



COSM by HUMAK **(culture, organization & sustainability management)**

**The integrated learning area to explore sustainability values
with cultural managers (students, alumni, practitioners)**

Undo the unsustainable

anything that we can't do forever is by definition unsustainable. If we do things that are unsustainable, the damage accumulates ultimately to a point where the whole system collapses.

No ecosystem, no matter how big, is secure.

David Attenborough (A Life on our Planet, 2020)

Culture as ecosystem(s)

*Culture is much more complex and dynamic reality than logical processes framed in numbers and trends forecasted by economists and politicians. Culture is more an **organism** than a mechanism...*

John Holden (Ecology of Culture, 2015)

1. What is COSM?

a) COSM is a **learning module, the block of 3 BA & MA level courses** offered by the Finnish higher education institution - HUMAK University of Applied Sciences, as a **blended teaching format** with the digital resources on board. **Its area is cultural management and organisational change regarding wide range of sustainability values.**

b) COSM is basically a trio of courses designed as harmonised 3 thematic areas:

(1) **“Cultural Organisation & Sustainability Management** (international and cross-sectorial perspective, the introductory course and the actual concept frame of the whole module)

(2) **Cultural Entrepreneurship & Sustainability Management** (sharing the Finnish, Nordic, national, regional and local perspective, with the involvement of private and NGO cultural scene actors, HUMAK alumni and HUMAK projects, Finnish & local partners, communities & cases related to culture and sustainability)

(3) **Cultural Management & 3 Dimensions of the Sustainability: Environmental, Social & Economic** (engaging the expertise from abovementioned research areas of sustainability. It's aim is to acknowledge, adapt and strengthen the role of cultural managers in supporting the general sustainability movement, impacting people's and industries' pro-ecological behaviours, assisting all types of attempts to make our life more sustainable, ethical, responsible or balanced – in environmental, social and economic sense. And, finally this part of the module is also questioning the answers regarding cultural organizations and cultural professionals' role in balancing their cultural ecosystems).

c) COSM is **Finnish but in English, made by HUMAK but offered to international audience, it is rooted in the experience** of: international universities' professors and global range practitioners as well as local talents: HUMAK academic teachers and HUMAK alumni – practitioners, HUMAK projects participants and partners including creative hubs, local organisations and cultural institutions.

d) The COSM perspective is both **Finnish and international, local and global, theoretical and practical.**

e) COSM is a new (e)engine (or ignition) of the BA & MA cultural management programs of studies that is based on the **sustainability values-oriented approach.**

f) COSM is a **laboratory of sustainability focused cultural management teaching methods and social (community) impact tools, applied to cultural management and cultural organisations practices.**

g) COSM is a **safe space for questioning the answers regarding cultural organizations and cultural professionals' role in balancing their ecosystems.**

h) COSM is **rooted in the best practices of the Finnish higher educational ecosystem. It is created in accordance with the HUMAK University of Applied Sciences spirit and it's essential role as one of the leading Finnish school** specializing in the development of expertise in adventure and outdoor education, youth and NGO work, work community development, entrepreneurship in cultural management and creative industries, and the interpreting sector.

i) COSM's audiences are: HUMAK BA & MA students, HUMAK Cultural Management alumni, HUMAK Open University and HUMAK Open Campus participants, Erasmus+ exchange students, International exchange students, **international community of people with the professional focus on cultural management, cultural policy, culture & organisation, student and practitioners from all around the world.**

2. COSM as a double perspective:

The first side of the COSM perspective is the one that acknowledge, adapt and **strengthen the role of cultural managers in supporting the general sustainability movement**, impacting people's and industries' pro-ecological behaviours, assisting all types of attempts to make our life more sustainable, ethical, responsible or balanced – in environmental, social and economic sense.

Nature is our biggest ally and our greatest inspiration. We just have to do what nature has always done. It worked out the secret of life long ago. In this world, a species can only thrive... when everything else around it thrives, too. We can solve the problems we now face by embracing this reality. If we take care of nature, nature will take care of us. It's now time for our species to stop simply growing. To establish a life on our planet in balance with nature. To start to thrive. (...) We've come this far because we are the smartest creatures that have ever lived. But to continue, we require more than intelligence. We require wisdom. (...) There are many differences between humans and the rest of the species on earth, but one that has been expressed is that we alone are able to imagine the future. For a long time, I and perhaps you have dreaded that future. But it's now becoming apparent that it's not all doom and gloom. There's a chance for us to make amends, to complete our journey of development, manage our impact, and once again become a species in balance with nature. All we need is the will to do so. We now have the opportunity to create the perfect home for ourselves, and restore the rich, healthy, and wonderful world that we inherited. Just imagine that.

David Attenborough (A Life on our Planet, 2020)

The second perspective of the COSM is the one from the inside of cultural management ecosystems. To **strengthen sustainability values-oriented practices of leaders and employees of culture, art & heritage organisations’, as well as culture & arts entrepreneurs.** This include: the **quality of organisational cultures, the range and accessibility of professional development conditions, non-toxic leadership, synergetic and participative cultural policies as a soil for cultural management practice, ethical and balanced cultural work environment.** This is all about providing tools and conditions for a sustainable, healthy, ethically concerned cultural management ecosystems. We require a refreshed perspective on the impact of cultural policies’ political trends and conditions on the cultural management practice. Sustainability values oriented cultural management might be the answer.

The idea behind the COSM is exploring and sharing the way we undo the unsustainable in cultural management, with all the respect to the creative processes, projects and realities that used to be and in fact continuously are unsustainable in its core.

