



ENCATC



Activity Report 2015

The European network on
cultural management and policy



WHAT'S HERE?

FOREWORD	3
ABOUT ENCATC	5
MEMBERSHIP	11
A YEAR AT A GLANCE	17
INFLUENCING POLICY	25
NETWORKING	36
STIMULATING EDUCATION	54
FOSTERING RESEARCH	75

Foreword

Dear Members and followers,

2015 was another successful year of growth and implementation at ENCATC welcomed new members, organised events and activities, fostered mobility, and established new partnerships! All made an important contribution as ENCATC continued its work to internationalise the network, professionalise the sector, increase the capacity of professionals, and make it a strong and sustainable organisation.

In 2015 ENCATC welcomed 19 new members from 15 countries in Europe and beyond. It also marks a first for a member representing Israel in the network and marks an achievement to expand ENCATC's reach in the Middle East.

Over the course of 12 months, ENCATC was directly involved in the design and implementation of 32 events in 12 cities in 10 countries in Europe, but also in North America and Asia. More than 3,372 participants from 42 countries from 7 world regions attended. These events included a major international conference, parallel research sessions, cultural seminars, study visits, an international study tour, two expeditions, a masterclass, evening cultural happy hours and the launch of a new training series. ENCATC's biggest event of the year, the 23rd Annual Conference, was organised in Lecce, Italy to explore "The Ecology of Culture: Community Engagement, Co-creation, Cross Fertilization". 185 ENCATC members, academics, researchers, cultural operators, artists, policy makers and students from 31 countries in Europe and beyond attended the 3-day event to gain new knowledge, be inspired and network.

To anticipate the future and better understand the past through scientific research, ENCATC led key activities to support excellence and innovative thinking in the research field such as: the second ENCATC Research Award on Cultural Policy and Cultural Management; the 6th Annual ENCATC Research Session, the publication of the 5th volume of the ENCATC Journal of Cultural Management and Policy, an e-book on "Ecology of Culture: Community Engagement, Co-creation, Cross Fertilization", and the first publication in the ENCATC Book Series on Cultural Management and Cultural Policy Education.

In addition to these many events, mobility of participants, and research activities, ENCATC was actively transforming information into knowledge through publications and e-bulletins relating to European and worldwide issues in our field. ENCATC produced 6 issues of *ENCATC News* e-magazine for

its members, 5 issues of *ENCATC Digest* for stakeholders, 11 issues of *ENCATC Praxis* e-magazine for students enrolled in ENCATC member institutions, and 2 e-bulletins of *ENCATC Scholar*. Engaging with audiences online, ENCATC also animated 3 social media platforms, nourished 8 discussion forums, and managed 4 contact databases and a constantly updated website that attracted 120,598 page views.

Thanks to the wide dissemination through ENCATC's channels, those of our partners, our followers, and more than 130 organisations, information about ENCATC reached more than 3,000,000 multipliers who benefited directly or indirectly from our information.

ENCATC's active membership base made it possible for the network to implement its ambitious 2015 work plan. Their contributions and enthusiasm to turn ideas into realities clearly demonstrate the commitment of the members to support ENCATC's aims and activities. Their actions contributed to the advancement of cultural policy and cultural management education, training, and research.

In 2015, ENCATC continued to be co-financed by the European Commission's Creative Europe programme. This partnership, for which the network is extremely grateful, was a major contributor to ENCATC's successful in accomplishing all its yearly goals and more! This stability coming from this partnership gave ENCATC the capacity and time to evaluate and test new tools, launch new initiatives, and invest in the professionalization of its members, staff, and professionals in the cultural, education, and policy sectors.

Last, but certainly not least, ENCATC thanks its dedicated staff, international board, and members. At the ready to widely share their knowledge and expertise, aid in drafting documents, voicing the network at key conferences, and implementing European projects; we are deeply grateful for their tireless commitment and invaluable intellectual contributions.



Annick Schramme
ENCATC President



GiannaLia Cogliandro Beyens
ENCATC Secretary General



ABOUT ENCATC



Who we are

ENCATC is the only European network on cultural management and policy. Founded in 1992, the network counts today more than 135 members in over 40 countries and represents all disciplines in the arts and culture. It is co-funded by the Creative Europe programme of the European Union, is an official UNESCO partner NGO, and is an observer to the Steering Committee for Culture of the Council of Europe.

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

ENCATC's mission is to lead and stimulate the development of education and research in cultural management and policy in Europe and beyond.

I

ENCATC Key objectives in 2015 are the following:

- **Developing and influencing policies** at European and international level by providing high level expertise
- **Encourage cross-border cooperation and knowledge sharing** by bringing together people and their skills in stimulating learning environments
- **Modernizing and strengthening the sector** by providing high-quality education and training programmes, encouraging joint programs among members, testing innovative solutions, establishing creative partnerships with members and major stakeholders to further develop theory and cultural management learning that is rooted in practice
- **Anticipating the future and better understanding the past** through scientific research and an annual gathering of young and confirmed researchers from around the globe
- **Rewarding excellence** through the Cultural Policy Research Award initiative
- **Promoting the internationalization of programmes and careers** of our members by fostering the mobility of academics, researchers, students and cultural managers
- **Building knowledge societies** by the transfer of information and knowledge inside and outside the network

Four strands of activity

In line with its mission and objectives, ENCATC operates around four complementary strands of work in 2015:

1. INFLUENCING POLICY

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

2. NETWORKING

Through a major annual conference, a wide range of projects, activities and events, we enable academics, researchers, cultural operators, students, artists, and policy makers to operate in a transnational context, find new audiences, and share ideas, projects, methodologies, experiences and research.

3. STIMULATING EDUCATION

ENCATC offers its members and non members a wide range of opportunities to enhance and strengthen their knowledge, skills, competencies and abilities. The *ENCATC Scholars* online bulletin is published to satisfy the growing demand for the latest teaching material from academics, researchers, cultural operators and students. On an institutional level, ENCATC uses its knowledge and experience as a network to facilitate other cultural organisations in becoming more established and prominent players.

4. FOSTERING RESEARCH

ENCATC promotes access to cutting-edge research in the field of cultural management and cultural policy. It also ensures that research feeds into policy making so decision makers have a better understanding of cultural policy and educational issues as well as ways to address them. As part of its commitment to strengthening the European Research Area, ENCATC has an Award to recognize excellence and organises an annual Forum for young and early career researchers. It also publishes a Journal on cultural management and cultural policy and organises an annual Research Session for established and emerging researchers.

Looking Ahead: Strategic plan 2014-2016

On the occasion of the 23rd ENCATC General Assembly held in Lecce, Italy in October 2015, four workshops were organised implicating members for gathering reflections for what they wished to see: Relevance and Representativeness of the Network; Values and Mission(s); Monitoring and Evaluation of Results and Impacts; and Operational and Management Challenges. The outcomes from these reflections nourished the development of the new strategic plan for 2017-2020.

To move ahead and design its new strategic plan 2017-2020 the following strategic priorities are:

1. A commitment to making ENCATC a **strong and sustainable organisation**
2. A significant advancement in the **internationalization of the network**
3. A significant advancement in the **professionalising the sector** to ensure its sustainability, adaptability, and employability
4. A significant advancement in the **capacity of cultural professionals to reach a broad and diverse audience**, including across communities, border and sectors.



Annick Schramme
President

University of Antwerp/
Antwerp Management
School, Belgium



Marcin Poprawski
Vice-President

Adam Mickiewicz
University in Poznan,
Poland



Manuele Debrinay-Rizos
Vice-President

IMPGT-AMU Aix-Marseille
University, France



Maria Bäck
Board Member

Arcada University of
Applied Sciences, Finland



Bernd Fesel
Board Member

European Centre for Creative
Economy, Germany



Francesca Imperiale
Board Member

University of Salento, Italy



Ana Gaio
Board Member

City University London, United
Kingdom



Marilena Vecco
Board Member

Erasmus University Rotterdam,
Netherlands

Governance in 2015

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

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

In 2015 ENCATC had two boards since a new board was elected by the membership at the 23rd ENCATC General Assembly in Lecce, Italy at which time a new board began the next term of governance. The board elected in Lecce, Italy on 23 October will serve from 2015-2017.

ENCATC members renewed their trust in four members by re-electing (in alphabetical order): **Maria**

Bäck from Arcada University of Applied Sciences, Finland; **Manuèle Debrinay-Rizos** from IMPGT - Aix-Marseille University, France; **Marcin Poprawski** from Adam Mickiewicz University in Poznan, Poland; and **Annick Schramme** from the University of Antwerp/Antwerp Management School, Belgium who was also chosen by the new board to again serve as President.

To replace ENCATC Board members whose mandate had expired, ENCATC members elected three new representatives from its full membership: **Ana Gaio** from City University London, United Kingdom; **Francesca Imperiale** from the University of Salento, Italy; and **Marilena Vecco** from Erasmus University Rotterdam, the Netherlands. In addition, this year, to stress the importance of the link between academia, research and practice, a representative from the associate membership was elected for the second time in the ENCATC history: **Bernd Fesel** from the European Centre for Creative Economy (e.c.c.e.), Germany.

At the occasion of the General Assembly in Lecce, the Board also decided to co-opt **Antonia Silvaggi** from Melting Pro in Italy to elaborate an audience development plan. Her mandate will last until

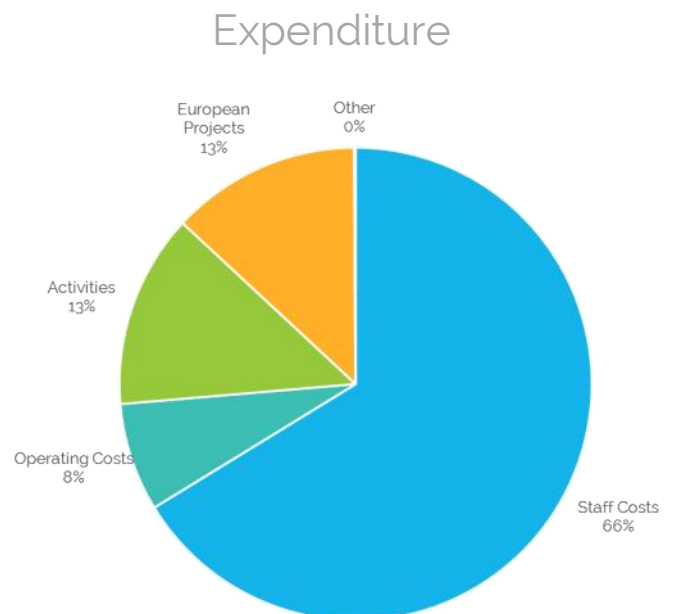
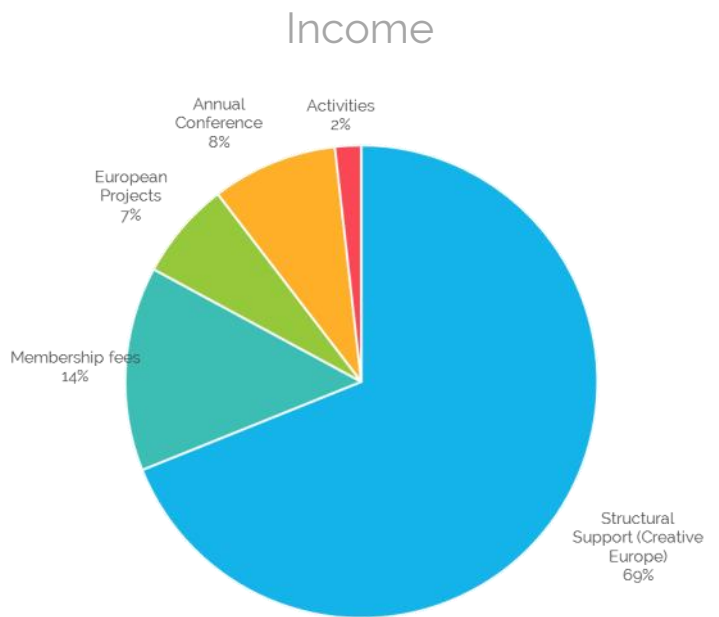
October 2016 and she will be responsible for designing in cooperation with Gerald Lidstone, our member from Goldsmiths, University of London and the ENCATC Secretariat the first ENCATC Audience Development Plan.

The ENCATC Board also has two International Board Correspondents who provide external expertise from other world regions: **Alan Salzenstein**, International Board Correspondent from DePaul University of Chicago, United States and for the first time an international board correspondent from Asia, **Jerry C Y Liu** from the National Taiwan University of Arts, Taiwan.

While a page turned with a newly elected board in 2015, ENCATC was very grateful to its departing board members who have given their time and made contributions to the network: Blanka Chládková from Janacek Academy of Music and Performing Arts in Brno, Fabio Donato from the University of Ferrara, and Carla Figueira from Goldsmiths, University of London. Thanks to their commitment to our network new initiatives and activities such as the ENCATC Journal, the 2014 Annual Conference or the Academy of Culture on External Relations were made possible.

How are we funded?

These pie charts summarize the 2015 fiscal year with some figures showing how ENCATC is funded and how its financial resources are utilized.





MEMBERSHIP

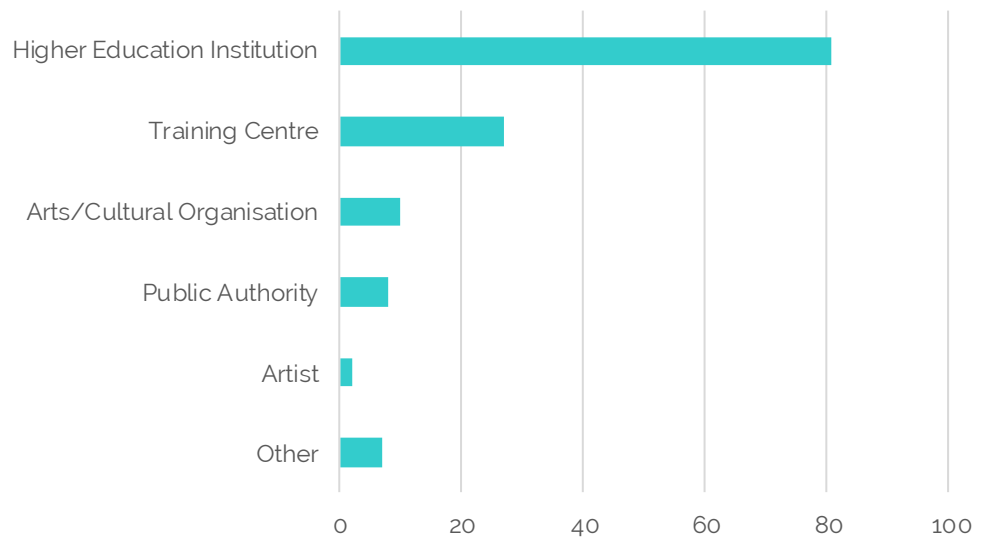


What was the make up of EN-CATC membership in 2015?

