-Claire Ricome traineeship programme helps artist transition to cultural manager

This fall, ENCATC welcomed Samuel Colbey in its Marie-Claire Ricome traineeship programme! Having retired only recently from the stage with the Opera de Lyon in France, Sam had a successful career dancing 16 years with eight companies on five continents. Looking to transition from artist to cultural manager, he is doing a Master of Management on Arts and Cultural Management at the University of South Australia.

Sam first got acquainted with ENCATC as a participant of the **ENCATC International Study Tour in Morocco** having learned about it from his university. Curious to learn more and expand his CV, Sam joined the ENCATC team as part of his career transition from professional dancer to cultural manager.



Sam Colbey accompanied ENCATC's Secretary General, Giannalia Cogliandro Beyens to attend the panel "rEUnaissance- A cultural vision for Europe" during the EESC - European Economic and Social Committee Plenary Session in Brussels.

Having been on the stage for so many years, at ENCATC every task, meeting, event, and activity presented a new learning opportunity. Sam says he especially appreciated he gained confidence communicating with ENCATC members located in 42 countries, learning about the different professional tools and resources, and gaining greater appreciation for the complexity of European policy and the role culture plays.

"Each day I found 'once in a lifetime' opportunities whereby participating in relevant events and proceedings, visiting The European Parliament, and meeting key stakeholders in Brussels, was all possibly life changing. I felt inspired and guided in my contributions during the traineeship and the opportunity to work in different ways with the ENCATC team in its multicultural and multilingual environment," says Sam.

Having completed his traineeship and moved back to his native Australia, Sam is now doing a traineeship with the State Opera of South Australia.

CAPACITY BUILDING

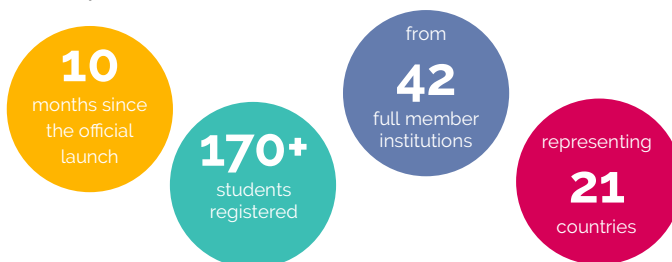
ENCATC's Praxis website relaunches for new 2019/2020 academic year



Having debuted in January 2019, the ENCATC Praxis website for students is growing!

Relaunching after the summer break and with the start of the new 2019/2020 academic year, new students enrolled in cultural management and cultural policy programmes are getting access to internship opportunities across the cultural sector and around the world!

Since the original launch earlier this year, more than 170 students have registered from 42 full member (higher education) institutions representing 21 countries in Europe and beyond!



ENCATC first launched PRAXIS in 2008 in the format of an e-magazine to strongly encourage students and young/early career professionals to have work experience abroad. Having grown and evolved over the years, in 2019 ENCATC design and launched the PRAXIS website!

PRAXIS is the go-to resource for tomorrow's cultural management and cultural policy leaders to get a jump start on building their CVs, put into practice their knowledge learned through education and training, and develop and hone their skills in another cultural environment.

With the website comes a new addition where ENCATC has integrated a **matching scheme** where associate members who are arts and cultural organisations can publish their internship offers to find students at higher education institutions who are full members in the network.

[REGISTER HERE](#) (For students studying at ENCATC [Full member institutions](#)).

ENCATC Congress 2019: How can cultural and creative spillovers help us understand sustainability within the arts, culture and creative industries?

BY NICOLE MCNEILLY, CONSULTANT, INTERNATIONAL CULTURAL AND CREATIVE INDUSTRIES RESEARCH AND EVALUATION, THE NETHERLANDS

Between 2 - 5 October 2019 in Dijon, cultural academics, researchers and managers from across the world met for ENCATC's Annual Congress, hosted by the Burgundy School of Business. It was an opportunity to present [Cultural and creative spillovers in Europe - a follow-up review](#), an evidence review that was commissioned by the [European Partnership on Cultural and Creative Spillovers](#) in 2018.

It was a moment to reflect on the report findings and the utility of the spillover framework within a discussion about the Sustainable Development Goals (SDGs). The sector has moved on from its early indignance over culture not being explicitly acknowledged in any of the 17 SDGs (perhaps a cause of its delayed sector embrace). Now, reassured by numerous [communications](#) and [high level discussions](#), it's broadly accepted that culture should be central in the [vision of the world that we want to see in 2030](#).

The safeguarding and promotion of culture is an end in itself, and at the same time it contributes directly to many of the SDGs...The indirect benefits of culture are accrued through the culturally-informed and effective implementations of the development goals.

[Jyoti Hosagrahar](#), UNESCO, 2017

This blog pulls out the common themes shared in the presentation in Dijon and sets out how the spillover research agenda helps us to better understand how the arts, culture and creative industries can play a role in meeting the SDGs.

Culture is essential for the achievement of all Goals

[Culture in the implementation of the 2030 agenda \(report\)](#), 2019, pg 96

There are commonalities between emerging spillover areas and recognised areas where the arts, culture and creative industries contribute to the SDGs

Four new positive spillover effects emerged from the review (see pg 29 of the [full report](#)) and it was interesting to find that each of these can be found as areas of potential in the [four-year review of the SDGs](#), written by the cultural sector-based conglomerate behind the original #culture2015goal campaign. The spillover framework, then, provides a lens through which to explore the potential of culture's local and global impact.

A two-way street - understanding how change that is good for everybody

How will our sector grow by helping to meet the SDGs?
How will the value of this activity be better understood for



the cultural sector itself? The concept of cultural and creative spillover promotes the idea of a value chain that flows both ways. Noting a lack of such a perspective in the existing evidence base, future spillover research should include the value that collaborative cross-sector activity has on the arts, culture and creative industries themselves (a position that is emphasised, for example, by Dr Jane Gavan, University of Sydney, in the project [Manufacturing Creativity](#) in Vietnam). This has the potential to help funding agencies better target their innovation investment for the creation of spillover effects in both the arts, culture and creative industries and other sectors.

References to culture in the SDGs are scarce and do not sufficiently acknowledge the many ways in which cultural aspects influence and contribute to sustainable development

[Culture in the implementation of the 2030 agenda \(report\)](#), 2019, pg 5

Recognising our limitations (negative spillover) help us have most impact

Whilst acknowledging the role we can and must play, we shouldn't overclaim what the sector can do. The holistic approach of the spillover research agenda has always advocated a wide and meaningful look at both the positive and negative impact of the arts, culture and creative industries. The review found that others are increasingly taking this open perspective. Eight negative spillovers were identified (see pg 31 of the [full report](#)) and being aware of these is just as important for our sustainability as understanding the positive spillover effects of our actions.

We need to be better at understanding and communicating our value

We need more coordinated action, a stronger voice and confidence in our methods. We must be confident in what we say, and for that, we need to continue to promote research methods that suit the sector. The [2018 review](#)

found that, in the sample of evidence reviewed, qualitative methods are increasingly being valued and prioritised over quantitative-only approaches that may fail to interrogate causality or demonstrate the full spectrum of value that emerges from activity in the arts, culture and creative industries. We should continue to design robust creative research methods and promote qualitative methodologies and mixed methods approaches.

Let's widen our understanding of culture to conceptualise true cultural equity within international development policies

Finally, the broad definition of culture we've all come to accept (including both a way of life and culture as the "arts") will have to expand further to account for massive social and economic shifts and the wealth of informal cultural participation that challenges the accepted distribution of cultural funding. We are now at a crossroads where we can reconceptualise cultural equity within international development policies. This is an area that needs further interrogation within the spillover framework.



Summary

To sum up, the spillover framework has value and is ready for more development. This research area has the potential to support a holistic, progressive and illuminating view of the value of the arts, culture and creative industries, and to strengthen culture as the fourth pillar of international development. **We should thus be confident in discussing the sector's value; we must work together: we should push forward a holistic qualitative research agenda; and we should definitely continue the conversation.**

You can download the report [Cultural and creative spillovers in Europe - a follow-up review](#) or contact Nicole McNeilly via [LinkedIn](#). Thanks to Bernd Feser (European Creative Business Network) and Tsveta Andreeva (European Cultural Foundation), members of the research partnership,

who recommended that this report should form part of the ENCATC congress scientific programme, and to ENCATC for hosting a rewarding event.

Communications material re the SDGs (icons etc) can be downloaded here: <https://www.un.org/sustainabledevelopment/news/communications-material/>



Based in the Hague, the Netherlands, Nicole has worked across the UK, Europe and Russia in cultural policy and research. A musician and cultural policy practitioner by training, she is driven by a firm belief in the value culture has for society, particularly when sharing cultures across borders. She is currently responsible for the evaluation of the British Council UK-Russia Year of Music 2019, and works on other projects, including the creation of a digital music heritage educational project with the Moscow EUNIC cluster. She has recently completed the evaluation of an innovative cultural heritage and gender equality project in the Western Balkans and in 2018 authored a report reviewing progress in the research into cultural and creative spillovers in Europe. In 2018/2019, she worked and researched the cultural and creative industries in Moscow as a recipient of an Alfa Fellowship. She is also a researcher in culture Solutions, an independent and non-profit group set up to promote excellence in EU international cultural relations policies.