An organic approach, as proposed by the ecology of culture (Holden 2015), could be quite explanatory and insightful to describe and facilitate relations in the world of culture and arts. Metaphors of regeneration, symbiosis, growth and life cycle could bring a much more fruitful picture of processes in the broad field of culture as explained in cultural policy, cultural heritage, cultural tourism and cultural management studies, teaching and training. Local cultural ecosystems are particularly important. They are crucial places where cultural activity is rooted and exposed to different conditions for growth or decay.

Here comes the question what are priorities, values, objects and processes that should be protected or sustained. Cultural realms are driven by the everlasting dilemma of what shall be preserved, conserved and what should be changed, challenged, stimulated. This is the electric polarity that bring a prolific dynamic into arts and the cultural life: protection and conservation versus new opportunities, progress, revolution, rebellion, breakthrough, modernisation, change. The clash or conflict of styles, approaches, schools, different values driven choices and paradoxes is an integral phenomenon of arts and culture as a living domain transmitted from generation to generation. The sustainability related priority here is the general frame that provide the balance to all dynamic processes inside cultural ecosystems that are inhabited by very diverse organisms. This frame is built with unquestionable human sustainability-oriented values, rationales and notions like i.a.: freedom of expression, creative artistic talent, access to art education, access to culture, immaterial and material cultural heritage or art collections and many more. And we discuss such priorities of values when impacted by the COVID19 virus pandemic as confronted with more general values: public health, safety, life and health of members of community, etc. This discussion is an unavoidable and expected part of COSM, too.

The core of sustainable development as embedded in the cultural management practice directs us not only into “green” areas but also to notions that are more familiar to culture and arts, and they are among others: continuity, consistency, literacy, intergenerational transmission and dialogue, memory, heritage, legacy, cultural

identity, craft, the meaning of a good life, meaningful frictions, sense of community, local common interests, the role of masters and mentors (their skills, experience, their role in nurturing talents, learning to select, decide, make choices, initiate creative processes), the diversity which comes from settled, meaningful work with comprehensive community, the balance of reflection and action, balanced cultural policies: continuity (and not a clash) of aesthetics and ethics.

When exploring new dimensions of cultural management & sustainability the COSM foremost focus is on:

Cultural Management and Sustainability, including:

- Arts, Culture, Cultural Heritage, Cultural Tourism, Aesthetics, Creative labour
 - + Environmental, Social and Economic Sustainability
- Art & Culture, Creative, Cultural Heritage Organisations
 - + Environmental, Social and Economic Sustainability

Sustainable Cultural Management, including:

- Balanced, sustainably managed Arts, Culture, Creative, Cultural Heritage and Cultural Tourism Organisations
- Sustainable ecosystems for the Art and Cultural Entrepreneurship, Art, Creative, Heritage & Culture Civic Organizations, Movements and Communities
- Balanced Cultural Policies (of cities, regional, national, cross-border, international and global) as soils for cultural management practice.
- Integrated, Synergetic Cultural Ecosystems that are combining strengths of public, private and civic sectors.

3. What is the HUMAK approach in the COSM?

Sustainability & cultural management themes included in the COSM will be developed under the unique umbrella of HUMAK University in respect to its roots in humanities:

- **Values** oriented approach to management as communication process
- Sustainability Management (Environmental / Economic / Social) - rooted in the **core of humanities and arts as academic, applied disciplines of science**: cultural studies, cultural policies studies, arts & culture management, aesthetics and ethics
- **Ecological, balanced, integrated approach (reference) to culture** & cultural management practice & (local) cultural policies.
- **Learning from both, international and local** practices and applications
- Focus on the **quality of organisational cultures**, the meaning shared by the organisation and its employees, its audiences. Its approach to **sustainability driven values, symbols, narratives and behaviours**.

- **Sustainability focused organisational cultures exemplified by Arts & Culture Organisations, Cultural Heritage and Cultural Tourism Organisations as well as the Arts & Culture Entrepreneurs.**

- Collaborative spirit and sharing - engagement of partners – **collaboration with institutes, networks and organisations of expertise in sustainability research, education and advocacy**, like centres, labs, thinktanks, public agencies and research projects for sustainability studies.

- When dealing with culture and sustainability, COSM will **discuss and rethink the contribution of several cross-disciplinary, international research project, networks, strategic partnerships, thinktanks, expert groups and conference gatherings contributions**, like i.a.: “Culture in, for and as sustainable development” Jyväskylä study & Helsinki conference 2015 - Dessein, J., Soini, Katriina., Fairclough, G., and Horlings, L. (eds.) (2015). *Culture in, for and as sustainable development. Conclusions from the COST Action IS1007 Investigating cultural sustainability*. Jyväskylä: University of Jyväskylä, or the British ‘Julie’s Bicycle’ project and many other initiatives from Finland and other places.

4. COSM Talks

COSM Talks is series of online events where scientists, teachers and experts are exploring in conversations the area of the current and future content and methods of sustainability values-oriented teaching, directed to and co-created with both cultural management adepts and alumni. In focus is sustainability and its organizational and individual applications in cultural, creative, arts and heritage activities area.

With **COSM Talks** we wish to learn and extend the knowledge, competencies and all options at hand to emerge a new generation of cultural managers, art and social entrepreneurs, NGO’s’, cultural organisations’ professionals that will keep sustainability values – oriented paths of their practice.

An opening of **COSM Talks** will be organized online (Zoom) on **December 8th 2020**. It will consist of 2 roundtable sessions (2 x 60 minutes with 3 guests’ reflections of 10 minutes each, and 30 minutes of the discussion) with an intermission.

Q & A:

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