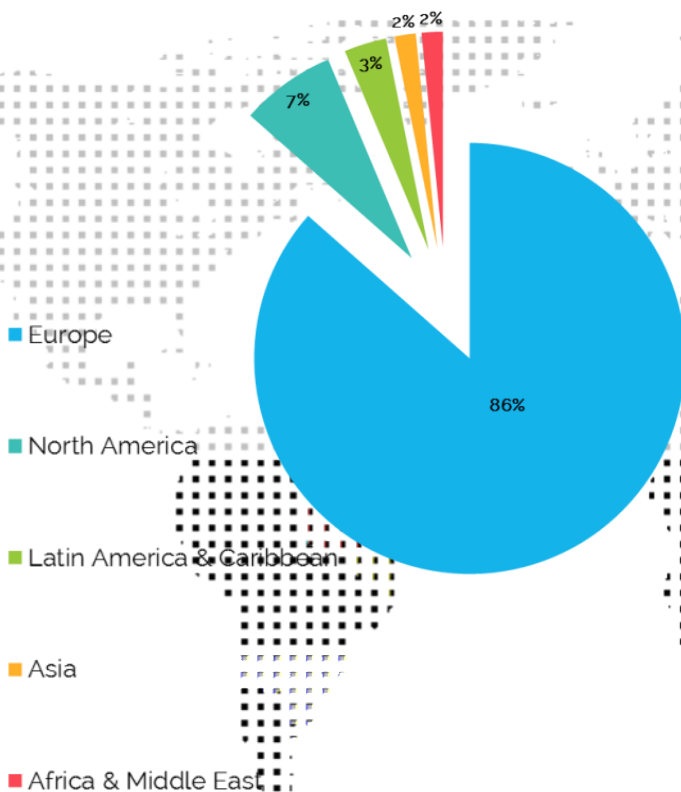
In 2015 ENCATC had **135 members** in **43 countries**. Over the course of the year, **19 new members** joined from 15 countries in Europe and beyond. For the first time, a member joined the network from Israel.

The membership was made up of higher education institutions (60%), followed by training centers (20%), arts and cultural organisations (7%), public authorities (6%), artists (2%), and other (5%) who are dedicated to the advancement and sustainability of cultural management and policy.

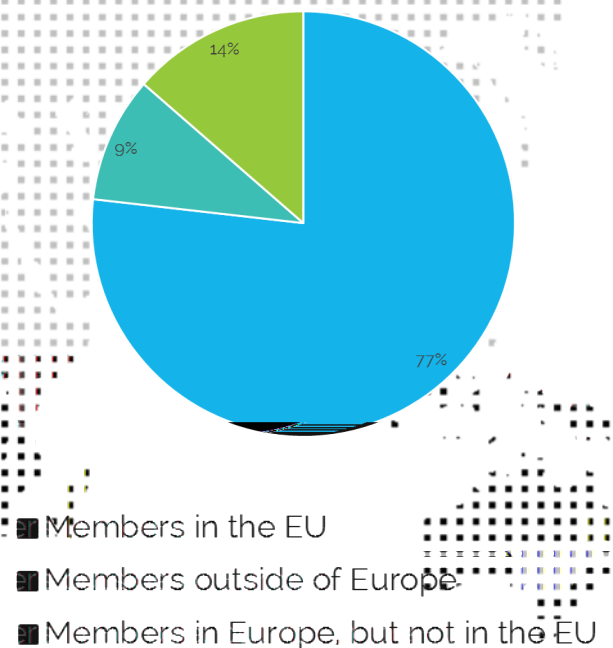
60% of member represent higher education institutions



Where are members in the world?



How many members are in the European Union?





Who were our members in 2015?

AUSTRIA (3)

Educult - Institute for Cultural Policy and Cultural Management

IKM Institute of Culture Management and Culture Studies

Institut für Kulturkonzepte

BELGIUM (6)

Association Marcel Hicter pour la Démocratie Culturelle

BOZAR, Centre for Fine Arts of Brussels

Haute Ecole ICHEC - ISFSC

Observatoire des Politiques Culturelles// Ministère de la Communauté Française Wallonie-Bruxelles

SMartBe - Association des métiers de la création

University of Antwerp

BRAZIL (1)

Centre for Advanced Studies in Integrated Conservation (CECI), Federal University of Pernambuco

BULGARIA (4)

ESSBTI University of Library Studies and Information Technologies

Foundation for Urban Projects and Research (FUPR)

South-West University "Neofit Rilsky"

The Paissii Hilendarski University of Plovdiv

CANADA (2)

Lidia Varbanova - researcher/lecturer/trainer

University of Regina

CHINA (1)

Hong Kong Institute of Education

COLOMBIA (1)

University of los Andes

CROATIA (2)

Kultura Nova Foundation

Prokultura Association - Observatory of Cultural Policy

CUBA (1)

Oficina del Historiador de la Ciudad

CYPRUS (1)

Kakia Catselli, Artist

CZECH REPUBLIC (2)

DAMU Theatre Faculty of Academy of Performing Arts

Janacek Academy of Music and Performing Arts

ESTONIA (2)

Estonian Academy of Music and Theatre - EAMT

Tallin creative hub – KULTUURI KATEL

FINLAND (7)

Arcada University of Applied Sciences

Helsinki Metropolia University of Applied Sciences

HUMAK University of Applied Sciences

Seinajoki University of Applied Sciences

Sibelius Academy / Sibelius-Akatemia

Turku University of Applied Sciences

University of Jyväskylä

FRANCE (15)

AGECIF

Claire Giraud-Labelte, Art Historian

Conseil Régional Nord-Pas de Calais

ESC / Burgundy Business School

Groupe EAC - Ecoles d'arts et de culture

Institut d'Etudes Supérieures des Arts

Musée du Louvre

Musée de Picardie

Université Aix-Marseille

Université de Cergy Pontoise

Université de Bordeaux Montaigne

Université de Haute-Alsace

Université Lumière Lyon II

Université Paris 8

Université de Savoie - IUT de Chambéry

GERMANY (8)

European Centre for Creative Economy GmbH (ecce)

Fachhochschule Potsdam

Institut für Kulturkonzepte Hamburg

Institut für Kultur-und Medienmanagement (KMM)

Jelena Löckner

Karlsruhochschule International University

Pädagogische Hochschule Ludwigsburg

Tetiana Biletska -Capacity Building Expert

GREECE (1)

Panteion University

HUNGARY (1)

Pázmány Péter Catholic University

ICELAND (1)

Bifröst University

IRELAND (1)

National University of Ireland, Galway

ISRAEL (1)

Sapir College

ITALY (13)

Antonia Liguori, European Projects Coordinator

City Council of Genoa

Explora the Children's Museum of Rome

ATER Associazione Teatrale Emilia Romagna

Fondazione Fitzcarraldo

IMT Institute for Advanced Studies

Istituto Luigi Sturzo

Melting pro. Laboratorio per la cultura

Politecnico di Torino

SDA Bocconi School of Management

University of Bologna (Graduate Program GIOCA)

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

University of Salento

JAPAN (1)

National Graduate Institute for Policy Studies

LATVIA (1)

Arts Academy of Latvia

LITHUANIA (4)

Lithuanian Academy of Music and Theatre LMTA

Lithuanian Cultural Institute

Vilnius Academy of Arts

Vilnius kolegija / University of Applied Sciences

MALTA (2)

University of Malta

Ministry of Justice, Culture and Local Government

NETHERLANDS (4)

Erasmus University Rotterdam

Kódex Advisory & Consulting

Utrecht School of Arts

Utrecht University

NORWAY (1)

Norwegian School of Management BI

POLAND (3)

International Cultural Centre

Narodowe Centrum Kultury / National Centre for Culture

ROK AMU Culture Observatory, Adam Mickiewicz University of Poznan

PORTUGAL (3)

Catarina Vaz Pinto

Setepés Education

ETIC – School of Technologies, Innovation and Creativity

QATAR (1)

Qatar Museums Authority

ROMANIA (1)

Centre of Professional Training in Culture

RUSSIA (2)

INTERSTUDIO Innovative Programs in Culture

Institute for Cultural Programmes (ICP)

SERBIA (1)

Faculty of Drama Arts, University of Arts in Belgrade

SINGAPORE (1)

LASALLE College of the Arts

SLOVAKIA (1)

Academy of Performing Arts (VSMU)

SPAIN (9)

The Ankide Foundation

Etxepare Basque Institute

Fundacion SGAE

Fundacion Iberoamericana de las Industrias Culturales y Creativas (FIBICC)

Observatorio Cultural del Proyecto Atalaya - Universidad de Cádiz

University of Barcelona

Universidad de Deusto

Universitat Internacional de Catalunya

Universitat de València

SWEDEN (5)

DIK Association

Jamtli Foundation

Karlstad University

Nätverkstan

Södertörns Högskola / Södertörn University College

SWITZERLAND (2)

United Nations Institute for Training and Research (UNITAR)

Université de Genève

TAIWAN (1)

National Taiwan University of Arts

TURKEY (4)

Çekul Foundation

Cultural Policy and Management Research Center (KPY)

Istanbul Bilgi University

Istanbul Moda Academy

UKRAINE (2)

KusiCreaVision NGO

NGO "KATKA"

UNITED KINGDOM (6)

City University in London

Goldsmiths, University of London

Queen's University Belfast

University of the Arts London

University of Plymouth

University of Westminster

UNITED STATES (6)

Boston University

Carnegie Mellon University

Columbia College Chicago

J. Dennis Rich

Southern Methodist University

University at Buffalo



A YEAR AT A GLANCE



What did ENCATC accomplish in 2015? In this section we take in an overview of a year full of activities and events, transformed information into knowledge, reached and engaged with new audiences, how we achieved an ambitious working programme, established partnerships, fostered mobility, implemented a new brand design, was engaged actor for the environment and society, and some special highlights from what was new in 2015.

A year of activities and events

In 2015 ENCATC organised or co-organised a total of 32 events in 12 cities in 10 countries in Europe, but also North America and Asia. **More than 3,372* participants from 42 countries from 7 world regions** came to these events organised around four stands work: influencing policy, networking, stimulating education, and fostering research. Participants were academics, researchers, educators, trainers, cultural professionals, policy makers, artists, students and media as well as a small representation from the business sector including ICT, real estate, and banking.

The cornerstone of ENCATC's yearly programme was its 23rd ENCATC Annual Conference "The Ecology of Culture: Community Engagement, Co-creation, Cross Fertilization" that was held from 21-23 October in Lecce, Italy. Building on its foundation of its other annual events, ENCATC organised the 8th Young Researchers' Forum, the 6th Annual Research Session, the 5th Academy on Culture in External Relations, the 3rd Annual International Study Tour, and 2nd ENCATC Research Award Ceremony.

A new intensive training method was launched in 2015 called ENCATC Breakfast. With ENCATC's focus on education and cultural sectors, these trainings were designed for academics, researchers, cultural professionals, educators, trainers, policy makers, and artists, but were also open to anyone looking for continued learning and networking opportunities. Interactive and informative, the ENCATC Breakfast trainings are concentrated and to-the-point. Aimed at busy professionals, the method helps its participants to: gain knowledge from leading experts to improve performance; deepen understanding of new tools, methods, and concepts; learn new skills to make their organisations stronger and more resilient; grow in their careers; expand and internationalise their professional networks; and find trustworthy partners for projects in Brussels and beyond.

2015 also marked the first time ENCATC organised a Cultural Happy Hour in Spain, making it the second time this popular networking initiative was offered outside of Belgium.

In 2015 ENCATC was a partner in four European projects: ADESTE (Audience Developer: Skills and Training in Europe); Cultural Heritage Counts for Europe; European Cultural Leadership; and Cultural Leadership and the Place of the Artist. Through its involvement as a partner in these projects, the network provided opportunities for members to be expertise providers, attend project meetings, and go to conferences and project events that ENCATC co-organised.

Transforming information into knowledge

Since 1992 ENCATC transforms information into knowledge by collecting, analysing, and disseminating information inside and outside the network through a number of communication tools. In 2015 it celebrated the first publication in the *ENCATC Book Series on Cultural Management and Cultural Policy Education*, published 1 e-book from its Annual Conference, 1 issue of the *ENCATC Journal on Cultural Management and Policy*, 2 issues of its e-bulletin *ENCATC Scholar*, 6 issues of its bi-month e-magazine *ENCATC News*, and 3 reports of events, and 11 issues of *PRAXIS e-magazine for Students*.

Since its creation, ENCATC has significantly improved knowledge sharing in the field of cultural management as well as opening access for its members to a worldwide bibliography database. In order to provide members with important resources relevant to the field of cultural management and cultural policy, in 2015, ENCATC expanded its online bibliography database that counts more than 1,600 references and sources on: Arts and Cultural Management, and Cultural Policy, and Culture in External Relations, and Audience Development.

For those looking to do desk research, ENCATC expanded and re-categorised its office library located at the ENCATC Secretariat in Brussels. Open to both members and non-members, this unique collection of over 600 publications covers a wide range of topics relevant to cultural management and policy with a special and rare collection dedicated to European Capitals of Culture. Other categories include: National and European Cultural Policy, Arts

*This number does not reflect the actual number as some data was not available for all events.

Management, Cultural Diplomacy, Cultural Indicators, Culture and Tourism, and many more. To improve the experience for library users, in 2015 the library collection was re-categorised with the help of consulting expertise of librarians and those responsible for managing collections. While the project is ongoing, in 2015 ENCATC made great strides by establishing new library guidelines, constructed a new library database, and updated its categorisation to make it easier to manage and for users to find resources.

Reaching and engaging with audiences

To reach, inform and engage with members, loyal followers, and new audiences, in 2015 ENCATC managed two websites, animated three social media platforms, and managed contact databases, and nourished eight online discussion forums.

In 2015 ENCATC regularly updated its official website which served as the go-to source for information about the network, its members, how to get involved, the events calendar, publications and much more. While this was online, work was also being done behind the scenes on updating its new website under the new branding scheme designed in 2014.