[Learn more about the 2019 ENCATC Congress](#)

Contribute to outcomes of the Congress on "Diversity and sustainability at work. Policies and practices from culture and education":

 [European Journal of Cultural Management and Policy, Vol. 10, issue 1](#)

 [/encatcSCHOLAR, issue #12](#)





UPCOMING EVENTS

ENCATC ROUND TABLE

**Accounting for heritage assets. Ethical, cultural policy,
and management implications.**

13 December in Brussels, BE



[REGISTER TODAY](#)

- ✓ 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 contribute to the development of a more comprehensive framework of reference.



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On **12 December** in Brussels join us for the
ENCATC Working Group Meeting on
**"Confronting perspectives on evaluation
– beyond funding"!**

[SIGN UP](#)





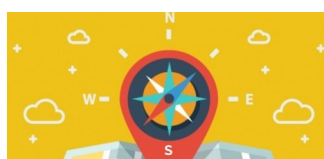
2020 ENCATC EVENTS CALENDAR

**Save these dates in your agenda!
Registrations to open early next year.**



The Cultural Economy and the Economy of Culture

5-9 April 2020 in Abu Dhabi,
AE



ENCATC Academy "Cultural Relations between EU and Latin America and the Caribbean"

27 May 2020 in New York
City, US



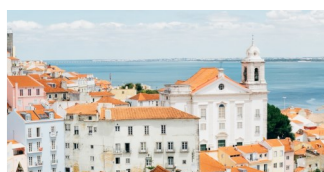
ENCATC - AAAE - TACPS Global Conversation

29 May 2020 in New York
City, US



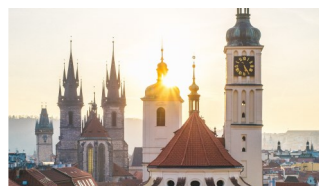
ENCATC Capacity Building Days and Youth in Action Day

25-26 June 2020 in
Stockholm, SE



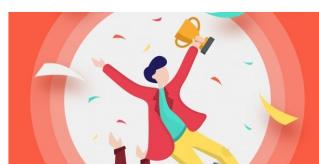
ENCATC International Study Tour

27-29 July 2020 in Lisbon, PT



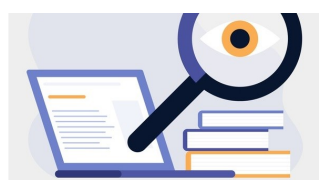
ENCATC Congress on Cultural Management and Policy

28-30 October 2020, Prague,
CZ



ENCATC Research Award Ceremony

29 October 2020, Prague, CZ



ENCATC Education and Research Session

30 October 2020, Prague, CZ



ENCATC Policy Debate "How to give an EULAC dimension to EU policies in the cultural, scientific and social domains?"

9 December 2020 in
Brussels, BE

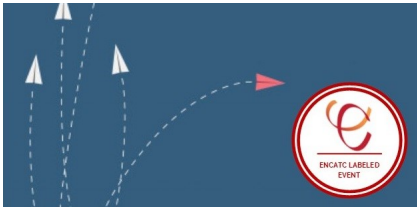
VISIT OUR EVENTS PAGE:

www.encatc.org/en/events/



ENCATC LABELED EVENT

2 of our members has received the official ENCATC label!



International perspectives on the changing roles of cultural policy and cultural management

This event on 9 December in Antwerp is organised by ENCATC member, the University of Antwerp / Antwerp Management School in the frame of its 20th anniversary celebration of the Master programme on Cultural management.



International festival of theatre schools setkání/encounter 2020

Organised by ENCATC member, the Janáček Academy of Music and Performing Arts, this festival focuses on talented young performers from art academies and universities from all around the world. theatre field. Applications are open!

OTHER EVENTS

Round out your calendar with more offers!



Culture.Critical: Creativity in a time of climate emergency

26 February 2020 in London, United Kingdom

ENCATC's partner, Julie's Bicycle is organising a provocative and powerful international event which will bring creative and cultural leaders together with funders, policy-makers and the scientific community to explore the question: What will the world be like in 2030, and what can the creative and cultural community do now to push us closer to the future we want? The event will feature workshops from young people, quick-fire updates from industry leaders, and high profile artists and institutions who have taken action following a public declaration of a climate emergency.



Sustainability and the Arts Symposium

20-21 April 2020 in Manchester, United Kingdom

This event aims to provide teaching and research staff at universities with an opportunity to display and present their works on arts and sustainable development, to foster the exchange of information, ideas and experiences acquired in the execution of teaching and research on arts and sustainability, especially successful initiatives and good practice, to network the participants and provide a platform so they can explore possibilities for further cooperation.



Museums and Urban Historical Landscapes

3-5 September 2020 in Lisbon, Portugal

The International Conference on the Inclusive Museum include leaders in the field, as well as emerging scholars, who travel to the conference from all corners of the globe and represent a broad range of disciplines and perspectives. A variety of presentation options and session types offer opportunities for attendees to share their work, discuss key issues in the field, and build relationships with attendees.



International Conference on Cultural Heritage and New Technologies

11-12 November 2020 in Rome, Italy

This conference aims to bring together leading academic scientists, researchers and research scholars to exchange and share their experiences and research results on all aspects of Cultural Heritage and New Technologies. It also 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 Cultural Heritage and New Technologies.



CALLS & OPPORTUNITIES

CALLS FROM ENCATC

OPEN TO ALL



CALL FOR ARTICLES: [European Journal of Cultural Management and Policy](#)

ENCATC has two calls for articles for the 2020 publication of its scientific journal to be released in December 2020). The first is for Volume 10 nr 1 **thematic issue** following the topic of 2019 ENCATC Annual Congress: "Diversity and sustainability at work. Policies and practices from culture and education". The second call is for Volume 10 nr 2, a **general issue** on new advancements in the cultural and creative domains. The deadline for all article submissions for Volume 10, nr 2 (general issue) is ongoing and are being accepted at any time.

DEADLINE: 14 February 2020

OPEN TO ALL



CALL FOR CONTRIBUTIONS: [/encatcSCHOLAR](#)

Publish your work in this unique resource for education and lifelong learning on arts and cultural management and policy. The issue #12 to be published in 2020 will focus, parallel to the topic of the 2019 edition of the ENCATC Annual Congress on Cultural Management and Policy (Dijon, 2-5 October 2019), on "Diversity and sustainability at work. Policies and practices from culture and education".

DEADLINE: 9 March 2020

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 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



ENCATC is proud to continue our strong collaboration with Julie's Bicycle to bring our members and followers important resources and ways for them to make a positive impact on the planet!

The new strategic cooperation with **Julie's Bicycle** first kicked-off in March 2018. Julie's Bicycle is 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.

Smart Cities as Sustainable Cities?

BY LUCY LATHAM, POLICY AND CITIES PROGRAMME LEAD AT JULIE'S BICYCLE

Many new categories of 'cities' have entered the policy discourse: 'sustainable cities'; 'green cities'; 'digital cities'; 'smart cities'; 'information cities'; 'knowledge cities'; 'resilient cities'; 'eco cities' - along with various combinations of the above - the language of cities is fashionable. But this language can be confusing, easily conflated, with unclear policy implications.

'Smart cities' are hailed as the effective model for urban development, using ICT to better manage risk, improve resource efficiency and future-proof our urban infrastructure. However the challenge is that when this narrative becomes too narrow, too technocratic, it promotes the idea that you can fix everything with technology and we leave out other types of solutions. And I don't need to labour the point - we are in an existential climate crisis; and it is not a battle we are currently winning.

Culture as a driver for systemic change

So, where else can we look to? I would like to take this opportunity to add a further dimension into the mix - not as another city-marker or branding exercise - but as an agent, a conduit, and a site, for systemic change towards sustainability. That dimension is: 'culture'. Culture as a means to support a city vision which is intelligent, citizen-

centred, socially-just and aligned to a 1.5 degree world. It is an essential ingredient in urban liveability, quality of life and citizen engagement - and therefore - in the successful adoption of new and transformative technologies... and as I aim to demonstrate here, it is also a critical driver for environmental change.

Our arts, cultural and creative communities are trialling and innovating environmental solutions across their activities - from building management to creative programmes; audience development to investment. The cultural life of cities connects citizens to one another, and to their values, offering a platform to influence and lead public engagement on climate and the environment. Culture is not merely a reflection of the world around us, but a provocation - a challenge to our norms and ideals; it provides the inspiration and space to rethink and rehearse new ways of co-existing - with each other and with the world.

Measuring cultural impacts

'Culture' is unlikely to be included explicitly within a smart city framework, however cultural actors are harnessing technology and smart systems to drive environmental improvement everywhere. The rapid development of digital technology has prompted the collection, analysis



and modelling of vast scores of data, advancing our understanding of the natural environment and our impact on it. [Julie's Bicycle's free carbon footprint tool](#) has amassed the largest dataset of environmental impacts in the creative industries across the world - this data is demonstrating savings of [£16.5 million since 2012](#) from cultural institutions' reductions in energy.

Regarding the uptake of clean energy technologies, one quarter of public-funded arts organisations are now either on a green tariff or purchase their energy from a 100% renewable energy supplier - with many investing in on-site renewables and energy-efficient infrastructure. Our social media platforms transmit stories of celebration and challenge, with invitations to sign, vote, act and share. 2018's '[Season for Change](#)' campaign inspired hundreds of arts organisations across the country to programme events, conversations and performances to encourage action on climate change.

So, how are cities responding to the opportunities of convening culture and sustainability? As our research shows, cultural policy and strategy that supports more sustainable, intelligently-planned and resilient cities is increasing - and so is environmental strategy which recognises the power of culture to drive change. In 2018, the Mayor of London launched two new strategies, the Environment Strategy and the Culture Strategy. In the spirit of innovation and collaboration, a key commitment within London's new cultural strategy is to address - rather than simply reflect - the capital's social, economic and environmental challenges. Whilst [London's Environment Strategy](#) commits to 'Protect, conserve, and enhance the landscape and cultural value of London's green infrastructure.

Cities leading the way on climate action

Organisations and individuals are coming together on sector or regional levels, to collaborate, share resources, knowledge and solutions; benefitting from a shared vision, collective bargaining and a louder voice. In Manchester, the networked cultural sector - represented by the incredible [Manchester Arts and Sustainability Team](#) - forms a pilot sector to support the implementation of the city's zero carbon target.

The 'urban laboratory' is increasingly striking a chord with policy and decision-makers as a platform to facilitate experimentation, creativity and critical inquiry. From architects rethinking urban space, designers



turbocharging the circular economy, and arts organisations experimenting with collaborative business models. Think material innovation, new technology, new pedagogies, new value systems - time banks, skill swaps etc.

More and more cities are exploring and embedding environmental themes in programming, learning and outreach activities, including artist commissions and residency programmes - in Liverpool, the European Capital of Culture programme not only spearheaded the city's regeneration but also built and embedded environmental leadership. Now, Liverpool's cultural organisations submit environmental data to the Council as well as receiving finance for capital development measures.

This interdisciplinary thinking is also reflected in European cultural funding. The vision for the [EU HORIZON 2020 ROCK](#) programme - for which Julie's Bicycle is a partner - is Cultural Heritage leading urban futures. Many custodians of cultural heritage are already reframing environmental action as an opportunity to: demonstrate civic responsibility, increase public engagement, access new funding and investment; and improve citizen health and wellbeing. The ROCK project focuses on historic city centres as extraordinary laboratories, convening new technological tools with strategies for social and environmental development and urban regeneration.



Barriers and opportunities for change

However, we do live in an era of questionable information, and opinions masquerading as facts. As with all self-proclaiming "sustainability" approaches, we have to appraise ideas, asking ourselves: is this tackling the root-causes of climate and ecological breakdown? [We have less than 12 years until we hit the 1.5C tipping point \(IPCC\)](#) – less than 12 years to lock-in the changes we need to make. Meanwhile, a million species—one in eight—[face near term extinction](#). We need unprecedented changes – quoting the IPCC- "in all aspects of society".

Many of you may already be familiar with the critiques of smart cities – issues regarding cyber-security, the ethics of data capture, an excess of market control, exclusion of those without ICT access... whether 'Smart city' initiatives are simply aimed at finding cost efficiencies within an existing broken system – or driving systemic change towards sustainability? Technology brings huge

opportunities in clean and efficient management of energy, but without capping and significantly reducing global emissions, we risk prioritising efficiencies over actual reductions - merely shifting the burden. That burden is experienced now – to people in poverty, to the global south, to people of colour, to excluded and marginalised communities across the world.

Technology as a tool and not the outcome

My proposition is that of course we utilise technology, but that we understand it as a tool not the outcome, and that it is acknowledged within a broader movement of transformation that is social, cultural, political and economic; that it is used to challenge, not simply reflect how power, privilege and finance currently orient themselves. To me, a smart city and a sustainable city, is a city that aligns itself to the Paris Agreement and to the Sustainable Development Goals. It is a city which harnesses technology, investment and policy to secure social and ecological justice.

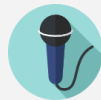
Culture can help align what we call 'smart' and 'sustainable' – and inform how these strategies are implemented. In all its diversity, it brings communities together, motivates active citizenship, empowers, educates and inspires; and provides space to reflect and rethink. Most critically, it connects us to our common humanity.

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





ENCATC IN CONTACT



For this ENCATC in Contact Interview we talked with Yuliia Fediv – Ph.D Political Science, Executive Director of the Ukrainian Cultural Foundation, a new member of ENCATC! Learn more about why the institution has joined the network, what it wants to contribute, and its expectations.

What are your reasons to become an ENCATC member?

The Ukrainian Cultural Foundation was created in 2017 to facilitate the development of culture and arts in Ukraine by awarding grants through competitive selection of projects for initiatives in the field of culture and creative industries in order to facilitate the development of the ecosystem of culture and creativity in Ukraine, which enables the creation and dissemination of new senses and common values in society, as well as contributes to the development of Ukrainian culture and preservation of cultural heritage in the context of world trends.

After establishing main issues that Ukrainian cultural sphere is confronted with we created our Strategy 2019-2021 and set 4 major strategic goals. The first is to strengthen institutional and financial capacity, next to support creation of cultural product, followed by to strengthen the role of culture in society development, and finally to support internationalization of Ukrainian culture.

UCF's main mission is carried out through grant programs: Creating an Innovative Cultural Product; Prominent Events for Ukrainian Culture; Trainings. Exchanges. Residencies. Debuts.; Networks and Audiences; Ukrainian Cultural Monitor; Inclusive Arts (created with support of British



Council); and Strengthening capacity of Ukrainian Audiovisual sector.

UCF also plans to open new programs in 2020: Cultural capital of Ukraine; MeetUp – German-Ukrainian cultural exchanges, in partnership with MeetUp! Project supported by EVZ foundation (Germany); and CulTouReg – partner program with USAID.

The Foundation also has Institutional programs that are aimed at development of cultural professional ecosystem in Ukraine, compiling of data on cultural sectors as well as trainings of experts, employees, holding partner events, expert participation, promoting investments in culture and philanthropy and many others.

As a newly formed institution and team, we are looking for the best experiences from all around the world to implement them in our work.

One of the issues UCF faced is level of professionalization and skills in project management, culture marketing and creative entrepreneurship, as well as ability to knowledgeably assess the quality of cultural projects and carry out research in the field of culture and creative industries. A lot of aspects in these spheres require modernization as well as alignment with current practices. To resolve this issue the UCF, among other, carries out institutional activities: trainings of experts, information sessions on application writing, lectures with guest



speakers, participation of UCF managers in strategic sessions of various ministries, trainings for staff, etc.

The resolution of this issues also closely connected with the mission of ENCATC concerning the development of cultural management and cultural policy education in Europe and beyond, engaging and responding to new developments in politics, economics, societies and technologies.

UCF also is a base organization for the Creative Europe Desk Ukraine. We actively cooperate with EUNIC cluster in Ukraine, EU delegation and other foreign institutions and foundations.

As of October 2019 UCF, became national Member of International Federation of Art Councils and Cultural Agencies that will definitely broaden our integration into world cultural space.

What are your expectations concerning the ENCATC network?

We believe that being the member of ENCATC will allow us get to know more about current trends and

perspectives of cultural management in Europe and beyond, give us a chance to exchange the experience with other organisation working in this field and opportunity for UCF managers to communicate with colleagues.

We as well that membership will facilitate partnerships between Ukrainian and EU cultural operators in form of joint projects.

This we believe will help to integrate Ukrainian culture into world cultural space, help to facilitate understanding, cultural dialogue and creation of common cultural space.

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

First of all, almost all our programs have a possibility for International cooperation. What it means, that foreign organization, NGO, company that operates in the sphere of culture, education or revolves around CCI is able together with Ukrainian partner to apply joint project for UCF grant. For this please advise our [web-site](#) for more details.

Secondly, powerful communication campaigns, openness and transparency of mechanisms of its activities are regarded by the UCF as the key contribution to the network building.

Thirdly, participation of our representatives in the Network's events, conferences, etc. to share and contribute their knowledge.

Do you have any other projects you are working on that are interesting for ENCATC members and followers?

UCF created UAculture.org - an analytical media that publishes analysis of cultural sectors through the projects that were supported by UCF. Website also gives possibility to search for Ukrainian partners for the joint projects. Just click "Find partner" and you will be able to browse by sector for a Ukrainian partner to cooperate. You also may be interested in entering your organization to the list. This way Ukrainian creators will see that you are open to partnership. To do this go to "Add you profile".



Yuliia Fediv – Ph.D Political Science, Executive Director of the Ukrainian Cultural Foundation, Head of the Creative Europe Desk Ukraine. Studied at the Yuriy Fedkovych Chernivtsi National University, Bremen University, undertook the internship at the United Nations. Yuliia has worked with foreign organizations in the sphere of cultural management. She was a Co-ordinator of social and media projects with the German-Polish-Ukrainian Society, Deutsche Welle, German n-ost, GIZ, European Theater Convention and Engagement Global.