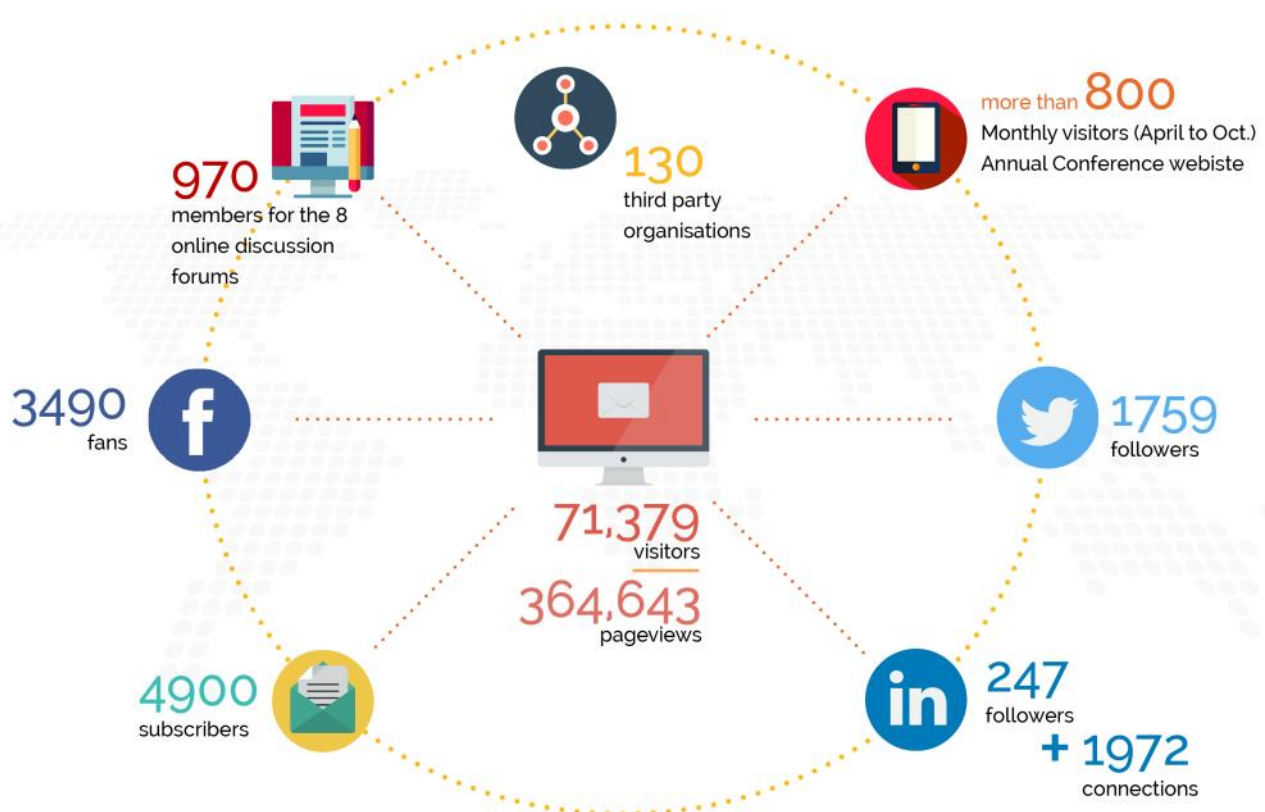
To increase visibility and ease of use for the 23rd ENCATC Annual Conference, we had for several times in the past a separate and specially dedicated website designed and launched again for this cornerstone event in 2015.

ENCATC was very active on its social media channels in 2015. With the help of its Community Manager, ENCATC increased its presence both on Facebook, Twitter and LinkedIn to frequently inform followers about: unfolding developments in real time and keynote speeches by micro-blogging during events; ENCATC news, calls, deadlines, reports, publications; news from members, ENCATC partners and the European Union; as well as interesting calls, interviews, publications, articles from third party organisations.

To increase engagement on social media, ENCATC also implemented a new social media strategy that aimed to stimulate followers to switch from passive engagement to active.

Reaching new audiences, each of ENCATC's social media channels grew: LinkedIn grew 69%, Twitter by 26%, and Facebook by 27%.

To target information and keep members, stakeholders, researchers, potential members, and press informed about ENCATC events, ENCATC managed its contact database that grew by 21% in



Who did we impact in 2015?



150,071

Staff from educational institutions



257,234

General public



171,645

Students



93,495

Artists



66,340

Cultural workers



62,051

Staff from local, regional and national institutions



57,831

Youth

858,667

Estimated audience* reached through ENCATC channels of those and our partners.

Thanks to the visibility through 3rd party organisations ENCATC was able to create a multiplier effect to reach an even wider audience of

3,027,842

Estimated multiplier effect
*Source: ENCATC Impact Assessment 2015



2015.

To facilitate the exchange of information and discussions on specific topics under the umbrella of cultural management and policy, eight online discussion forums were animated. Covering topics of arts and health, heritage, museums, cultural diplomacy, culture and creative industries, performing arts, urban development, and cultural indicators, ENCATC scoured for weekly updates on the latest developments, events, publications, articles, calls and employment opportunities. With a combined audience of more than 970 members, these online spaces were open to ENCATC members and the wider general public to not only receive information, but also to post and share with other members of the groups.

To reach beyond its communication channels ENCATC also benefited from visibility through the channels of its partners and from more than 130 third party organisations that shared ENCATC news, events, and publications. Highly visible organisations included UNESCO, the European Commission, the European Cultural Foundation, the Asia-Europe Foundation, European cultural networks, major education networks in the United States and Asia, and press.

Tackling an ambitious working programme and reaching high achievements

How was ENCATC able to implement so many activities throughout the year? Thanks to its active eight board members, and two international correspondent board members outlined in the governance section, in 2015 ENCATC also had one ENCATC ambassador, three dedicated and experienced full time employees, six trainees and

three external service providers. Thanks to the dedication and professionalism of everyone involved, the network was able to successfully implement all of its foreseen activities and events and beyond with additional events being organised throughout the year as opportunities arose to partner with members and other organisations.

Establishing strong partnerships

We know that we are stronger when we are not alone. One of the strengths of a network is that we can count on one another and share resources whether that be expertise, programming, hosting space, translation, communication, etc.

But ENCATC knows that it must look outside its network as well, not only to benefit from partnerships, but also to share what it has to offer to other stakeholders to build a stronger more sustainable cultural sector.

In 2015 ENCATC established 38 partnerships with organisations in 7 countries in the cultural sector, but also from education, governments, and business. These strategic partnerships also opened up vast communication avenues for ENCATC to promote its activities and reach new audiences.

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

management models. It strengthened our capacity to efficiently serve our members, stakeholders and the sector at large. In 2015, thanks to the co-funding from Creative Europe, ENCATC also produced a new website and transferred its products and publications to the new branding that was designed the previous year.

New branding

Having revealed its new branding at the 23rd ENCATC General Assembly in October 2015 in Lecce, Italy, ENCATC spent the rest of the year redesigning its many e-publications, event brochures and invitations, corporate material and administrative documentation to fit with the network's new and fresh branding.

This was an opportunity for ENCATC to evolve with the tendencies of society for more visual communication and tools and it exciting to adapt and rethink to make more visual our e-publications, communication, and offer a responsive and easier to navigate website. In our society of being over exposed visually by means of Instagram, Snapchat, Facebook, Twitter and the Internet in general, our eyes are constantly asking for "new" and ENCATC took this challenge straight on to deliver for its members and stakeholders.

Fostering mobility for educational staff, students and early career professionals

ENCATC encourages its members and professionals in the sector to never stop learning to expand their knowledge and gain new skills. In 2015 ENCATC supported two of its members from Finland and Slovakia who did a professional exchange with ENCATC with the support of the Erasmus+ Staff Mobility for Training. This allowed them to work in another cultural setting, learn how peers tackle common problems, exchange innovative ways of working, and share knowledge.

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

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

In the framework of the Marie Claire Ricome ENCATC Traineeship Programme, in 2015 the ENCATC Secretariat in Brussels hosted five trainees from Argentina, Belgium, the Netherlands, Poland and the United States. One young professional from Albania also came for a traineeship to broaden her professional experience in another cultural context.

In addition to the hands-on learning experience the traineeship provides, trainees took advantage of free training through the ENCATC Breakfast initiative. These lifelong learning training sessions focus on a variety of skills to enhance professional performance, boost well-being in the workplace, and stay on top of the latest digital tools for efficient organizational and project management.

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

An engaged actor for the environment and society

Through its green policy and corporate social responsibility activities, ENCATC is dedicated to making decisions that are good for our plant and for society.

Thanks to efforts to increase the number of e-publications (magazines, books, a journal and reports) just for the membership alone ENCATC saved 42 trees or the equivalent of 348,100 pages*. This is in fact a conservative estimate because it does not take into account the number of pages saved for followers outside of the network who also read and use these e-documents.

For its many events, ENCATC produced e-invitations, e-brochures and e-readers for its participants saving 2.5 trees or the equivalent of 21,485 pages. For the first time, an app was created for the ENCATC Annual Conference. Done in partnership with a young start-

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

up called Arte Amica, this was a way for ENCATC to support young entrepreneurs and support the environment by reducing the amount of printed material for this major international event that gathered 185 participants.

ENCATC reserved printed material only for special occasions like the programme for its Annual Conference, Research Award Ceremony and to use for marketing such as its official brochure and business cards.

To support the local economy and cut down on transport emissions, ENCATC chose to print with local printing companies (although printing abroad would have been cheaper).

For the catering of ENCATC events, again local and selected service providers were favoured who proposed organic or local produce providers, especially those embracing "Kilometre Zero" - a global concept aimed at reducing as much as possible the distance between the consumer and the supplier.

Promote young female entrepreneurs

Specifically in Brussels, ENCATC often engaged the services of Oups catering in its continued "kilometre zero" efforts and also to support a young entrepreneur and her start-up business.

Supporting re-insertion into society

When it came time to choose the provider for the 2015 Annual Conference bag to be given to all participants in Lecce, Italy, ENCATC was excited to work with "Made in Carcere", a social and skill-building programme that provides a second chance to female inmates at the Borgo San Nicola prison. Also committed to saving the environment, the motto of "Made in Carcere" is *Remember the 4 "R": Recycle, Reuse, Re-source, Reduce*. The women produce handbags and small accessories using only recycled materials and are supported by the services of a manager who offers training and guidance in production practices through regular meetings.

In 2015 many other ecological solutions were chosen such as proposing Skype meetings and phone conferences over travel to cut down on fuel emissions, using public transport, preferring online

administration services whenever possible, using recycled materials and paper, and only buying high capacity ink cartridges for efficient printing.

Standing alone all of these actions make a difference, but together ENCATC is proud of the substantial contribution they make to help the planet, support local economies, and contribute to community initiatives for the benefit of society.

Highlights in 2015: What was new?

- The ENCATC Journal of Cultural Management and Policy published a new issue.
- The Young Researchers' Forum is expanded beyond its original cultural policy focus to include cultural management. It also opens its target to young and early career researchers beyond Europe.
- Public launch of the ENCATC Book Series on Cultural Management and Cultural Policy Education on 25 November at the 2nd ENCATC Research Award Ceremony in Brussels.
- ENCATC's office library project was re-categorised in consultation with library experts to manage an expanding collection of more than 600 publications in preparation to open the library for public access in 2016.
- A first Cultural Happy Hour was organised in Spain. It was held at the Espronceda Center for Art and Culture in Barcelona. This marks the second time the Cultural Happy Hours have been organised outside of Brussels.
- For the first time, the ENCATC Research Session resulted in an e-book (with ISBN) gathering articles from authors having presented their research in Lecce, Italy.
- ENCATC launched ENCATC Breakfast, a new training and lifelong learning series aimed at busy professionals to help professionalise and keep knowledge and skills up to date in the culture, education, and policy sectors.
- To gain input and perspective from cultural management and policy in Asia, ENCATC appointed its first International Correspondent Board member from the region: Jerry C Y Liu from the National Taiwan University of Arts, Taiwan.
- On 23 October at the 23rd ENCATC General Assembly, members elected a new board to serve from 2015-2017.



INFLUENCING POLICY





INFLUENCING
POLICY

ENCATC providing expertise

ENCATC providing expertise

ENCATC is an important partner for constructive dialogue and regularly contributes to the European policy debate directly to international and European institutions, cultural networks, or at conferences and project meetings that will influence policy, research, and decisions impacting the sector. As a network of leading experts, academics, and researchers, ENCATC and its members are frequently sought for their knowledge and expertise in the wide field of cultural policy and cultural management.

AN NGO IN OFFICIAL PARTNERSHIP WITH UNESCO

As an NGO in official partnership with UNESCO, ENCATC met with UNESCO representatives throughout the year to speak on topics such as cultural heritage, intercultural dialogue, youth participation in culture, creative and cultural industries, sustainable development, and education. ENCATC kept UNESCO up to date on its activities and events contributing in these areas so UNESCO could inform and share information with its stakeholders.

Furthermore, ENCATC was committed to regularly disseminating interesting calls, publications and opportunities from UNESCO to ENCATC members and followers in order to highlight opportunities and foster engagement and cooperation.

EUROPEAN HERITAGE ALLIANCE 3.3

Since the European Heritage Alliance 3.3 was launched in June 2011 in Amsterdam, ENCATC has been an active member attending meetings, sharing expertise, and helping to raise the visibility of cultural heritage in Europe. In 2015 members of the Alliance to meet regularly and work closely together to promote the untapped potential of Europe's heritage, cultural and natural, immovable and movable.

The Alliance's founding members bring together Europe's civil society organisations, historic cities and villages, museums, heritage professionals and volunteers, (private) owners of collections of artefacts, historic buildings and cultural landscapes, educators, town planners, etc. More than 25 European and International networks and organisations active in the field of cultural heritage were members in 2015. They participated in face-to-face meetings, discussed cohesive action plans for the benefit and sustainability of Europe's cultural heritage sector, shared information about projects,

activities, and events, and explored future partnerships and collaborations.

In 2015, members of the Alliance were also a valuable resource for the Cultural Heritage Counts for Europe (CHCFE) project which collected existing data and evidence of the impact of cultural heritage. As a partner of the CHCFE consortium, ENCATC was involved in regularly updating Alliance members about the project as they anticipated the a accessible, comprehensible and comparative overview of the value and relevance of heritage that was published in June 2015.

EUROPEAN HOUSE FOR CULTURE

The partners of the European House for Culture (EHfC) are the driving force of the House and give life to it. Partners and Associated partners, such as ENCATC, are networks and cultural and civil society initiatives which commit themselves to the EHfC Mission and the domains of interaction.

ENCATC regularly met with the European Festivals Association who manages the EHfC to exchange updates on events and activities interesting for the House and to explore potential collaborations and support culture as an instrument for values, democracy, and citizenship, including social inclusion, solidarity and justice.

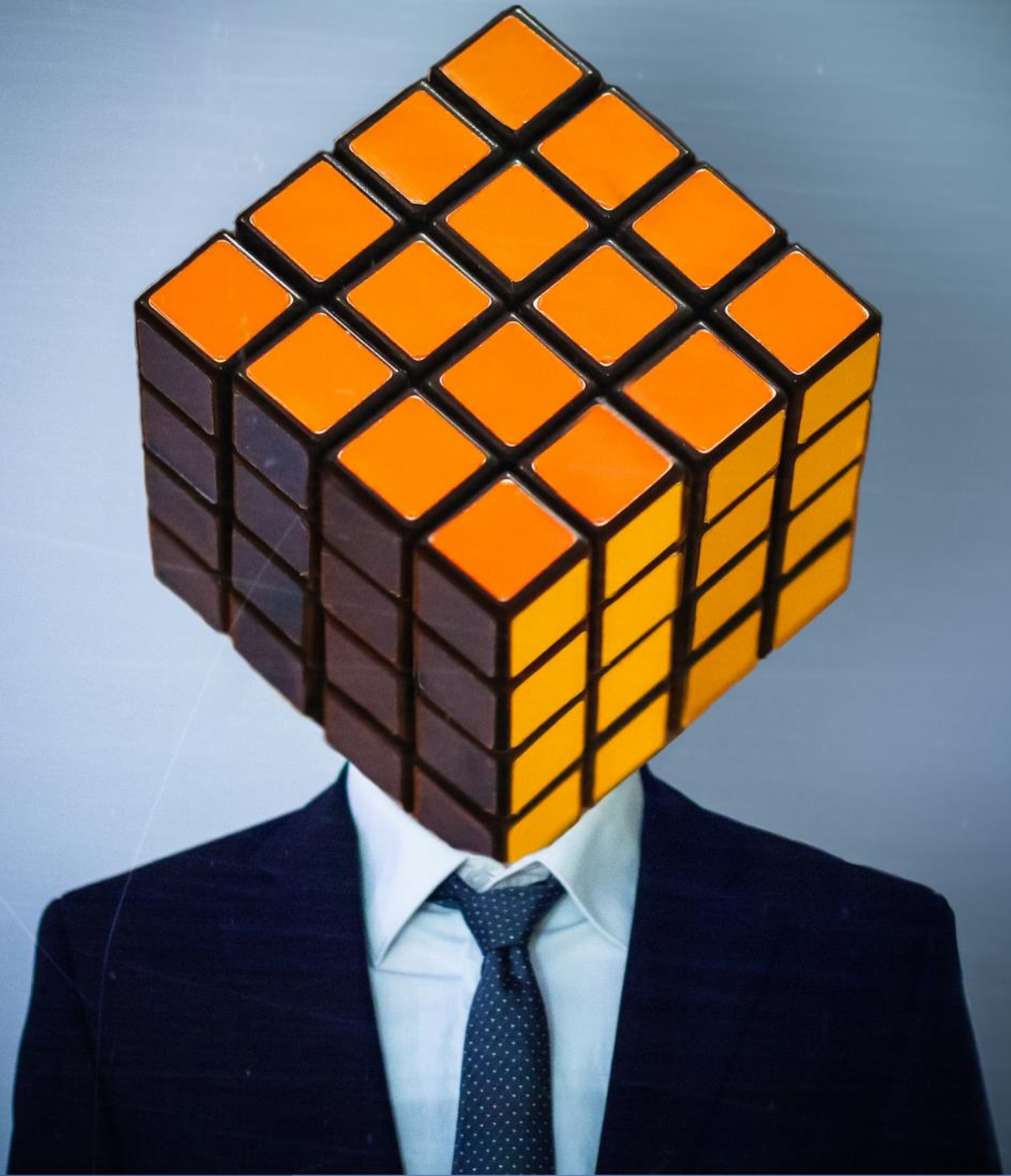
A TRUSTED SOURCE FOR LEADERS AND EXPERTISE

ENCATC is regularly consulted for its recognised pool of expertise and its members are invited present at conferences and meetings, take part in reflection groups, and serve on scientific committees. Here are some examples from 2015 of where ENCATC representatives contributed knowledge to advance the sector and shared ideas and evidence necessary for policy and decision makers.

- Future for Religious Heritage meeting in Brussels, Belgium on 5 February
- "Preliminary Evidence of Spillover Effects in Europe" meeting in London, United Kingdom on 17 February
- "Riga Conference on Cultural Creative Crossovers" in Riga, Latvia on 11-12 March
- Meeting of European ministers responsible for cultural heritage and "Cultural heritage in the 21st century for living better together. Towards a common strategy for Europe" in Namur, Belgium on 23-24 April



- "Electronic Imaging and the Visual Arts" Conference in Florence, Italy on 13-15 May
- Association of Arts Administration Educators Annual Conference in Portland, Oregon, USA on 18 April
- "Preliminary Evidence of Spillover Effects in Europe" meeting in Dortmund, Germany on 27 April
- Med Culture Regional Conference in Casablanca, Morocco on 27-29 April
- "Urban Cultural Projects: Practice, Research, Policy" Conference in Paris, France on 1-2 June
- 1st Teaching and Learning Cultural Entrepreneurship Conference in Duluth, Minnesota, USA from 10-12 June
- "Cultural and Creative Industries' Social Effects: Measuring the Unexpected" Conference in Bilbao, Spain from 11-12 June
- "Audience Development via Digital Means Brainstorming Session" organised by The Voice of Culture in Amsterdam, Netherlands from 18-19 June
- "Exploring Entrepreneurial Actions of Creative Entrepreneurs: How do Creative Entrepreneurs Create and Grow their companies?" Conference in Aix-en-Marseille, France from 26 June to 1 July
- "Innovation, Entrepreneurship and Sustainable Value Chain in a Dynamic Environment" 8th Annual Conference of the EuroMed Academy of Business in Verona, Italy from 16-18 September
- "A pilot Cultural and Creative City Index - Validation Workshop" for the European Commission's Joint Research Centre in Ispra, Italy from 17-18 September
- "EU and Cultural Heritage" Reflection Group in Luxembourg from 23-25 September
- UNESCO Committee on Non-Governmental Partners in Paris, France on 9 October
- "Sharing Memory: Cooperative Cultural Heritage Management" Conference in Krakow, Poland from 5-6 November
- "Which competences in management for Moroccan cultural institutions?" Conference in Rabat, Morocco from 30 November to 1 December



INFLUENCING
POLICY

5th Annual ENCATC Policy
Debate

5th Annual ENCATC Policy Debate

Teaching and Learning Cultural Entrepreneurship in the 21st Century

On a political level there is a call for more entrepreneurial skills within arts education programmes in order to make the Cultural and Creative Industries more resilient, foster growth, and to make them more profitable. One of the four strategic objectives of the strategic framework for European cooperation in education and training until 2020 is 'enhancing creativity and innovation, including entrepreneurship, at all levels of education and training'. The specific aims of the Creative Europe Programme are also clear: to help the cultural and creative sectors seize the opportunities of the digital age and globalisation; to enable the sectors to reach their economic potential, contributing to sustainable and inclusive growth, jobs, and social cohesion; and to give Europe's culture and media sectors access to new international opportunities, markets, and audiences. At the political level governments in all continents are realising that the cultural and creative sectors are fundamental for advancing prosperity, inclusiveness, and sustainability.

As key observers and as innovators that are tasked with preparing the next generation of the work force, universities, colleges, training centres and think tanks across the globe; our members have increasingly sought to offer courses and programmes to prepare students for the creative economy of the future, and especially for careers as cultural entrepreneurs.

The 5th Annual ENCATC Policy Debate, on "Teaching and Learning Cultural Entrepreneurship in the 21st Century", took place in Brussels on July 3, 2015. The policy debate gathered together experts on arts management training and representatives of public institutions at the European level to discuss on how the development of entrepreneurial skills is being incorporated into arts education programmes – as suggested by the strategic framework for European cooperation in education and training until 2020 –, as well as on the challenges that still remain to better prepare future professionals in the cultural and creative sectors, for them to contribute to the unlocking to these sectors' economic potential in a digital and globalised era, while contributing to sustainable and inclusive growth, jobs, and social cohesion. This combination of growth and

FACTS & FIGURES:

- 51** participants
- 9** countries represented in Europe and beyond
- 4** partnerships established
- 1** report publication

profitability, on the one side, and sustainability and social inclusion and cohesion, on the other side, is not only among the specific aims of the Creative Europe Programme, but similar objectives have been outlined by local, regional and national governments both in and outside Europe.

This Policy Debate was the occasion to bring leading experts and policy makers to the stage to discuss how to teach and learn cultural entrepreneurship in today's context. How do academic institutions, in each of their programmes, try to connect creative students to potential employers, or prepare them to create their own business? From the perspective of employers, activists and community organisers, what are the critical skills and elements that must be present or be developed in these programmes? What is the connection between practitioner and academic approaches to cultural entrepreneurship training? How different is education in cultural entrepreneurship from an arts management programme? And is there an ethical debate involved in the role of the art manager or cultural entrepreneur? During this debate we wanted to shed light on the training of professionals for the creative industries who will be change agents and resourceful visionaries that organise financial, social and cultural capital, to generate revenue from a cultural and creative activity.

The policy debate started with a keynote speech delivered by Professor Giep Hagoort, one of the founders of the concept of cultural entrepreneurship, in the Low Countries and in broader Europe. He worked for a long time in the Hogeschool voor de Kunsten (HKU, University of the Arts), in the University of Utrecht, and there he developed the concept of "cultural entrepreneurship". Apart from being an



ion-bogdan alumitrescu via Flickr / CC BY-NC 2.0

academic, he is also a practitioner and a cultural entrepreneur himself. He has developed his own association and his own research and training network on arts management, the European Research and Training Network on Arts Management (ERTNAM), and he was also one of the founders of the private institute Asian School of Management (ASOM).

The keynote speech was followed by a panel debate, chaired by Annick Schramme, President of ENCATC, and with the participation of Simone Baldassarri, Policy Officer, Entrepreneurship and entrepreneurial mind-sets, entrepreneurship education and training, DG GROWTH; Peter Baur, Policy Officer, University-business cooperation and entrepreneurship, DG Education and Culture (DG EAC), unit of Innovation in Education, the European Institute of Innovation and Technology (EIT) and the Marie Skłodowska-Curie Actions (MSCA); Ruben Jacobs, Researcher and lecturer, HKU/University of the Arts Utrecht; Gerald Lidstone, Professor, Goldsmiths, University of London and Richard Maloney, Professor, Boston University.

Main topics covered and points of view were shared on dilemmas in cultural entrepreneurship education, techniques to teach cultural entrepreneurship, entrepreneurial institutions and organisations taking a key role, how to assess (cultural) entrepreneurship,

and methods for teaching artists and cultural managers.

On the occasion of the policy debate, the book *Creating Cultural Capital. Cultural Entrepreneurship in Theory, Pedagogy and Practice* (Eburon Academic Publishers, 2015), edited by Olaf Kuhlke, Annick Schramme and Rene Kooyman, was also presented. This book resulted from an open call to research works on the topic, it is the first one specifically focused on education in cultural entrepreneurship, and it includes different approaches to the topic from a variety of countries and regions, understanding that each of them has its own unique history, as well as particular conditions and experiences.

Following the debate, a report was done summarising the main ideas raised during the keynote speech and the following debate discussion. A complete transcript of the debate is also available.

<http://www.encatc.org/en/resources/event-reports/>



INFLUENCING POLICY

Cultural Heritage Counts for Europe

Cultural Heritage Counts for Europe

In 2015 ENCATC and the partners of the EU-funded project 'Cultural Heritage Counts for Europe' (CHCFE) published the main findings and strategic recommendations for tapping into heritage's full potential by providing compelling evidence of the value of cultural heritage and its impact on Europe's economy, culture, society and the environment. The project's findings and final report were presented at the CHCFE concluding conference held on 12 June at the University of Oslo and organised in conjunction with the Europa Nostra's Annual Congress 2015.

Key findings in the report show how adopting a holistic approach is an added value when measuring the impact of cultural heritage on employment, identity, regional attractiveness, creativity and innovation, economic contribution, climate change, quality of life, education and lifelong learning, and social cohesion.

In the report's Executive Summary and Strategic Recommendations, the CHCFE Steering Committee calls for the elaboration of specific "heritage indicators" to facilitate and improve the collection of cultural statistics which are key to support policy makers in evidence-based policy making; for the holistic impact assessment to be conducted as a requirement in all EU-funded heritage projects to better measure impact and monitor trends over a longer period of time. The Steering Committee also asks EU Institutions and its Member States at all levels of governance to integrate the care, protection and proper use of heritage in all related policies, programmes and actions and to include all stakeholders and civil society in developing strategies and policies for cultural heritage. Last but not least, it calls for the recognition of heritage's positive contribution to regional and local sustainable development in the context of the mid-term review of the Structural Funds (in 2016-2017) and the preparation for the next generation of Structural Funds beyond 2020.

In addition to the key findings and strategic recommendations, the nearly 300-page CHCFE report provides a snapshot of the currently available and accessible data within EU Members States on the wide-ranging impacts of cultural heritage in Europe. Furthermore, the report's publication release builds on the momentum of policy makers recognising the potential of Europe's cultural heritage, most notably in 2015: the 6th Conference of Ministers responsible for Heritage organised under the Belgian

Chairmanship of the Council of Europe (April 2015) and the Horizon 2020 Expert Group on Cultural Heritage report Getting cultural heritage to work (April 2015).

A final conference invited keynote speakers at the CHCFE concluding conference included Tibor Navracsics, European Commissioner for Education, Culture, Youth and Sport, Ingvild Stub, State Secretary of the Norwegian Ministry of Foreign Affairs and Maxime Prévot, Vice-President and Minister of Wallonia's Government. In addition to presenting the final project results, CHCFE project partners, policy makers and experts also discussed implications for evidence-based policy making in Europe in front of an audience of cultural heritage professionals, academics, researchers, and distinguished European political figures gathered in Oslo.

The EU-funded project Cultural Heritage Counts for Europe (CHCFE) was launched in July 2013 with an ambitious goal: to collect and analyse existing and accessible evidence-based research and case studies regarding the economic, social, cultural, and environmental impacts of cultural heritage, in order to assess the value of cultural heritage. The project also





aimed to provide conclusive evidence — both qualitative and quantitative — which would demonstrate that cultural heritage makes a key contribution to Europe 2020, A European Strategy for Smart, Sustainable and Inclusive Growth.