MEMBERS' CORNER

The Strategy for Cultural Heritage in Europe in the 21st Century. From principles to reality

BY CLAIRE GIRAUD-LABALTE, ENCATC MEMBER

The present world is facing new challenges that prompt us to reconsider the role of cultural heritage in redefining our societies, as well as to reposition heritage policies at the heart of an integrated approach (fig. 1). To maintain and extend the efforts made by Member States and develop a sense of cooperation among them is the ambition of the European cultural heritage strategy for the 21st century, as it was launched by the Council of Europe in May 2017. Highly inspired by the Faro Convention (2005), Strategy 21 provides a framework based on the core values of the Council of Europe and on an inclusive approach where in order to achieve its goals it needs to align principles with action. Centred on the knowledge and education component, both of which strongly affect the relationship between heritage and society, this article focuses on practical experience issues.

Heritage, education, society: linking these three terms seems natural, even obvious. However, it must be remembered that this relationship took shape and developed in a particular context marked by a series of challenges and proposed solutions.

"The Strategy for Cultural Heritage in Europe in the 21st Century", launched by the Council of Europe in Cyprus in May 2017, provides us with a superb framework for reflection on one aspect of the subject. After a brief presentation of the genesis and structure of this document,

the focus will be on the theme of Knowledge and Education which strongly influences the relationship between heritage and society, and then structured around several considerations inspired by the experience.

A strategy for cultural heritage in Europe in the 21st century

The concept of heritage has constantly evolved, going far beyond the notion of a legally protected historic monument. It is defined in a very broad sense in the Faro Framework Convention on the Value of Cultural Heritage for Society (Council of Europe, 2005).

However, at the beginning of the twenty-first century, we

can see that accessibility to heritage remains difficult. It is under threat, and the financial and human resources devoted to it are increasingly limited. More broadly, our continent faces new challenges to ensure "living together": changing lifestyles; disruptions brought about by communication and information technologies; demographic and climatic changes; global development of mass tourism; natural or man-made disasters; temptation to withdraw from community life; intergenerational cleavages; attacks on the values of

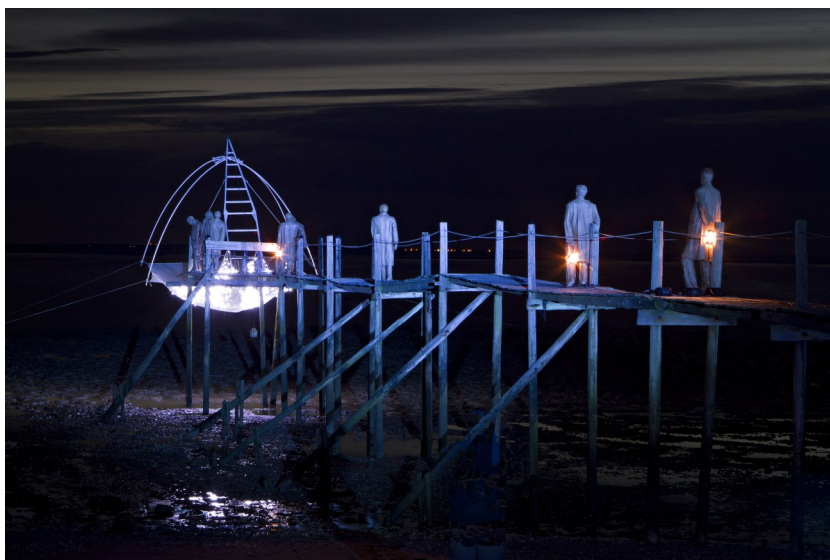


Fig. 1 *Les Pêcheurs de rêves*, Les Moutiers en Retz, France. *Territoires imaginaires*, 2016.
Cl. P. Giraud

freedom; tolerance and democracy on which our societies are based.

In this context and in the framework of the Belgian Presidency of the Committee of Ministers of the Council of Europe, the Walloon Region organized in April 2015 the 6th Conference of Heritage Ministers. It concluded with the "Namur Declaration" which made it necessary to develop of a Common Strategy for Cultural Heritage in Europe in the 21st century.

Fruit of a strong collaborative work, this Strategy 21 is very inspired by the Faro Convention. It considers that heritage's richness and diversity can contribute to the refoundation of our societies on the basis of the Council of Europe's values that it constitutes an invaluable resource and is a powerful factor of social and economic development. Its European ambition is to relay and support the efforts of each State, to facilitate the implementation of heritage conventions, to encourage synergy between existing policies and tools, to disseminate and share the experiences and achievements of European countries.

Strategy 21 is based on three components: society, economic and territorial development; and knowledge and education. Each component sets out a series of challenges, recommendations developed in lines of action and illustrated by experiences already achieved in some countries. These three nested components create four convergence spaces to prioritize and ensure the Strategy 21's the coherence. Finally, an evaluation system developed by the Slovenian Evaluation Society reinforces the operational nature of the Strategy.

The third component deals with education, training and research; it is part of a context that makes the knowledge society one of the consensual priorities at European level. 11 Recommendations, general or specific, face eight challenges. They underlie priorities that are distributed according to heritage objects, protagonists, or problems raised at different scales. The people concerned are divided into three groups: the resident or tourist public, the professionals or not, the specialists. Finally, the areas of intervention: to raise awareness, educate, inform, train, study, share, transmit, connect, cooperate, are articulated with requirements of meaning, competence, quality, and creativity.

Aimed at all sorts of heritage expressions, these recommendations cover a broad spectrum, from raising the awareness of the greatest number, to the contribution of experienced specialists in the most advanced sciences or techniques. Now the challenge is to focus on the effective implementation of Strategy 21.

Rethinking our ways of thinking and acting

It is interesting to recall how our way of thinking and acting is shaped - and often unwittingly so - by the history of mentalities, accepted ideas, and traditions. For several centuries now, in Europe, we all live more or less under the influence of a rationalist thought which constitutes, moreover, an incorporated dimension of our cultural heritage. This resulted in a very sophisticated system of classification and specialization of knowledge, which also had the effect of partitioning domains (fig. 2). This segmentation has favoured a disjunctive thought, which separates what is linked, and reductive, which erases the complexity of the world.

There is also the weight of different politico-administrative organizations in different countries in Europe. For example, centralism, the hierarchical and compartmentalising system have led to sectoral policies that tend to separate the services and professions in charge of heritage, and to separate material heritage, intangible heritage, and landscapes.

Other obstacles to change - powerful institutional, corporatist and individual resistance, low professional mobility, etc. - also maintain an unfavourable environment for the integrated heritage approach promoted at European level. However, adopting a holistic approach in the Cultural Heritage Counts for Europe study (CHCfE Consortium, 2015) and Strategy 21 is one of the positive signs to reinforce.



Fig. 2 Waterproofing the silo, a metaphor for a sectoral policy.

Raise awareness, interest the public: the primacy of the user

If placing the public, the user, at the heart of cultural devices is commonplace, the goal is still far from being achieved. Capturing the interest of the public, initiating the user, requires a detailed knowledge of the profiles, needs and desires, motivations and barriers.

The multiplicity of channels (physical - sensitive - emotional - intellectual) explored by the cognitive sciences since the Maslow pyramid (1943) opens wide perspectives for developing answers adapted to the extreme diversity of situations.

Wanting to welcome and respect the "other" involves finding ways to resonate with the people who frequent heritage. It's about connecting the "patrimonial" experience to a broader framework that can echo childhood, holidays, family, work, etc. Thus, an unfamiliar public of museums will be able to access Van Gogh's work starting from a detail like the haystack, a mark of a present or past daily universe (fig. 3). For all audiences, experience shows it is essential to sharpen curiosity and then draw a thread of limitless questioning.

Another major challenge is to get "young people" to join the heritage cause in Europe, in school or during leisure time. But often we project our fears and desires on them. Instead we should be listening and taking into account their own concerns. From there together we can build with them projects that fit into something much bigger than themselves. Do we know what heritage means to the young people around us? What is their relationship to the past, present and future? It is a priority to identify as accurately as possible, young people's motivation, expressed or latent, according to their age and their environment (gregarious instinct, conformism, passivity, curiosity, connected generation, energy, creativity, taste for challenge, adventure, altruism, need for recognition, etc.).

The following two examples illustrate this approach successfully. At the internationally renowned festival *La Folle Journée* in Nantes, France, a music transcription workshop offers groups of young people a bridge between current music and classical music that culminates in a public concert with "Schubert version reggae" and "Saint-Saëns", the rock sauce. In another area, the youngest of European astronauts, Thomas Pesquet, has trained many young people in a fascinating scientific adventure that has also stimulated their interest in the history of science.

Undeniably the new technologies of communication and information constitute a formidable tool for the knowledge and the valorization of heritage. They have the wind in their sails, but we must not succumb to the sound of sirens (short-term financing, obsolescence, perverse effect, etc.), not to confuse purpose and means, and instead to ensure a new equilibrium between virtual and real by optimizing their respective qualities.

Heritage deserves to be affirmed and privileged as a place, object or expression likely to cause a rhythm break - often salutary - in the face of the compression of our space-time and to offer the user a subtle and substantial experience.

In some cases, it is necessary to target a specific audience (young people, group tourism, disabled public, etc.). In others, on the contrary, the aim is to bring together a diverse group at the generational, socio- professional, cultural levels, etc. Thus, on the occasion of the 100th anniversary of the town Trignac, all the inhabitants were invited to join forces to re-build cardboard forges, symbol of their industrial past sublime in the light at night (fig 4, fig 5).

Train, study: sharing knowledge

Achieving the objectives of Strategy 21 requires a multitude of skills and relies on many people with extremely diverse profiles. One of the major keys is training, initial and lifelong. It is addressed to all the actors concerned by cultural heritage: students, professionals, and volunteers from the public, associative or private sector, elected officials, not to mention the trainers, academics, and professionals, network leaders and, more broadly, relaying people in neighbouring sectors such as tourism, the environment,



Fig. 3 Wheat stacks in Provence, Vincent Van Gogh, 1888 Kröller-Müller Museum, Netherlands. (P. Giraud)



Fig. 4 The cardboard forges, Trignac, Loire-Atlantique, France. Cl. D. Gallard for *Territoires imaginaires*, 2014.



Fig. 5 Forges en lumière, Trignac, Loire-Atlantique, France. (Cl. D. Gallard for *Territoires imaginaires*, 2014).



Fig. 6 Training actors to the knowledge of the cultural landscape "Val de Loire, UNESCO". Cl. Val de Loire Mission, 2014.



Fig. 7 *Les Pêcheurs de rêves*, Les Moutiers en Retz, France. *Territoires imaginaires*, 2016. Cl. P. Giraud

agriculture, territorial and economic development, etc. (note: Attention has already been drawn to the importance of the formation and culture of dialogue in Bruges in 2010 and Vilnius in 2013).

For continuous training, a range of solutions is to be imagined and adapted according to the situations: technical, thematic, inter-sectoral sessions, etc. favouring the crossover between bottom-up and top-down approaches, privileging the alternation of indoor and outdoor work, professional mobility and networking (fig. 6). Adopting a "collaborative and creative attitude" is learned and experiences in public innovation are often very conclusive.

In addition, action calls for reflection in a dialogue that must be part of a real iterative process. The production of knowledge concerns all the constitutive elements of the heritage corpus as well as the relationships between heritage and its social, intellectual, territorial context, etc. All sciences and techniques - traditional or advanced - can be mobilized for the benefit of heritage, just as the problems posed by heritage contribute to the advancement of science. These reciprocal benefits deserve to be better known by users.

The vast field of study affected by heritage requires research programs more in line with the needs of the sector and to be part of a continuity. More and more the need is clearly felt for a multidisciplinary approach - which can not be improvised - and for the sharing of results with stakeholders who must be made aware of the methodological and ethical requirements.

Strategy 21 provides the framework and guidelines for each country to seize and seek congruence. If we want to live the Faro Convention and create a new complicity between heritage and society based on knowledge and education, we are invited to operate individually and collectively a "silent transformation" (fig. 7) (F. Jullien, *Les transformations silencieuses*, 2009).



This article in English has been published with permission from the author at the original publication. It was originally written in French and published in Portuguese in the *Revista Patrimônio* n°5, sept. 2018, p. 78-82. Global changes in the economic, social, political and environmental domains motivated the change in the perception of the world paradigms.

The 21st century, in addition to increasing the speed with which these changes take place, has brought profound transformations in the way society relates to culture and cultural heritage. Based on these concerns, the fifth issue of *Revista Patrimônio* dedicates its main booklet to the "Heritage Challenges" theme, which is approached from different perspectives. "Thought", "Projects", "Opinion" and "Society" are the headings that complete the 17 articles that make up this publication.

Access the original publication here: https://www.incm.pt/portal/loja_detalhe.jsp?codigo=103400



Dr. Claire Giraud-Labelle continues her activities as a lecturer, researcher, and expert-consultant in Cultural Heritage, working closely with the Council of Europe. She is also President of *Territoires imaginaires*. Member of the Research Center on the Travel Literature, winner of the research program Thesaurus Poloniae (Spring 2016), her works centers around travelers in Europe and their view on cultural heritage and society (19th-20th centuries). Member of ENCATC since 2005, she has represented the network on numerous occasions. She is a guest professor at the University of Plovdiv in Bulgaria. She is also a member of scientific and steering committees: *Consultative Conference of Culture (Pays de la Loire Region)*; *Val de Loire - world Heritage, UNESCO* ; *Intangible Cultural Heritage Office*; *ProKultura Observatory of cultural policies, Split (Croatia)*. Committed at the European level, she has contributed to the realization of several works: *Cultural Heritage Counts for Europe (2015)*; *European Cultural Heritage Strategy for the 21st Century (2016)*.

ENCATC MEMBER STORIES: WE ARE STRONGER COLLABORATING TOGETHER

SHARING EXPERTISE & MOBILITY

Croatia, Italy & United Kingdom

Cooperation is the word! The first Lisbon Summer School ADESTE+

What's the story? ADESTE+ is a large-scale cooperation project co-financed by the Creative Europe Programme. It is born from the collaboration between ENCATC members working together on issues connected to cultural democracy, audience development and audience participation since 2013. Cooperation and exchange are crucial to an enduring relationship. All with complementary skills and knowledge [Fondazione Fitzcarraldo](#), project leader and leading expert processing, together with [Melting Pro](#), [The Audience Agency \(UK\)](#) and the [Kultura Nova Foundation](#) are working for the development of a Blueprint for organisational change in the cultural field together with many other knowledgeable partners!

A crucial moment was the **Adeste+ Summer school** that took place in the beautiful setting of the [Calouste Gulbenkian Foundation](#) (artistic partner and host of the event) together with [Mapas das Ideias](#) in Lisbon, last September.

Over 300 participants representing **19 different nationalities** attended to discuss the meaning of how it is possible to change as cultural organisations and the way we work as cultural practitioners in order to be more relevant for people. Hence, audiences and cultural participation were at the core of discussions across an extensive programme of workshops, visits, debates, masterclasses, laboratories and case studies for a whole week.

Cooperation is the word; such an event would not have happened otherwise!

You can find all the sessions on the ADESTE Plus website and a **video summary** here:

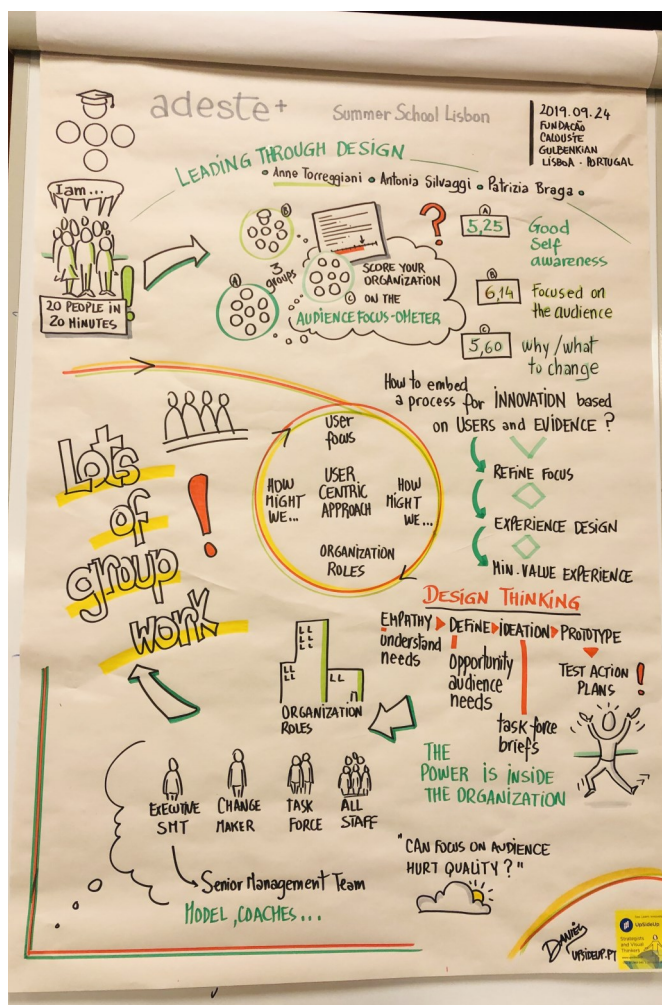
- <https://vimeo.com/363848125>
- <https://www.adestepus.eu/1761-2/>

Take part in the other ADESTE + events, which will have a pivotal point in the next Summer School in Rijeka, Croatia, September 2020 and Turin in 2021.