The two-year project, supported by the EU Culture Programme (2007–2013), was led by a consortium of six partners — Europa Nostra (acting as project coordinator), ENCATC, Heritage Europe (the European Association of Historic Towns and Regions), the International Cultural Centre (Krakow, Poland) and the Raymond Lemaire International Centre for Conservation at the University of Leuven (Belgium) — acting as partners, as well as The Heritage Alliance (England, UK) as associate partner.

To find out more and download the project's final publication, executive summary and strategic recommendations:

www.encatc.org/culturalheritagecountsforeurope/outcomes/



NETWORKING





NETWORKING

23rd ENCATC Annual
Conference

23rd ENCATC Annual Conference

The Ecology of Culture: Community Engagement, Co-creation, Cross Fertilization

For three days from 21-23 October in beautiful Lecce, Italy ENCATC was joined by 185 participants from 30 countries for its 23rd Annual Conference "The Ecology of Culture: Community Engagement, Co-creation, Cross Fertilization". Among the participants were leading academics and researchers, influential experts, experienced educators and trainers, cultural managers, policy makers, artists, and students.

Why did so many people travel from across the globe to participate in our conference? The strong participation numbers this year attest to the relevance of our theme "The Ecology of Culture". Seeing culture as an ecology, rather than only as an economy, is helpful to stimulate discussion on the multiple values culture creates, rather than focusing only on financial or social ones. To bring us new perspectives and stimulate reflection on the topic, we were honoured to have with us in Lecce our keynote speaker, John Holden, an Associate at the think tank Demos, where he was Head of Culture for 8 years. He is also a visiting Professor at City University, London, and an Honorary Professor at the University of Hong Kong. In early 2015, John Holden published a report, The Ecology of Culture. During his research he found that culture is an organism not a mechanism, and that careers, ideas, money, product and content move around between the funded, commercial, and homemade/amateur parts of the overall cultural world in such a way that those funding categories cannot be disentangled.

Holden's research and expertise on the ecology of culture concept helped us to see our position in relation to culture:

As with the natural ecosystem, the cultural ecosystem is not separate from us, or related to us, but rather we are embedded in it – it makes us, at the same time as we make it. Culture is always work-in-progress, and always a social process. In addition to that, an ecology is non-hierarchical: all the parts are required to make the whole, and in that sense, all the parts are equal. Treating culture as an ecology brings the

FACTS & FIGURES:

- 185** participants
- 31** countries represented in Europe and beyond
- 8** partnerships established
- 5** cultural seminars
- 6** study visits to flagship cultural institutions
- 27** local artists promoted
- 1** report published

qualitative into consideration as much as the quantitative, and treating culture as an ecology is also congruent with cultural value approaches that take into account a wide range of non-monetary values. By applying ecological metaphors such as emergence, interdependence, networks, and convergence to culture, we can gain new understandings about how culture works, and these understandings in turn help with policy formulation and implementation.

The list of ecological metaphors above can be expanded to include growth, evolution, systemic fragility, life cycles, and webs. These can be applied to the world of culture, and they illuminate the way that culture functions.

The cultural ecosystem metaphor was also used to shed light on new forms of cultural production, co-creation, cross-fertilization and community participation in a local context which were sub themes of our conference. Local communities are crucial places where cultural activity is rooted and exposed to different conditions for growth or death. Co-creation in terms of value creation, convergent

art, co-production, cooperative learning, and collective funding is from this perspective very relevant and closely linked to different ways of community participation. Cross-fertilization implies establishing links between culture and economy, culture and society, local and global and technology as well, telling us how these links transform behaviour, fertilize knowledge, allow for creativity, etc. The use of an ecological approach by researchers and policy makers is a way of assessing multidimensional relations of different cultural actors and other sectors.

The notion of ecology and the biological analogies set up a set of questions for us to ask in Lecce such as: what conditions bring a form of culture into being? How is that form of culture then sustained? What threatens its existence? How can it be nurtured to grow to its full potential? These questions, and others like them help artists, administrators and policymakers to better understand both the state of their own specific cultural ecology (for example in a town or region, or across an art form) and what actions they could take to maximise the health of the ecosystem. It also emphasises their limited role – no-one can control an ecology, although they can affect it in benign or destructive ways.

How did we further breakdown new ways of understanding the ecology of culture? One was to think about culture in terms of a creative cycle: new cultural events and forms feeding on the past, making something new, becoming established, and then being re-worked in their turn. A second was about tracing the webs and networks of connection at a local or an art form level – this helps show how robust and productive the cultural ecology is.

In all of its complexities, how can one find his or her place in the ecology of culture? Holden's work brought him to distinguish four essential roles that have to be undertaken within any cultural ecology. These roles are: Guardians, who look after the culture of the past; Platforms, that provide the places and spaces for the culture of the present; Connectors, who make things happen and bring together other parts of the system; and Nomads – all of us who, as artists or audiences, interact with the other three roles. In each case, these roles can be carried out by funded, commercial or unpaid amateur people or organisations. For instance Disney, the V&A, and volunteer heritage groups act as Guardians; and Connectors range from Local Authority arts officers to commercial film producers. Some organisations carry out multiple roles, but most only one.

Ecologies are dynamic, productive and complex.

They have the potential to lead to new taxonomies, connections, visualizations, and a clearer picture of the proper characteristics of a particular cultural field. For these reasons and more, "The Ecology of Culture" made for a rich debate during our time together in Lecce.

A RICH PROGRAMME FOR AN INTERNATIONAL AUDIENCE

ENCATC's 23rd Annual Conference began on Wednesday, 21 October with our welcome and official opening. This first plenary session kicked-off this major international event at the breath-taking and historic Teatro Paisiello.

To set the context, we started with an introduction from the University of Salento followed by our keynote presentation on "The Ecology of Culture". Next, our international panel of experts reacted and shared their different perspectives and ideas on the conference's theme for a lively discussion. To conclude the first day, conference participants were invited to a reception with an artistic programme showcasing local talent and culture.

The second day began with part one of the 6th Annual ENCATC Research Session. With a record number of submissions in 2015 (97), for the first time this annual gathering of leading academics, researchers and practitioners had to be divided into two parts, each made up of multiple parallel sessions dedicated to sharing the latest research trends and developments happening in the fields of cultural policy and cultural management. 60 papers from 25 countries were selected by the Research Session's Scientific Committee to be presented in Lecce. To contribute to advancing the careers of the Research Session presenters, ENCATC also invested in the publication of an e-book *The Ecology of Culture: Community Engagement, Co-creation and Cross Fertilization* (see page 16 for more information).

After a networking lunch, conference attendees participated in one of five parallel seminars and study visits. Co-produced by the University of Salento, each seminar and its corresponding study visit programme had been specially designed to reflect on the conference theme within the frameworks of ENCATC's different Thematic Areas. Renowned academics, researchers, experts, and cultural operators shared case studies, contributed to group discussions, and welcomed participants to discover cultural offers unique to Lecce and the surrounding Puglia region.

That evening, ENCATC hosted a networking dinner held at the Chiostro dei Domenicani situated near Lecce's historic centre. The convent dating back to the 15th century is an elegant, refined, and picturesque setting steeped in history and tradition.

Day three of the conference started with the second part of the 6th Annual ENCATC Research Session where participants heard more presentations on relevant and innovative research conducted in cultural policy and cultural management.

Next in the programme was the Transfer Knowledge Session which is a learning platform to present a variety of interesting methodologies, tools, and opportunities aimed at academics, researchers, cultural operators and artists. Our Transfer Knowledge Session experts shared their know-how so participants could gain first-hand insight on Horizon 2020 research opportunities, get advice on how to write a successful European project, learn how European cultural leadership can influence and drive change within society, and understand different research and development opportunities at the European Cultural Foundation.

ENCATC was honoured to have for the third time, its American sister organisation, the Association of Arts Administration Educators (AAAE) at the conference. Over the years, the ENCATC/AAAE relationship has strengthened through ENCATC's Cross Atlantic Education Exchange (CAEE) programme that aims to

reinforce and expand synergies between members of both networks on each side of the Atlantic. AAAE was closely involved in the design of the afternoon plenary session on 23 October entitled "Culture Flash: A Lightning Round of Arts Engagement Case Studies" during which academics and researchers from the United States and China shared thought-provoking examples that inspired us for our daily work.

The last plenary session of the conference was the MED Seminar focusing on "Training for cultural managers in the Mediterranean to foster cooperation and development". The training of cultural managers in the region presents a major challenge for the development of the independent cultural sector in their own countries. There are also urgent needs to support artists and establish strong cultural policies. Through the professionalization of operators, regional and international trade becomes crucial for artistic mobility as well as for the development of civil society. This seminar aimed to identify the needs and keys for successful cultural management training in MED countries as well as question the balance between the needs of public and private sectors with the training being offered.

A WEALTH OF VALUE FOR OUR PARTICIPANTS

Once more this international event brought together academics, researchers, decision makers, influential



experts, practitioners and artists to make significant improvements to worldwide education in the field of cultural management and cultural policy. The ENCATC Annual Conference is the leading international platform dedicated to innovation and creative action in education where renowned academics and researchers share insights with on-the-ground practitioners and collaborate together to rethink education.

This three-day event offered a convivial environment to hear from experts, gain new knowledge, share experiences, enlarge professional networks, and internationalise careers with other participants from coming over 25 countries in Europe and beyond. Attendees were given an opportunity to collaborate, share best practices, and challenge their thinking during interactive Plenary Sessions, and Debates. The seminars and study visits highlighted innovative practices and local unique projects. Moreover, this event in Lecce was a unique opportunity for all the participants to find out more about the most cutting-edge practices in education, network with peers from around the globe, and to actively participate in building the future of education.

ENCATC - AN ENGAGED ACTOR IN SOCIETY

Over the years, ENCATC has been committed to minimising its footprint on the Earth and whenever

possible choosing ecological solutions. This year's conference presented a perfect opportunity for ENCATC to demonstrate its commitment to the sustainability of the planet. ENCATC aimed to help the environment by working with local producers and sponsors in Lecce and the Puglia region. For this conference ENCATC had embraced "Kilometre Zero" - a global concept aimed at reducing as much as possible the distance between the consumer and the supplier.

Looking for environmentally friendly ways to enjoy local culture and heritage, ENCATC was excited to have the sponsorship of Arte Amica. This local start-up designs and develops innovative, reliable, and environmentally friendly tools. The partnership resulted in an application designed especially for the ENCATC Annual Conference.

Our actions to work in this way meant supporting the local economy and contributing to community initiatives that help society.

The conference bags this year were produced locally too. Working with the prison cooperative "Made in Carcere", this programme offers a second chance to female prisoners at the Borgo San Nicola prison by providing rehabilitation services and training. Also committed to saving the environment, the motto of "Made in Carcere" is Remember the 4 "R" Recycle, Reuse, Re-source, Reduce. The women produce handbags and small accessories using only recycled materials and are supported by the services of a manager who offers training and guidance in production practices through regular meetings.

ENCATC strongly believes the outcomes helped participants to look at culture from a different perspective, and see culture as an ecology and not just as an economy. We are confident our time in Lecce opened up all sorts of new ways of describing and understanding what is going on in our sector.

This major international gathering undoubtedly collected important contributions, opinions and ideas from our distinguished speakers, members and main stakeholders. Moreover, the strong diversity represented among our participants coming from Europe, Asia, the Middle East and North and South America was a key asset for the enhancement of our exchanges as we learned and shared about different points of view on our theme how a cultural system works as a whole, and the situation in other countries and cultural contexts.

Download the ENCATC Annual Conference report here:

www.encatc.org/media/940-ac_2015_report.pdf





NETWORKING

3rd ENCATC International Study Tour

3rd ENCATC International Study Tour

ENCATC's 3rd International Study was held from 23-25 November 2015 in Barcelona. This edition in Spain built on the previous successful editions in New York City, USA (2013) and Shanghai, China (2014).

The 3rd ENCATC International Study Tour brought together more than 30 academics, researchers, cultural managers, and artists. Participants travelled from Belgium, Germany, Italy, Latvia, Lithuania, Portugal, Romania, and Spain for the 3-day programme which was an exceptional occasion to meet leading culture managers and visit the most interesting arts and heritage institutions in Barcelona. As one participant remarked: *"It is the opportunity to meet highest-level inspiring people in first-class frameworks. It's a real unique enriching full immersion in the world of culture and cultural management!"* said Federico Rinaldi, project manager at Ghislierimusica in Italy.

Successfully combining cultural, educational, and social components, the programme offered a well-rounded experience. To discover Barcelona in a way like never before, behind-the-scene visits were organised to flagship cultural institutions such as: L'Auditori, the largest contemporary music space; Mercat de les Flors, a driving force and hub for the promotion of movement arts; the Museu Nacional d'Art de Catalunya; the Blueproject Foundation, a multidisciplinary arts centre; and La Central del Circ, a creative space dedicated to circus professionals. The visits were complimented by lectures from leading academics and researchers, directors of cultural institutions, and cultural managers who shared their expertise and knowledge in the field of cultural policy and management. Finally, there were many networking moments for expanding professional contacts among participants and with local operators in Barcelona.

Committed to creating strong synergies with players in the cultural field, as part of the programme, participants attended the Catalan Festival Conference on "Professional Intersectorial Day Festival: Balance, Shared Challenges and Strategies". This programme included presentations on topics such as profiles and demands of audiences, challenges for artistic programming, marketing strategies and other types of communication for festivals, and the role of partner associations and collaborative networks.

FACTS & FIGURES:

- 32** participants
- 10** countries represented from Europe
- 6** study visits to flagship cultural institutions
- 3** working sessions
- 10** participation grants offered

Strongly committed to the professionalization of the sector, ENCATC offered ten participation grants as well as two mobility grants to through the ENCATC European Education Exchange (EEEE). ENCATC offers mobility grants for its members and followers when possible because it is deeply committed to fostering exchanges and synergies between academics, researchers, educators, trainers, cultural professionals, policy makers and artists. These mobility grant recipients then share the knowledge and practices they gained with their colleagues in their home institutions thus creating a multiplier effect.





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NETWORKING

SORMENA Expeditions

SORMENA Expeditions

In the framework of the SORMENA Peer Reviewing project, ENCATC and the University of Deusto partnered to design two expeditions in Dortmund (Ruhr, DE) and Bristol (UK) in 2015. Through these expeditions academics, representatives from public administrations, and artists were invited to play an active role to address challenges for assessing the impact of culture. The expeditions were ways of experiencing the interdisciplinary activity of other academics, artists, administrators and citizens. The participants part of this unique collaboration also discovered some of Europe's most vibrant creative hubs.

The assessment of the impact of Cultural and Creative Industries faces a double challenge: rethinking the nature of these impacts, in order to include their social dimensions; and developing qualitative measurement tools, which are sensitive to the intangible and indirect aspects of those effects.

The "Sormena (creativity in Basque language) Peer-Reviewing" project was conceived as a pilot to test an innovative methodological design for the assessment of the social impact of CCIs.

ENCATC was involved in the design of two expeditions and called on the expertise pool of its membership to share their experiences, methods, case studies to gather knowledge and new perspectives to find ways to assess the impact of the cultural and creative industries.

To nourish the discussions, two vibrant creative hubs were chosen for their innovative and exciting demonstration of entrepreneurship and creativity: Dortmund and Bristol. They share a historical background (post-industrial legacy, and importance of culture as a trigger of social and economic transformation in times of crisis).

In each city, the small groups of experts visited creative spaces to meet with local operators, artists and entrepreneurs to learn from their experiences and to increase the knowledge and cases they were to share in their hands-on sessions.

The aim to attract experts from different European countries was crucial for the peer-reviewing applied to cultural assessment. Having the interventions by the different agents involved in creative activities, management, programming, and analysis assessed from their peers was an added value for the experts involved and the creative spaces included in the expedition programmes. Moreover, the diversity was necessary to foster networking for the European and

FACTS & FIGURES:

- 24** participants
- 7** countries represented from Europe
- 8** technical visits to creative hubs in two European cities
- 2** hands-on working sessions
- 3** mobility grants offered

local participants to make contacts for potential collaborations in the future.

The interdisciplinary teams worked together in a co-creative way for the development of qualitative tools for the interpretation of the impact of CCIs, providing specialised and context-based expertise.

It was also important to search for a balance between local interests and the European perspective. The exchange of good practices at a trans-regional comparative level was an added value to the local processes of assessment. That is why the project created a corridor of European regions actively engaged in the assessment of social effects of CCIs in urban areas undergoing regeneration processes.

SORMENA Expedition to Dortmund, Germany

The first expedition was organised from 24-25 September in Dortmund, Germany. A small selected group of 11 highly regarded academics, researchers, cultural practitioners and artists were invited to attend to share their insight and expertise.

To enrich the focus group on the impact of CCIs on local development and to learn about current trends and future development on different social impacts, evaluation approaches, indicators, and methodologies of CCIs in Europe, the expedition's

programme included four technical visits to creative hubs in the city.

The first technical visit was to **Dezentrale and Bureau Hintenlinks**, a place for collaborative projects that address the pressing questions of the present and the future. Here, engaged citizens, amateurs and experts, craftsmen, students, designers, engineers, humanists and scientists have the possibility to jointly develop ideas and to put them into practice. Reducing the consumption of resources and emissions, social aspects and the focus on the urban space form the framework for diversified project approaches with practical relevance.

Next, the group visited **Black Plastic**, a small, independent Record Store. Located in the innovative "Unionsviertel", it contributes to the cultural status of the neighbourhood by offering a stage for young musicians and bands from the area and abroad to play concerts in front of a growing audience.

Not to miss a new landmark in the city, participants had a visit to **Dortmunder U** - the new emblem of the city and a symbol of the symbiosis of art and creativity in the digital age. Its combination of contemporary art and media art, cultural education and academic research has put it and its component institutions on Germany's cultural map. It attracts high-calibre events and conventions and a young, open-minded audience. Dortmunder U is considered a trailblazer and an engine of innovation for the city and the region.

The final technical visit was to **Union Gewerbehof**, an ensemble of buildings houses 75 small and medium-sized enterprises, from call centre to town planning office and from publishing house to photographers and art studios. Its appeal also lies in the strong sense of community, creating synergies in an ever-growing network which is key for stimulating new and innovative ideas among creatives and community leaders.

SORMENA Expedition to Bristol, United Kingdom

Building on the discussions and outcomes of the expedition to Dortmund, the second expedition, this time to Bristol in the United Kingdom, took place from 16-17 November.

Intended again as an intensive exchange and programme, 13 participants - a select group

academics, researchers and leading practitioners - were invited to attend. Over the course of two days they learned about the cultural policy of the city and went on four technical visits to creative hubs.

The first was to **Engine Shed** to learn how the city council and the University of Bristol are working together to stimulate long-term economic growth by supporting business, inspiring young people to get involved, and to showcase to the public and potential inward investors the exciting opportunities.

The next visit was to **Spike Island**, an area near the city's harbour that is attracting creatives as an international centre for the development of contemporary art and design. It is home to a gallery, café, and working space for artists, designers and creative businesses. A vibrant hub for production, presentation and debate, it offers opportunities for audiences to engage directly with creative practices through participation and discussion.

To learn how to engage the public, the participants visited **Knowle West Media Centre**, an arts organisation that supports individuals and communities to get the most out of digital technologies and the arts since 1996. In practice, the organisation provides exciting and relevant ways for people to get involved in community activism, education, employment, and local decision-making

The final technical visit was to **Watershed / Pervasive Media Studio**. As the leading film culture and digital media centre in the South West of England, Watershed advances education, skills, appreciation and understanding of the arts with a particular focus on film, media and digital technologies. It develops cultural engagement, imagination and talent, in the belief that the route to better futures is open, disruptive and co-produced. With the audiences and participation at the heart of the organisation Watershed produces and presents original ideas and content and curates a diverse programme of talent development, cinema exhibition, events and festivals.

The experiences of these four technical visits fed into the ENCATC Hands-On Session where participants engaged with local representatives, presented case studies and shared relevant experiences to advance the assessment of the impact of culture.



NETWORKING

Cultural Happy Hours

Cultural Happy Hours

In 2015 ENCATC continued its popular Cultural Happy Hour networking series. Launched in 2013 the aim is to catalyse international partnerships, cross-sectorial exchanges, collaborations and knowledge transfers among networks and organisations acting in the field of culture based in Brussels, strengthen the Belgian artistic and cultural scene and its European projects by enlarging their audience, connect with a variety of stakeholders through culture, and create innovative partnerships among the cultural, business and education sectors.

Through out the year, ENCATC established 21 partnerships to design and implement 10 Cultural Happy Hour evenings. Successfully reaching beyond the cultural and education sectors, the initiative attracted a diverse audience that included artists, cultural workers, leading researchers and academics, representatives from the European Commission and European Parliament, as well as professionals from business sectors such as banking and finance, energy, ICT, and real estate.

For the second time, the initiative was taken abroad, this time to Spain in the framework of the 3rd ENCATC International Study Tour in Barcelona.

BRAFA, the Brussels Art Fair

To start the year with an exceptional event, on 26 January ENCATC and its partners invited Cultural Happy Hour guests to discover the 60th edition of BRAFA, the Brussels Art Fair. 55 guests came to network with peers and colleagues based in Brussels and beyond and tour the 126 exhibitors from a dozen countries who were displaying the finest examples of archaeology, tribal art, furniture, paintings, drawings, sculpture, design, jewellery and other art objects and curiosities. To celebrate the BRAFA's 60th anniversary, a special exhibition curated by the King Baudouin Foundation paid tribute to collectors and showcased works gathered exclusively from private Belgian collections.

Wiels Contemporary Art Centre

On 25 February, for the second Cultural Happy Hour of 2015, 21 invited guests were welcomed to an after hours visit of the WIELS Contemporary Art Centre, one of the rare examples of modernist industrial architecture in Brussels. Housed in a former beer brewery designed in 1931 and now an historically

FACTS & FIGURES:

- 10** Cultural Happy Hours
- 314** participants
- 21** countries represented in Europe and beyond
- 21** partnerships established



classified building, WIELS is one of the leading institutions for contemporary art in Belgium. It presents temporary exhibitions by national and international artists, both emerging and more established, and houses nine residencies for young artists and an active education programme. On this evening, two guides took Cultural Happy Hour guests through Wiels' exhibition "Body Talk" that addressed issues of feminism, sexuality and the body, as they play themselves out in the work of a generation of women artists from Africa active since the early 1990s.

Institut Supérieur de Peinture Van Der Kelen-Logelain

This third Cultural Happy Hour came with a twist and a happy hour first! On 11 March, 20 guests had a unique experience at the Institut Supérieur de Peinture Van Der Kelen - Logelain, one of the world's most prestigious schools for mastering wood and marble imitations and other decorative painting techniques. Sylvie Van der Kelen, granddaughter of the School's founder, provided a better understanding of the school's values as well as unique techniques of decorative painting developed within its walls for over 130 years. In addition to visiting the school, participants were also treated to a practical atelier - a first in cultural happy hour history - of decorative painting for a special hands-on experience to try for themselves the delicate techniques required and got a taste of what it takes to learn the skills at the school to master this art form.

Art Brussels

On 27 April 2015, ENCATC was honoured to invite 27 guests Cultural Happy Hour to the 33rd edition of Art Brussels. The fair brought together 191 galleries from 34 countries, represented in three main sections: PRIME presenting established artists, YOUNG presenting emerging artists, and a new section, DISCOVERY, featuring 14 galleries representing lesser - known and emerging artists, whose work is not yet known to a wider public. Katerina Gregos, Artistic Director of Art Brussels, welcomed the group and shared her experience managing an international art fair as well as how she overcomes challenges faced by artists to enter the commercial sector and internationalize their careers.

Fashion Atelier of Nina Meert

For the fifth edition, 22 guests gathered after hours at the Brussels atelier of one of the most prominent Belgian fashion designers, Nina Meert. In her beautiful store and atelier in Ixelles, Ms. Meert shared her design philosophy, explained her innovative business model, and presented the challenges she overcame to become the first internationally renowned Belgian fashion designer. She also unveiled her current and upcoming collections during an intimate tour of her workspace filled with sketches, fabrics, patterns, garments and more. This evening was also a convivial moment network in her creative space with other professionals from the culture, education and business sector.

Opening of Summer of Fashion exhibition at BOZAR

On the evening of 4 June, 47 Cultural Happy Hour guests gathered at the BOZAR Centre for Fine Arts, a member of ENCATC, to hear a lively debate with internationally renowned fashion designer Diane von Fürstenberg on the "Empowerment of Women in Fashion". She was joined by panelists Veerle Windels, Anne Chapelle, Rosario Dawson, and Abrima Erwia. ENCATC's guests then visited four exhibitions on fashion including "THE BELGIANS An Unexpected Fashion Story", "BELLISSIMA The Story of Five Dresses", "JUERGEN TELLER Pictures of Vivienne Westwood", and "JEAN-PHILIPPE TOUSSAINT The Honeydress. In true Cultural Happy Hour fashion, the evening concluded with a networking cocktail as guests mingled with policy makers, cultural professionals, academics, researchers.

Cultural Diplomacy and Film viewing at the Mexican Embassy in Brussels

On 3 July, ENCATC organised the 7th Cultural Happy Hour visit in 2015 to the Mexican Embassy in Brussels for a unique evening of cultural discovery. With a colourful spread of traditional Mexican cuisine, 29 Cultural Happy Hour guests were welcomed by the Ambassador, Mr. Juan Jose Ignacio Gomez Camacho and Cultural Attachée, Marina Castañeda, who gave a short presentation on Mexican cultural policy and soft power in Europe and beyond. Guests visited the embassy's current exhibition of paintings by

celebrated Oaxacan contemporary artist, Sergio Hernández followed by a screening of a classic Mexican film, *Arráncame la Vida* (Tear This Heart Out, 2008), based on the best-selling novel by Angeles Mastretta.

Portraits of Artists: The Art Collection of Smart

ENCATC held its 8th Cultural Happy Hour in 2015 on 22 September. For this edition of the Cultural Happy Hours, ENCATC and its partners invited 21 guests to an exceptional discovery - the first time the complete art collection of Smart was exhibited to the public. Entitled "Portraits of Artists", the collection brings together works from the 1960s onwards, this collection includes more than 300 pieces by 50 artists from seven countries and of various disciplines. As a special treat, the after hours visit included a guided tour by two of the collectors: Alain de Wasseige, art dealer and collector for over thirty years, and Judith Verhoeven. Both have built step-by-step the collection along with Julek Jurowicz, a member of ENCATC.

Espronceda Center for Art and Culture

After Paris in 2014, ENCATC's Cultural Happy Hour went abroad again, this time in 2015 to Barcelona! On 23 November 2015, 21 guests from ten countries visited the Espronceda Art and Culture Center. This new innovative and contemporary space is a platform and multi-disciplinary environment for artists, curators, and everybody else who believes in the importance of art, culture and education. Furthermore, it fosters established and aspiring international artists to develop their work and

creativity, and to spread their inspiration beyond their physical stay in the space. To take advantage of the event in Spain an international panel discussion was organised gathering leading experts, academics and cultural directors from Europe and North America for a lively exchange on "Managing Independent Art Centres: Towards new management, business and leadership models" and was moderated by ENCATC member, Lluís Bonet, Professor at the University of Barcelona.

EUROPALIA Arts Festival Turkey, Exhibition "Anatolia. Home of eternity"

On 3 December, 25 guests from European Institutions, national Institutes of Culture, cultural organisations and universities, representing five countries joined for a behind-the-scenes visit to the headquarters of the Europalia Arts Festival who in 2015 is celebrating its 45th anniversary and its 25th festival! Guests were welcomed by Pablo Fernandez, Director of International Affairs and Communications at Europalia. He gave a presentation and introduction to the festival and that year's focus on Turkey. The presentation was followed by a guided visit to the exhibition "Anatolia. Home of Eternity" at the BOZAR to learn about one of the greatest cradles of cultures in the world with an extraordinarily rich heritage thanks to an uninterrupted and twelve millennia-long succession of civilisations.





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NETWORKING

Cultural Management without Borders

“Cultural Management Without Borders – The Internationalization of Cultural Management and Cultural Management Education” Conference

With significant restructuring of international arts and cultural exchange, especially due to the digital revolution and the shifts in European societies caused by immigration, the field of cultural management is challenged to adopt an open attitude and explore new questions. Europe has witnessed incisive phases of internationalization through colonialism and post colonial theories. Simultaneously, it is experiencing dynamic changes led by the influences of technology and the exponential growth of the cultural and creative industries. So questions regarding the role of European culture and the international perception of Europe are pivotal.

Over 80 participants from 16 nations - spanning from India to Spain and from South Africa to Denmark - had travelled to Künzelsau and Schwäbisch Hall to attend the “Cultural Management Without Borders – The Internationalization of Cultural Management and Cultural Management Education” Conference held from 15-17 January at Heilbronn University in Germany.