Follow us on Facebook [@adestepus](#), Twitter [@adestepus](#) and Vimeo Adestepus

Audience DEvelopment STRategies for cultural organisations in Europe (ADESTE+)

597487-CREA-1-2018-1-IT-CULT-COOP2



MEMBER STORIES CONTINUED

PUBLISHING & POOLING EXPERTISE

France, Japan, Poland, Serbia, United Kingdom & United States

NEW BOOK:

The Routledge Companion to Arts Management



Aleksandar Brkić (left) and Gerald Lidstone (right)

Gerald Lidstone, Director of the Institute for Creative and Cultural Entrepreneurship, gave an opening speech at the event celebrating the launch of the book positioning ICCE once again as one of the most referential communities in the field of arts management and creative industries internationally.

Professor **William J. Byrnes**, Professor Emeritus of Arts Administration at Southern Utah University, USA and **Dr Aleksandar Brkić**, Arts Management and Cultural Policy Lecturer at ICCE, Goldsmiths, engaged in a complex task of co-editing *The Routledge Companion to Arts Management*, published after almost 3 years of intensive work. The Routledge Companion to Arts Management has **29 chapters, 37 great contributors and 475 pages**, featuring perspectives from international scholars, educators, consultants, and practitioners sharing opinions, exploring important questions, and raising concerns about the field. The book builds a **comprehensive understanding of what arts management can mean in an international context** creating an essential resource for students, scholars and reflective practitioners involved at the intersection of business and the arts.

This publication is also an **example of ENCATC members pooling their expertise**. Among the articles are contributions from members in the network: Constance DeVereaux, University of Connecticut (USA); Milena Dragičević Šešić, Faculty of Drama Arts, University of Arts Belgrade (Serbia); Marilena Vecco, Burgundy School of Business (France); Ben Walmsley, University of Leeds (UK); Aleksandar Brkić, Goldsmiths, University of London (UK); Mio Yachita, Tokyo University of the Arts (Japan); and Marcin Poprawski, ROK AMU Culture Observatory, Adam Mickiewicz University of Poznan (Poland).

LEARN MORE: <https://sites.gold.ac.uk/iccecommunication/>

PUBLISHING & POOLING EXPERTISE

Canada, Colombia France, Germany, Italy, Poland, Serbia, Spain, Sweden, Taiwan, United Kingdom

NEW JOURNAL VOLUME:

Cultural Management Science and Education

Cultural Management: Science and Education (CMSE) is the peer-reviewed, professional journal dedicated to the **advancement of best practice and latest thinking in cultural management**, including the results of basic and applied scientific research of international authors in the English language.

The international character of the journal is confirmed both by the multinational membership of the Scientific Committee and authors from scientific centres from all over the world.



This issue includes articles on: "Municipal cultural planning and cultural indicators: charting the course"; "Issues in the implementation of cultural heritage projects in Lithuania: the case of the Klaipeda region"; "Research on the image of the theatre brand using imagination"; "The professionalization of arts management in the United

States: are we there yet?"; and "Teacher and museum educator on the culture service market. Conditions of cooperation between schools and museums".

Several ENCATC members are serving on this journal's International Scientific Committee from Malmö University (SE), University of Arts Belgrade (RS), City, University of London (UK), University of Salento (IT), National Taiwan University of Arts (TW), Burgundy School of Business (FR), University of the Andes Bogota (CO), and University of Music and Theatre Hamburg (DE).

ENCATC CONTACT: [Lukasz Wróblewski](mailto:Lukasz.Wroblewski@encatc.org)

NEWS FROM MEMBERS:

CROATIA

Prokultura- Observatory of Cultural Policies –Split

Days of Heritage and Tourism for the Youth

18-20 October 2019 in Hvar, Croatia

Organized by ENCATC member **Prokultura- Observatory of Cultural Policies –Split** under the high auspices of the Education, Science and Culture Committee of the Croatian Parliament and under the project "Days of Heritage and Tourism for the Youth" was held the 12th **Tourism Culture Festival** with this year's theme "**Ways of Healing by our Olds**".

On the occasion of the European Year of Cultural Heritage and celebration of the 150 year of the organized tourism in Hvar, the city of Hvar, bathed in sun and sea, once again was a meeting-place of the young explorers, pupils from all over Croatia.

Ardently, inspiringly and seriously, they presented their own works which they meticulously had prepared with their mentors, very often with the help of their parents and advice of grandparents. For all that scholars showed and their inborn entrepreneurial spirit.

Nansi Ivanišević, President of the Prokultura association, opened the Festival and accentuated the **importance of exploration and interpolation of heritage** related content in schools' curricula, stating that the main goal of the Prokultura association is **exploration and introduction of new methods and knowledge into the existing educational system**, in order to educate students with more knowledge about their **heritage and identity**.

The Festival was an excellent opportunity for the audience to share **practical issues** and, possibly, arrange **collaboration in order to enhance synergetic efforts** promoting the **values of heritage in cultural, educational and tourist sectors**.

This **national meeting** was organised in cooperation with Education and Teacher Training Agency (AZOO), State Administration Office in the County of Split and Dalmatia and Hvar Primary School, supported by the County of Split and Dalmatia, the City of Hvar, Sunčani Hvar Hotels and ENCATC - the European network on cultural management and policy.

The holders of the conference programme and lecturers and workshop managers on the framework of **competencies for democratic culture development** set by the Council of Europe were Nevenka Lončarić-Jelačić, Prof. (AZOO) and Tomislav Ogrinšak, M.Sc. (AZOO). Olgica Martinis, M.Sc. presented the European network of schools



promoting health. The Diaspora teachers led by Jadranka Bošnjak, Director of the West Herzegovina County Education Office of Bosnia and Herzegovina participated in the conference.

During the event, a round-table on the topic "**Croatian Contribution to Raising Awareness of the Importance of Education in the Field of Health**" was held. This occasion brought together researchers, educators, local authorities and experts in field of culture, education, tourism and health. The relationship between the cultural and the educational sector was at the heart of this discussion.

Concluding the manifestation, with the support of all partners involved so far, the President of Prokultura – Split, announced for the year of the **Croatian presidency of EU the conference to be held in Split in May, 2020** on the topic "**Heritage and Local Development**", as well as a call for competition with the paper theme "**By Picture and Sound across my Homeland**" which will be addressed to all schools in Croatia and Diaspora, as well as other EU countries, offering a meeting in October 2020 on the island of Hvar as the seat of EU Festival.

The manifestation was closed by awarding the Letters of Thanks and Diplomas: "**School – Friend of Heritage and Tourism**" and visiting the Theatre of Hvar, the oldest public theatre in Europe (1612).

ENCATC Contact: [Nansi Ivanišević](#)



NEWS FROM MEMBERS:

CZECH REPUBLIC

Janáček Academy of Music and
Performing Arts in Brno

Experience as a research method in performing arts

**22-23 November 2019 in Brno, Czech
Republic**



Conference of Doctoral Studies in Theatre Practice and Theory has been organised as a biennial event by the Theatre Faculty of Janáček Academy of Music and Performing Arts Brno, Czech Republic, since 2003.

The 2019 edition focused on **Experience as a research method in performing arts** where participants examined the issue well-known to all students and young researchers in theatre and other art practice – the issue **of research, its methods and especially the methods which might be traditionally perceived as “unconventional”**.

Whether it is **challenging the limits of research** by employing **methods from other branches of science** (neuroscience, optics, and others) or looking for the **limits of presentation of one's research** by **narrative or visual techniques**, the organiser was interested in topics dealing with the **contemporary trends in researching theatre, radio, television and visual arts**.

LEARN MORE: <http://phdconferencebrno.cz/en/programme>

CONTACT: [Anna Lahodová](#)

ITALY

Promo P.A. Foundation

LuBeC - Lucca Beni Culturali

LuBeC - **Lucca Beni Culturali** (Lucca Cultural Heritage) is the international forum dedicated to the development of the **cultural heritage -technology - tourism - supply chain** and takes place in Lucca every October; this year is the 15th annual event.



In 2019 it attracted over **2,000 participants** ranging from students, public and private sector professionals, 150 speakers from public and private sectors, and 20 exhibitors.

The programme included public meetings, over 25 free workshops, conferences, an open lab, and panel discussions; trainings for professionals, a laboratory for **social inclusion for civil society through cultural heritage**, and an open forum where citizens, professionals and authorities came to meet and exchange.

Among the **outcomes of LuBeC 2019** are the proposals first with reference to the next call for proposals for the Italian Capital City of Culture, in agreement with the Network of Cities of Culture, to **update the relevant evaluation parameters**, including the theme of sustainability, in line with the Faro principle on the relationship between cultural heritage and sustainable development, in order to **strengthen the commitment of cities** in the path of achieving the goals of the Agenda 2030. Next, it is proposed to **update the guidelines for improving energy efficiency in the cultural heritage** in the light of innovations and technological solutions in the sector in recent years. Finally, in order **to combat urbanicide**, which penalises the long-term residents' residency in historic centres, **there should be tax benefits for owners** who maintain such a contract, instead of the short one reserved for tourists.

LEARN MORE: www.lubec.it

ENCATC CONTACT: [Annalisa Giachi](#)

NEWS FROM MEMBERS:

SPAIN

University of Barcelona

NEW BOOK:

The challenges of cultural relations between the European Union and Latin America and the Caribbean



ENCATC Secretary General, GiannaLia Cogliandro Beyens and ENCATC member Lluís Bonet Agusti

On 5 November in Brussels, ENCATC member **Lluís Bonet Agusti** from the University of Barcelona presented the results from the Eulac-Focus Horizon2020 project!

The project has released a new book ***"The challenges of cultural relations between the European Union and Latin America and the Caribbean"***. Relations between Europe and Latin America and the Caribbean have been scarcely analysed in spite of a long history marked by colonial pasts and migrations. The book **analyses main challenges** identified throughout the preliminary research process that every **programme aiming to strengthen cultural relations between the two regions should address**.

The results are targeted to cultural practitioners, as well as officers involved in developing and strengthening bi-regional cultural relations.

ENCATC Secretary General, **GiannaLia Cogliandro Beyens** met with Lluís Bonet Agusti to learn about the key outcomes and how they can be interesting for ENCATC's activities and members of the network.

LEARN MORE: <http://eulac-focus.net/publications--repository/project-documents/>

ENCATC CONTACT: [Lluís Bonet Agusti](#)

Ukraine

Ukrainian Cultural Foundation

Open calls for 10 grant programmes in 2020!



On 1 November, Ukrainian Cultural Foundation announced **open call for 10 grant programmes 2020!**

Seven of them were updated from existing programmes while three are brand new and include: **"Cultural Capitals of Ukraine"**, **"Culture. Tourism. Regions."** and **"Culture for Changes."**

The **"Cultural Capitals of Ukraine"** programme provides opportunities for Ukrainian territorial communities to apply for the status of Cultural Capital of Europe in the future. The purpose of the programme is to promote the promotion and development of culture within the framework of decentralization reform, taking into account the capacity of the local community, the needs and interests of its members.

For the programme **"Culture for Changes"**, the Ukrainian Cultural Foundation will be implementing it in the partnership with the [MEET UP! German-Ukrainian Youth Meetings Program](#) supported by The Memory, Responsibility and Future Foundation (EVZ).

The programme **"Culture. Tourism. Regions"** will be developed in cooperation with USAID and SME.DO and will aim to enhance the touristic attractiveness of the regions by stimulating local cultural development of communities and creating competitive cultural products.

ENCATC CONTACT: [Oleksandra Yakubenko](#)





ENCATC EU PROJECTS

HERITAGE PRO

Testing phase of the 5 modules has started!

During the past months, the [Heritage-Pro](#) project, co-funded by Erasmus+, has formed working groups for the **development of the five modules composing its multilingual training scheme**. After the partners meeting last 30 September to 1 October in Varberg, Sweden, and the editing work done by the lead partner RESTRAD, the modules are now **almost ready to go for the first testing phase**. In this phase, cultural heritage managers and other experts will provide their feedback to our modules. Improvements will be then implemented, after which the modules will go for a second training phase at the national level.

Among the ENCATC members helping in the testing phase is the University of Barcelona, Spain with more institutions to join soon.

The **first Heritage-Pro module** serves as an introduction to the whole training programme. It explains the **broad and changing concept of cultural heritage**, presents the **variety of stakeholders involved in its care, preservation, enhancement and enjoyment**, and stresses the **need for interdisciplinary teams** to accomplish the task. **Module 1** also deals with the **challenges and opportunities that the cultural heritage sector** is facing and what can a cultural heritage manager do to make the best out of them.

Efficient team work and effective interdisciplinary conflict resolution is the topic of **Module 2**. The learner will gain **social competences** (social, emotional, cognitive and **behavioural skills** needed for successful social adaptation), **process understanding** and **knowledge** as well as how to develop specific attitudes needed to successfully and effectively moderate a team working in an interdisciplinary project environment.

The preservation of cultural heritage actual experiences a radical shift from a focus on "right preservation" to a search of an "appropriate use". Topic of **Module 3** is to



impart basic knowledge and basic capabilities for the new world of developing and managing an appropriate use of cultural heritage and for the attempt to increase their positive social, economic, cultural and ecological effects.

Module 4, on its turn, deals **with approaches and methods for understanding and organising an active inclusion of volunteers interested in cultural heritage**, the involvement of local citizens and citizens' initiatives as well as the handling and inclusion of NGOs and local actors such as mayors and local councils. It also targets how to recognise, handle and include interests of various stakeholders like investors, tourism agencies and other future users of cultural heritage sites.

Finally, **Module 5** focuses on the **communication competences, soft skills and tools** required for professionals across disciplines to be able to effectively communicate internally and externally in the preservation and valorisation of cultural heritage. At the internal level, sensitive communication is a key issue when working with different disciplines. Furthermore, moving from the traditional supply-driven approach to rather demand-driven preservation management approaches (or adding to the first) requires getting to know the target expert and non-expert audience(s) and being able to convey key messages according to their expectations and needs.

Heritage-Pro - Interdisciplinary Training for Professionals of Different Disciplines Towards Sustainable Management and Preservation of Cultural Heritage is a transnational initiative supported by the European ERASMUS+ funding scheme 2018-2021. The consortium – made of six European partners from Germany, Spain, Austria, Sweden and a European network – strives to answer to the continuing call for interdisciplinary training for professionals of different disciplines towards sustainable management and preservation of cultural heritage.



A first successful year for the HOMEE project

HOMEE

Heritage Opportunities/threats within Mega-Events in Europe

In the first year of the project [“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”](#) its four research teams (Politecnico di Milano, University of Hull, Neapolis University of Pafos, International Culture Centre) have been working on multiple fronts.

The two main research outputs from the first year include a [Literature Review of Mega-events Addressing Cultural Heritage Issues](#) and [National Case Studies: Report Briefs](#).

In addition to beginning the research activities in the first year, the HOMEE project also participated in and organised a number of events. In March and April 2019, the project promoted the **international seminar series “Cultural Mega-events and Urban Heritage: Threats and Opportunities for European Cities”** at Politecnico di Milano.

In June 2019, thanks to the collaboration with the University of Basilicata at Matera and with ISCR/MiBACT, the research partners completed the [“Europa\Matera: Capitali culturali in dialogo”](#) (Europe\Matera: Capitals of Culture in dialogue) workshops with local experts and policy makers during the year of celebration of the Matera Basilicata 2019 European Capital of Culture to discuss the varying experiences of Matera and a number of past ECoC cities.

In September 2019, the HOMEE researchers presented the first-year outcomes and engaged with our Polish Associate Partners and policy makers at the [5th Heritage Forum of Central Europe](#). This event served as the occasion to publicly announce the first research outputs.

The consortium was also grateful for the opportunity to **promote the project and our work** at the **ENCATC Annual Congress** in Dijon, France in October, 2019. Similarly, the project will be promoted at the **UNEeCC Conference on Cultural Resilience: physical artifacts, intangible attributes, natural risks**.

Main findings of research on the skills profile and training programmes

During the past months, [EU Heritage](#) partners have conducted research **to identify the skills and needs in the cultural heritage sector and other related industries**, in order to **elaborate a skills profile for cultural heritage managers and other professionals** who are active in the heritage promotion, valorisation, exploitation, mediation and interpretation.

The research was carried out from February to September 2019, and **included three main activities**: desk research to map training programmes and activities, quantitative research (survey) and qualitative research (interviews with experts and policymakers). The final research report will be published soon but already the consortium has [highlighted some main findings](#) of this research work.

A total of **384 training programmes and activities from 28 countries were mapped** in the desk research conducted by EU Heritage partners. According to this mapping, regarding **the organisation type providing training programmes on cultural**



heritage, the most common is the educational institution (82%) – universities, colleges, etc. The organisations providing training in partnership are found in only 7% of the cases. In general, partnerships are established between higher education institutions and public or private organisations, international institutes and NGOs. Concerning the type of organisations providing training, over 70% belong to the public sector, while 30% are private enterprises. The target groups aimed by the training providers include students and professionals but the courses are mainly organised for students (in the 68% of the cases).

Following the desk research, **an online survey** was conducted between May and July 2019, and 271 responses were received. The analysis of these responses shows that, **according to cultural heritage professionals, the most relevant skills in the sector** are: communication skills (96%), problem solving skills (94%), flexibility and adjustment (91%) or creativity and conceptual capacity (89%).

Concerning the **main obstacles** for the respondents that have not participated in a training programme, the most mentioned ones are: lack of time, lack of detailed information about courses and training programmes, lack of money or the fact that they did not know where to look for training to develop these skills. Only a 12% of the respondents mentioned that they were not interested to participate in a training programme. [Keep reading...](#)



Traces project creates synergies with European Capitals of Culture in Matera



The Traces, project funded on Interreg V-A Greece Italy programme, was hosted in Matera during **ArtLab Bari-Matera** an event dedicated to **innovating practices and policies in and through arts and culture** and organised by **EcoC-SME** project financed by Interreg Europe Programme.

There was an interesting connection between the two projects: **TRACES project** - "TRansnational Accelerator for a Cultural and Creative EcoSystem" aims to **promote creative entrepreneurship and the growth of cultural and creative enterprises as drivers of local development** in Puglia and Greece, through the creation of a widespread cross-border accelerator to support the incubation processes of these companies. **EcoC-SME project** recognizes the **European Capital of Culture (ECOC) Programme as a yet under- utilised opportunity for cities and regions to develop** existing and prospective local small- and medium enterprises (SMEs) via their early engagement in the event.