Academics, students, researchers, cultural managers, artists, and policy makers had been invited to the annual meeting of the Culture Management Trade Association under the title “Cultural Management without Borders”. As one of the cooperation partners, ENCATC was represented at the conference by its President, Annick Schramme who delivered expertise and chaired the workshop on “Education and Training for Cultural Managers”.

Focus on current questions and challenges of cultural management, cultural managers from research as well as those applying it practically in the field discussed the situation of creative forces. Given the incidents in Paris on 7 January, they agreed that they needed to support the achievements which Europe notably stands for in an international context. These include no restrictions on human rights or freedom of expression.

In addition to the perception of one’s own identity, the participants discussed future skills required in international culture management. Particularly the guests from South Africa, Morocco and India

FACTS & FIGURES:

80	participants
16	countries represented in Europe and beyond

considered flexibility the most important attribute and the capability to “make the most from little”. This situation might still be foreign to cultural managers working in publicly funded facilities in Europe, but given the dwindling finances available and budget cuts could well be a future scenario.

Among the other topics concentrated on in numerous discussions and workshops were: the critical stance with the media, world-wide networking, huge differences in the definition of art, Europe’s role in the world-wide export of cultural goods, the role of intermediary institutions, such as the Goethe Institute and the British Council, and the struggle for new target groups.

More than 20 renown speakers (practitioners as well as scholars) from 13 different countries were present during the event. Big names of the international cultural studies and management community came to speak at the event, such as Frédéric Martel, author, journalist and sociologist focussing on research at the French Institute for International and Strategic Relations (IRIS), Rebecca Matthews, Director of “Aarhus 2017”, the Danish city appointed European Capital of Culture in 2017, Dr Caroline Robertson-von Trotha, Director of the ZAK | Centre for Cultural and General Studies at the Karlsruhe Institute of Technology (KIT) and Professor of Sociology and Cultural Studies, as well as Michael Schindhelm, author, filmmaker, theatre expert and advisor and counsellor to international cultural organisations.



STIMULATING EDUCATION



STIMULATING EDUCATION

5th ENCATC Academy on Culture in External Relations

5th ENCATC Academy on “International Cultural Relations: New Initiatives in Taiwan, East Asia, US and Europe”

For the first time, in 2015 the ENCATC Academy on the topic of culture in external relations was organised in Asia. Done in cooperation with the Taiwan Association of Cultural Policy Studies (TACPS), for this 5th ENCATC Academy the theme focused on “International Cultural Relations: New Initiatives in Taiwan, East Asia, US and Europe”. Held from 14-15 November 2015 in Taipei, Taiwan, the Academy was built into the 2015 International Symposium “Cultural Trajectories: Cultural Governance, What’s Next?”

The intensive learning programme explored culture in external relations in East Asian countries and their relationships with European countries, the European Union, and the United States.

66 academics, researchers, cultural professionals, policy makers and artists gathered from Belgium, Cambodia, China, Japan, Singapore, South Korea, Taiwan, and the United Kingdom to discuss different uses and understandings of culture in external relations, including the fostering of transcontinental cooperation, mutual understanding, and engagement. This peer-to-peer programme developed for the Academy reinforced international professional networks and established a strong foundation for future collaborations, projects and partnerships between operators in Asia, the US and Europe.

The event was opened jointly by Annick Schramme, President of ENCATC; Jerry C.Y. Liu, President of TACPS; Hung Meng-chi, Minister of Culture, Taiwan; Gerald Lidstone, Director of ICCE, Goldsmiths; Hsin-Tien Liao, Dean of College of Humanities, NTUA, Taiwan; Madeleine Majorenko, Head of Office, European Economic and Trade Office; and Audrey Wong, ANCER Co-coordinator, Singapore. The Academy was a result of synergies among cultural networks between ENCATC, TACPS, AAAE, and ANCER. With the involvement and representation of many networks, the Academy also explored new initiatives and the potential of a network among networks, or even a global network of cultural policy in the future.

FACTS & FIGURES:

- 66** academics, researchers, cultural professionals and policy makers participated
- 8** countries represented in Asia and Europe
- 1** summary report published





Hosting the ENCATC Academy in Asia comes after years of good relations and partnerships with key actors in cultural policy and cultural management in Asia. In 2015 by having the ENCATC Academy in Asia and bringing many major cultural networks together for this event, it was continued proof of ENCATC's key role as a nexus for international cooperation and its ability to foster sustainable partnerships for the benefit of its members and the sector.

The ENCATC Academy on the topic of culture in external relations was launched in 2012 and built on previous successful ENCATC seminars and workshops organised on the same topic. Over the years more than 200 participants have attended ENCATC's Academies from 18 countries in Europe but also from as far as China, Mexico, Peru, and the United States. Previous editions of the Academy were held in Brussels and on the topics of: Culture in External Relations: Focus on Asia (2014); "Culture in External Relations and Cultural Diplomacy: Focus on the Americas" (2014); "Cultural Relations & Diplomacy" Focus: Middle East, Northern Africa & Arabian Peninsula" (2013); "Cultural Relations and Diplomacy" (2012).

Each ENCATC Academy aims is to deliver a unique learning opportunity to participants to further develop their knowledge and expertise in various fields to prepare them to deal with challenges in cultural

relations and diplomacy in specific areas. The Academy combines a range of learning formats that include presentations, interactive discussions and sharing of views with key speakers and experts between all participants. Moreover, this peer learning programme offered to academics, researchers, practitioners and key decision makers is an ideal environment to internationalise their personal and professional networks and establish future project partnerships.

Download the summary report of the 5th Academy here:

<http://www.encatc.org/en/events/detail/5th-encatc-academy-international-cultural-relations-new-initiatives-in-taiwan-east-asia-and-europe/>



STIMULATING
EDUCATION

Masterclass on Digital Tools
for Cultural Managers

Masterclass on Digital Tools for Cultural Managers

The design of this Masterclass held on 3-4 December in Brussels drew on the information gathered through the 2014-2015 ENCATC survey "Use of digital tools in the arts and culture sector". The evaluation of this survey showed that cultural professionals use digital technologies mainly for information and communication, rather than as a way of learning and developing new knowledge, or as a means for empowerment and participation.

The aim of this masterclass was therefore to raise awareness about the key values of digital culture and provide Masterclass participants with knowledge on how to go beyond a marketing-focused digital attitude (digital tools merely for information/communication), and how to move towards co-creation and sharism for deep audience engagement and participation.

The ENCATC Masterclass was also organised alongside the LLL Week 2015 which aimed to raise awareness of Lifelong Learning (LLL) in Europe and of the need to adopt a holistic and democratic approach at all levels of decision-making, implementation and evaluation. This partnership developed with the Lifelong Learning Platform (LLP) allowed to expand the Masterclass offer and enhance and strengthen participant's knowledge, skills, competencies, and abilities in digital tools. On 3 December, the programme began with a seminar on "How can digital learning environments enhance leaning outcomes?" Organised by LLP, this seminar gathered expertise from teachers in education, ministries of education, the IT sector, researchers, and regional authorities on the benefits of digital learning environments. It also examined how stakeholders can join forces to bridge the digital divide.

To foster networking among participants, that evening a ENCATC Cultural Happy Hour was organised for a private visit and presentation of the Europalia Arts Festival and the exhibition "Anatolia. Home of eternity".

To kick-off the next day of the Masterclass the day participants were welcomed by ENCATC President, Annick Schramme. Next followed a theoretical introduction and presentation of the 2014-2015 ENCATC survey on digital tools. This presentation was delivered by ENCATC Secretary General, GiannaLia Cogliandro Beyens. Participants gained key insight, facts and figures from this extensive survey gathering responses from more than 450 participants

FACTS & FIGURES:

- 28** academics, researchers, cultural professionals, policy makers, and students participated
- 3** European countries represented
- 11** nationalities represented





working across Europe, Asia, Africa, and the Americas. It was useful to understand the overall usage of digital tools in the cultural sector from this sample so that participants at the Masterclass could see how their own usage of digital tools compared to their colleagues working around the globe.

Next, continuing on theory, participants had a presentation from Christopher Hogg, social media researcher at Goldsmiths, University of London in the United Kingdom on “What does it mean to go digital?” During his presentation Mr. Hogg introduced topics of digital cultural values, uses of digital technologies, ICT: Information and Communication Technologies, LKT: Learning and Knowledge Technologies, EPT: Empowerment and Participation Technologies, Digital behaviour: from “hanging out” to “messaging around” and “geeking out” (using Mizuko Ito’s terminology), and Social Media Identities.

After, ENCATC President, Annick Schramme chaired the session on “Praxis: digital tools for cultural management” where Mr. Hogg was joined by Julie Meiresonne, Marketing Manager at CultuurNet Vlaanderen VZW. She presented CultuurNet and how cultural organisations in Flanders especially are using digital platforms to inform, engage, and reach new audiences. Good practice was shared on the use of digital tools in all phases of the social value chain: from ideation and development to exhibition and marketing.

For the second part of this Praxis session, Mr. Hogg walked participants through how to use online tools for time and work flow management and how to exploit their potential to be more than mere

information and communication technologies.

To foster networking and continue the discussions among the experts and participants, all were invited to a networking lunch after the Masterclass ended. They were encouraged to use this time to share challenges, see who might be experiencing the same difficulties and the solutions they have found to overcome them.

Participants left satisfied having gained knowledge on the theory and use of digital tools as well as a better understanding of their own digital competence in terms of knowledge, skills and attitude. They also increased their capacity to engage better with new audiences and increase participation at activities with help of (often free) digital tools. Finally, they had had two days to expand their professional contacts with participants from Belgium and beyond.



STIMULATING EDUCATION

ENCATC Breakfast Trainings for Lifelong Learning

ENCATC Breakfast Trainings for Lifelong Learning

Interactive and informative, the ENCATC Breakfast trainings for life long learning are concentrated and to-the-point. Designed for busy professionals, this method encourages participants to gain knowledge from leading experts to improve performance, learn new skills to make their organisation stronger and more resilient, and deepen understanding of new tools, methods, and concepts to achieve results.

By attending the training in Brussels participants invested in their careers and expanded professional contacts to an international scale. The intimate and friendly learning environment was also ideal to find trustworthy partners for projects in Brussels and beyond.

For more than 20 years, ENCATC has been contributing to the professionalisation of academics, researchers, cultural professionals, policy makers, students, and artists. Launching its Breakfast Training series in 2015 was an extension of the network's dedication to having a sustainable cultural sector by having professionals in culture, education and policy keeping their skills and knowledge up to date in a fast changing world.

With its vast pool of experts, ENCATC is able to scour the cultural sector for the latest developments, innovative methods, and newest tools needed for optimal professional performance and growth. Our unique access to leading experts, educators, and trainers across Europe and beyond also ensures we deliver quality training, new perspectives, and best practices.

136 participants from 10 countries put their trust in us for their continued learning and capacity to draw a diverse and interesting community of professionals for networking. Furthermore, the diversity of participants coming from Belgium, Bulgaria, France, Italy, Luxembourg, Mexico, Serbia, Slovakia, Spain, and the United Kingdom ensured that the knowledge and skills could be transferred well beyond the walls and borders in which the trainings took place.

Let's take a look back at the Breakfast Training's first year, the nine topics covered, the expertise delivered, and examples of what participants took away from their experiences.

FACTS & FIGURES:

- 9** trainings were designed and implemented
- 5** trainings delivered in English
- 4** trainings delivered in French
- 136** professionals received training
- 10** countries were represented

LinkedIn for the Arts and Culture

Are you really using LinkedIn to its fullest? Are you seeing results from the connections you've made? Most professionals today have a LinkedIn account, but few take advantage of all the potential the platform has to offer.

For the first edition of the ENCATC Breakfast series, on 26 January 17, professionals working in arts and culture gathered to learn how they could take their LinkedIn skills to the next level.

Learning & Development ICT Trainer and Social Media expert, Mervyn Kennedy-MacFoy, demonstrated how to go beyond an introductory usage of the professional networking website to unlock lesser known and employed capabilities.

Participants learned how to leverage of what they have to offer, increase profile visitor engagement, and reach wider audiences. They learned about common mistakes, as well as strategies to grow both personal and professional networks, and how to better position themselves in search results. Mr. Kennedy-MacFoy also heavily stressed the importance of maintaining connections and fostering trust that are both more likely to lead to new opportunities for employment, projects, partnerships and more.

The training included a hands-on session for

participants to take a closer look at their profiles and try some of the tips with their expert there to help and answer questions.

Participants left not only with a better understanding of how to exploit LinkedIn, but also received video tutorials and additional resources to help them continue their development after the training session was over.

The Hofstede Method for Efficient Management Across Cultures and Borders

Working across cultures and borders is here to stay. Our professionals circles are no longer confined by language, geography, or time-zone. This is true for the cultural sector as any other in a globalised world.

For this training on 19 February, Jean-Pierre Coene, a multicultural expert, cross-border problem-solving consultant, and international negotiation specialist gave an initiation to the Hofstede Method. Founded 30 years ago, with the assistance of Prof. Dr. Geert Hofstede, this internationally recognised method helps users identify and implement practical and culturally sensitized management practices.

Failing to recognise different mind sets, professional practices, and cultural nuances can adversely impact how effectively we collaborate across cultures and borders. And it goes both ways. Overlooking our own cultural "management rules" can hamper cross-cultural communication. What to do?

To guide us on the path to discovery, mutual understanding, effective communication, and stronger cooperation, Mr. Coene demystified the six dimensions of national cultures: Power distance index (PDI); Individualism vs. collectivism (IDV); Uncertainty avoidance index (UAI); Masculinity vs. femininity (MAS); Long-term orientation vs. short-term orientation (LTO); and Indulgence vs. restraint (IND).

Using the diverse cultural backgrounds and experiences of 27 participants from Belgium, Bulgaria, France, Luxembourg, Mexico, the United Kingdom, and the United States, Mr. Coene taught how to recognize, adapt, and deal with challenging cultural situations.

"From the training on the Hofstede Method, I have gained a critical view on global cultural values and my experience has encouraged me towards a more holistic approach in international cultural cooperation

and intercultural dialogue. Next to these useful experiences, at ENCATC Breakfasts I am given the opportunity to meet new people with like-minded spirits to learn," said Gudrun Heymans, Creative Europe Culture Desk Vlaanderen.

Twitter for Culture and the Arts

The third training on 13 March in 2015 brought together 10 professionals for an advanced session on the power of Twitter tailored specifically for professionals working in culture, heritage, and the arts. Led by Learning & Development ICT Trainer and Social Media expert, Mervyn Kennedy-Macfoy, participants acquired the necessary tools to make better professional use of their Twitter accounts to benefit themselves and their organisation.