Francesca Imperiale, ENCATC President and Associate Professor at the University of Salento and **Cinzia Lagioia**, Director of the Puglia Creative Productive District introduced the project, highlighting its **main results** in terms of involvement of creatives, cultural and creative industries and start-ups, the Local Atelier and finally the Call: **"Young Creatives Grow up"** which was launched by Creative Apulia Cluster Association to select 25 start-ups / creatives to incubate.

Participating to the panel dedicated to the **incubation models of cultural and creative enterprises for local development** permitted to Traces project and partnership to **create synergies with European Capital of Culture** and the **European Network of Creative Hubs** hosted at the event.

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.

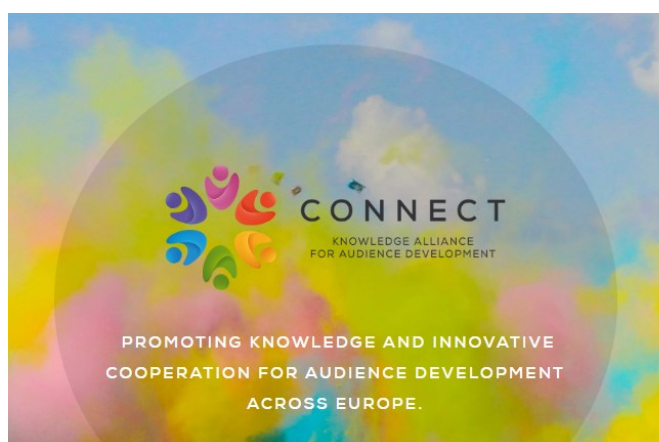
Counting down to the Bilbao Learning Mobility

From 25-27 November, the University of Deusto (Bilbao, Spain) hosted the last learning mobility of the **CONNECT project**, a **Knowledge Alliance for Audience Development** funded by Erasmus+ that promotes innovative cooperation between universities, institutions and enterprises in the cultural sector across Europe.

At the Bilbao Learning Mobility, participants from Italy, Denmark, Poland, the United Kingdom and Spain got together to **exchange their experiences in the CONNECT training**. Called **Twin-Track Programme** (TTP), it is based on the concept that postgraduate students and practitioners from cultural organisations work together on an audience challenge. The programme is based also on **multidisciplinary training modules** that both practitioners and students had to attend. The programme, **mixing formal and informal learning** methodologies and **digital resources** connected students and practitioners working in **arts management to the cultural job market by developing entrepreneurship and leadership skills**.

It was also a moment to **share challenges and solutions** applied during their action research projects on audience development.

The **programme** also included **technical and cultural visits**. The first was to **Espacio Open**, an organization offering creative solutions that attract attention and are meaningful to customers around the world. Next there was **ZAWP**, a consolidated movement of many people working in the social, economic and cultural revitalization of the neighborhood through creation, intervention and enhancement of the memory. The visit to follow was to the **Fine Arts Museum in Bilbao**, the second largest and most visited museum in the Basque Country and finally a guided visit to the **Guggenheim Museum**.





POLICY DEVELOPMENTS

The latest policy developments impacting our field

FOCUS: What is the impact of culture and the arts on the European project and its potential to drive a second "Renaissance"?

In the framework of EESC President Jahier's priority on Culture, on 31 October in Brussels ENCATC Secretary General, Giannalia Cogliandro Beyens was invited to attend the panel **"rEUnaissance- A cultural vision for Europe"** during the **EESC - European Economic and Social Committee** Plenary Session.

On this occasion, **EESC President Luca Jahier** urged for what he calls a **"rEUnaissance" for Europe** that must be carried by a dynamic and open cultural narrative. He stated this was his motivation behind **placing culture as one of the priorities of his presidency** and that culture and art will indeed be a driving force to keep policy moving forward.

However, to do so, he stressed **Europe needs new resolutions, long-term visions, and new narratives** to ensure the renaissance of Europe, underlining that the continent was a cultural space

before becoming a political project.

During the panel, the discussions focused on **culture for sustainable economic development, arts and culture in education** and through participation, and **arts and culture in international relations**.

Then on 12 November at the **Paris Peace Forum**, EESC President Luca Jahier reinforced his position on how culture has an enormous untapped potential for becoming a unifying and mobilising instrument for Europe.

Culture can create social cohesion and wellbeing, allowing people to feel more at ease to face today's challenges, rather than react to a sense of feeling threatened, and thus counters "identitarian" politics. Moreover, **culture must be a key driver of geopolitical relations**, but according to the EESC President, this must be **different from cultural diplomacy**. Through cultural

intelligence it is possible to build bridges between people and cultures, counteract nationalistic narratives and empower multilateralism.

"We ceaselessly strive to create a culture of peace, as a way of being, doing and living in society that can be taught, developed, and best of all, improved upon. The culture of peace is peace in action," said Luca Jahier.

As the 32nd President of the European Economic and Social Committee (EESC), the EU body representing organised civil society, Luca Jahier launched his "rEUnaissance" in an inspiring speech, delivered on 18 April 2018 at the EESC plenary in Brussels.

It was on this occasion that he announced the third priority of his presidency is **strengthening the role of culture** in addition to his other priorities of sustainable development, promotion of peace, and young people as agents of change.



"Culture has an enormous untapped potential for becoming a unifying and mobilising instrument for Europe and the world, bringing hope, new positive narratives and a possible second **Renaissance**"

LUCA JAHIER
EESC PRESIDENT



Paris Peace Forum 2019

READ MORE:

- [+ The untapped potential of culture for peace](#)
- [+ It is Europe's youth that will spur on the "rEUnaissance"](#)
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- Romina Surace, Senior researcher
Symbola Foundation, Italy
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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:

Announcing the AAAE 2019/20 DEI Fellow!

On 8 November, the Association of Arts Administration Educators (AAAE) announced **Anne-Margaret Childress** as its second **Diversity, Equity, and Inclusion (DEI) Research Fellow!** Anne-Margaret 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, and her Fellowship Research Project will focus on the following theme: **Mentoring and Shadowing Models: How Support Programs Increase Opportunity and Aid in Creating Stable Education Careers.**

The fellowship begins immediately and will conclude at the end of the AAAE annual conference to be held at Baruch College on 28-30 May in New York City.

Anne-Margaret Childress is a graduate student at Le Moyne College where she studies Arts Administration. She teaches African American Theater in the African American Studies Department at Syracuse University where she completed her first master's degree in Pan African Studies. Anne-Margaret has been nominated for a Syracuse Area Live Theater Award for Best Director (Community Theater) for Syracuse Shakespeare In-The-Park's 2019 production of *The Tempest*. She serves on the Production Board for Syracuse Shakespeare In-The-Park. Anne-Margaret's research interests are creating opportunity for diversified populations and promoting arts education as an occupation.



TACPS

Taiwan's CSR guidelines to include clause on cultural development

The Taiwan Stock Exchange Corporation (TWSE) has agreed to write "fostering cultural development" into the "preserve public welfare" category of its "Corporate Social Responsibility (CSR) Best Practice Principles for TWSE/GTSM-Listed Companies" after nearly two years of talks beginning in 2017 with the Ministry of Culture.



To encourage listed companies in Taiwan to support the development of local cultural and art sectors, the Ministry began talks with the Financial Supervisory Commission (FSC) and the Taiwan Stock Exchange Corporation (TWSE) in 2017 over the inclusion of a clause on "fostering cultural development" in their CSR guidelines. The TWSE gave its consent in June this year.

While expressing her gratitude to TWSE and FSC, Minister of Culture Cheng Li-chiun noted that the inclusion will inspire Taiwan's publicly **held companies to financially support the development of local art and cultural sectors, whether in sponsorship, venue reservation, advertisement, marketing, or other cooperative measures.**

The Ministry launched the **"CSR Match"** website earlier this year at csmatch.moc.gov.tw, which is an open platform for matching CSR enterprises with arts and cultural professionals. Interested companies can search for suitable projects on the website while creators in need of financial support can post their proposals. Or, the two parties can take part in the Ministry's matchmaking workshops. [Keep reading...](#)

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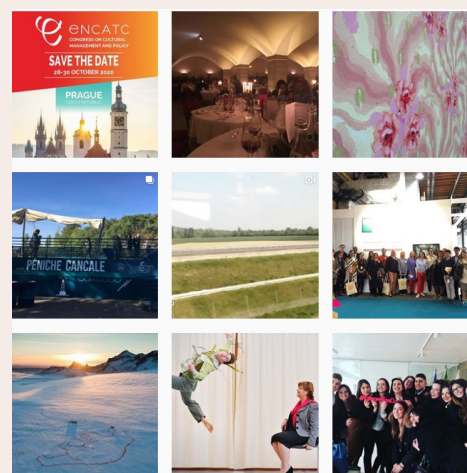
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ENCATC News is an electronic newsletter produced for ENCATC members by the ENCATC Secretariat in Brussels. A shorter *Digest* version is made available to non members.

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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