Participants learned about how to create the perfect sharing ratio, finding their most valuable followers, exploit scheduling tools to respect a social media calendar and planning, expanding the number of followers and growing an online following, and how to supercharge email notifications from Twitter.

For cultural organisations it can be very useful in addition to having the organisation's official Twitter feed, to have a personal account of a public representative from that organisation such as the president, secretary general, artist, etc. This brings a human voice and face to the front of the organisation - key to building trust and heightening engagement when audiences get to know the person or people behind the organisation. Having these two types of an account, an organisation can have them work together to attract audiences using complimentary tones, content to stimulate one another, and launch conversations that audiences might more easily enter into.

An introduction to Mind Mapping

In March another training was organised, this time with an introduction to mind mapping. Because we use much of our capacity for recording and processing information, this can cause loss of time and memory, confusion, saturation, and inefficiency. To learn how to optimize the production and processing of information, 13 professionals working in arts and culture attended this training led by Anne-Françoise Gailly, coach, consultant and trainer.

Having used the mind mapping technique and

methodology for her professional and busy personal life, the working mother has extensive experience using mind mapping that helps to balance work and personal responsibilities while also having successfully written several books.

While pictorial methods to record knowledge and model systems have a long history in learning, brainstorming, memory, visual thinking, and problem solving, the term "mind map" was popularised in the 1970s surging the concept into popularity resulting in closer study by researchers and academics. Today, mind mapping is a valued and respected method especially as society has evolved in the last decade to respond to more visual communication.

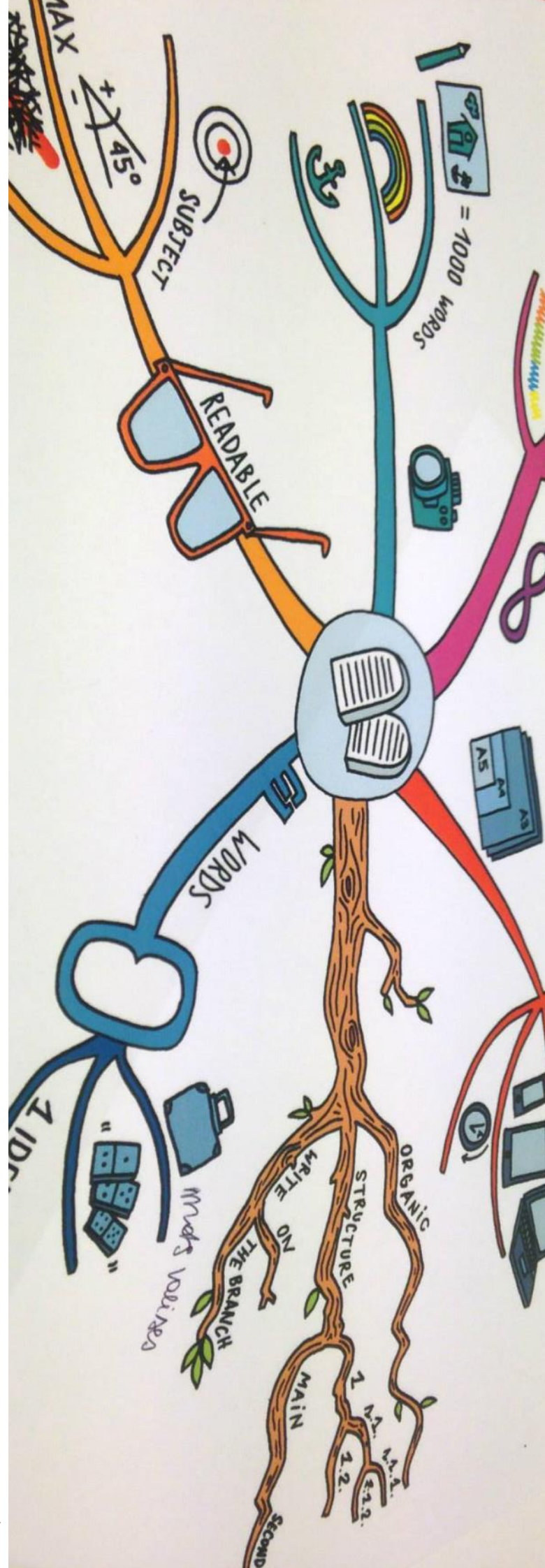
The training session specifically focused on how to use mind mapping to carry out a meeting or presentation, take better notes, improve the structure of ideas and projects, identify priorities, write a report or an article.

Mind Mapping for Activity Reports

To build on the "Introduction to Mind Mapping" this next ENCATC Breakfast Training on 24 April focused on the digital mind mapping software that can be used to organise large and more complex amounts of information such as activity reports.

Since publically funded cultural organisations must demonstrate the use of public funds, an annual activity report is a valuable publication shared with funders and stakeholders each year. The group of 12 professionals attending from the sector were keen to learn not only how to use free mind mapping software, but also how to map out annual activity reports that can then be exported into a Word document for final editing and publication. Using his own experience with mind mapping software in his professional life as a consultant and trainer, Mervyn Kennedy-Macfoy, Learning & Development ICT Trainer and Social Media expert, once again shared his expertise with ENCATC Breakfast participants.

In addition to the focus on mind mapping for activity reports, this hands-on training was an opportunity for participants to try out software to plan task lists, meetings, outlining articles, project and event planning, brainstorming, and self organisation. The training session concluded with opening access to ready made templates designed by professionals



intended to take the guess work out creating one's own templates from scratch and to save time.

Brainstorming Express

A brainstorming session can be an effective way to generate new ideas to find solutions in the workplace. But without proper tools, a solid framework, and the right casting, a brainstorming session can produce more frustration than useful results.

To help cultural professionals get the most out of this useful problem-solving method and tools, on 22 May 12 participants gathered to learn how to prepare, animate, and evaluate a successful brainstorming meeting. Creative management consultant, Anne Giraud, CEO of La Petite Idée led the training.

The idea of brainstorming is simple and accessible, however to really get the most out of a session you must set some rules and guidelines which may seem counter intuitive, but are crucial. Through a hands-on activity and an in depth presentation, Anne Giraud explained the complexity of an efficient brainstorming session, deconstructed necessary components and phases, and outlined the layers and key steps to follow in order to free the mind and let the creative juices and ideas flow. She also explained how to avoid common pit falls and mistakes often made by rushing into brainstorming.

"I was also excited to do this training because it was an opportunity to reach a wider European and international audience. At this session there were participants from Belgium, France, Slovakia, the United Kingdom, the United States and Argentina! Not only was I able to share my knowledge and expertise, but I too gained new insights from the participants from different cultural backgrounds through the convivial and constructive exchanges," said Anne Giraud.

Zen Communication

How we communicate says a lot about ourselves. Whether speaking in front of an auditorium, in a staff meeting, or negotiation, our voice, posture, and gestures send signals to our audience and colleagues.

On 16 June, 10 participants gathered to learn from Anne-Françoise Gailly, coach, consultant and trainer, as she explained methods and demonstrated techniques to add charisma into everyday

interactions and how to make all communications more powerful, more efficient and more attractive to audiences.

As we all have different levels of ease and confidence when speaking in front of a large audience, or voicing an opinion in a meeting, this training had insight for all participants despite their skill level. Furthermore, Ms. Gailly was a strong proponent of transferring these techniques and methods into one's personal life to improve well-being by communicating more clearly with family and friends and being more aware of the messages our communication delivers, thus improving relationships and fostering happiness.

"After attending the ENCATC Breakfast on Zen Communication, my reflection continued long after as I thought differently about how we communicate - and not just in the professional realm - but in all aspects of our lives. It has been a gradual evolution since the training. The techniques we learned have stayed with me and having access to the free material (videos, publications) has been a useful resource to progress and communicate more powerfully," said Anne-Sophie Noël Responsible for Cultural Partnerships at La Monnaie.

Managing Energy and Maximising Performance

In today's fast-paced world many of us are too busy to be efficient and running after tasks, deadlines, meetings, and expectations can be draining on our energy levels. This leads to decreased performance and productivity. Especially in the cultural sector where professionals are expected to produce more with less financing and human resources, this kind of training on managing energy for performance is especially useful.

To help professionals better manage their energy, improve efficiency and overall well-being in the work place, this ENCATC Breakfast on 6 July was an eye opening experience for the 11 participants. From common time management errors, exercises for stimulating creativity and reducing stress, to secrets for working smarter while managing a full schedule, Anne-Françoise Gailly, coach, consultant and trainer showed participants how they can perform better without sacrificing health, happiness and energy.

"I wanted my colleagues to attend this meeting because I thought it would be useful for our team and



to have some practical ideas. Not everyone was used to this type of approach and it was helpful in order to better manage their time and to feel well at work. The ingredients and basics of well-being and efficiency at work, but also in life in general, were interesting," said Emilie Menz, Director of the PIE Peter Lang Publishing branch in Brussels.

Info Session on the Erasmus+ programme

For the final ENCATC Breakfast training of 2015, the focus shifted to the Erasmus+ Programme of the European Union on 25 September.

With the Erasmus+ funding period (2014-2020) comes new opportunities. The budget of Erasmus+ is €14.7 billion with an additional €1.68 billion for funding actions with third countries (partner countries) through the EU's external action budget. This means opportunities for educational staff, strategic partnerships and institutions to receive funding, but many professionals do not know where to start.

Thanks to the expertise of Jacqueline Pacaud, Head of Sector Schools, vocational education and training, skills and adult education, and Elena Tegovska, Policy

Officer for Sector Higher Education for the Erasmus+ Programme, 28 participants gained key insight about the programme's objectives and challenges, how it is structured and which action best suits different profiles and needs, new changes that impact school education, vocational training, skills and adult education. Participants also learned the do's and don'ts of submitting an application. Furthermore, this was an optimal moment for participants to ask their questions and clarify rules and guidelines directly with the experts in the room.

To foster exchanges and new projects, the training also included the discussion "Erasmus+ and the Cultural Sector" where the floor was given to participants to present project ideas followed by extended networking time to meet with potential partners interested in Erasmus+ collaborations.

"This training was extremely useful and inspiring for us. We know from experience that many of our members do not think they have the profile to apply for Erasmus+ funding to have mobility to attend conferences that will advance their careers and give them opportunities to share their knowledge and expertise. After this training, we at ESCITE prepared a special leaflet for our members outlining which parts of the Erasmus+ programme fit their profile and the



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STIMULATING EDUCATION

European Projects

ENCATC as a partner in European projects

ENCATC is actively involved in transnational cultural projects on a variety of topics that stimulate education and training in the sector, but also for the academics, researchers, trainers, educators, cultural professionals and artists directly involved in the projects. In 2015 ENCATC was a partner in three such projects fitting this mould: ADESTE (Audience Developer: Skills and Training in Europe); Cultural Leadership and the Place of the Artist; and European Cultural Leadership.

Audience Developer: Skills and Training in Europe

Bringing in new audiences and retaining loyal followers is crucial for the health and sustainability of the cultural sector. With the complexity of such a challenge how can Europe support cultural managers and practitioners responsible for audience development? What are the skills and attributes these "audience developers" need to successfully expand their institution's reach? How can they implement audience development policies while keeping their current cultural consumers loyal and happy? How can "audience developer" skills, attributes and best practice be adapted and transferred to different cultural sectors and countries in Europe?

The ADESTE project aims to respond to the need of many arts and cultural organisations to successfully attract and engage their loyal and established followers all while bringing in new audiences.

The ADESTE project targets: arts and cultural organisations; arts and cultural professionals; artists; researchers; vocational education and training institutions; formal and informal training organisations; decision makers at the local, regional, national and European levels; project trainers and trainees; and cultural management students.

To assist cultural professionals to deepen their knowledge and skills for better audience development results, in 2015 the ADESTE project designed and tested a unique training programme.

Having gathered examples and input from cultural organisations across Europe, the United States and India, ADESTE had identified the knowledge, key skills, and attributes professionals need to

successfully implement audience development strategies. Trainers and trainees from five countries were involved in testing phase of the ADESTE training method that focused on: nurturing hard and soft skills; action learning to stimulate reflection and problem solving; using online resources to deepen knowledge; and creating a transnational peer network.

The project is funded by the European Union's Lifelong Learning programme. The ADESTE main ADESTE partners in 2015 were: The Fitzcarraldo Foundation (project leader); ENCATC; Goldsmiths, University of London; the University of Deusto; the Danish Center for Arts & Interculture; Melting Pro. Laboratorio per la cultura; and The Audience Agency.

Learn more about the project here:

www.adesteproject.eu

Cultural Leadership and the Place of the Artist

The "Cultural Leadership and the Place of the Artist" project aims to inform conceptual understanding of cultural leadership amongst artists and policy makers and to influence the long term direction of leadership development training in the sector. The proposal aims to develop awareness, use and impact of two related research projects: the Artist as Leader (AHRC funded 2006-8, PI Douglas, RA Fremantle) and Discourses of Cultural Leadership (IDEAS/RGU funded doctoral research, 2012-15, Price).

Launched in October 2015, the project takes a closer look at Discourses of Cultural Leadership in learning from different national contexts, thus building cross-cultural expertise. In this way, the project creates a partnership actively responding to the core research issues, discussing and disseminating its findings and establishing practical applications of its analytical methodology.

The project firstly benefits direct attendees at events, including representatives of partner organisations plus local sectors invited through partners' networks. It also reaches wider networks accessible through partner organisations via the dissemination of publications and research presentations/web resources.

The year-long initiative is funded by the Arts and Humanities Research Council (AHRC) with additional support from the three partners. The project consortium includes the Robert Gordon University,

United Kingdom as the lead Research Organisation). Non-academic partners are the Clore Leadership Programme, Creative Scotland, ENCATC; additional interest is confirmed from BOZAR (Brussels) as a collaborating venue.

Learn more about the project here:

<http://gtr.rcuk.ac.uk/projects?ref=AH/N00342X/1>



European Cultural Leadership

European Cultural Leadership (ECL) is a two year partnership project (2014-2016) to research and develop a cultural leadership development programme.

ECL is aimed at those who self-identify as change-makers in and through arts and cultural activity; operate primarily at small scale; reside in the wider Europe region; are keen to critically explore and further their practice with others.

The project has so far focused on themes like: the role and function of culture in today's society and economy; contemporary notions of art and culture; creation of value in minor cultural organisations; participating in leadership, empirical findings and theoretical views; internal and external communication on different platforms; collaboration, facilitation and networking; how to handle diversity, stress and conflict; and intercultural challenges and innovative practice.

Based on the experience of ENCATC member Nätverkstan in Sweden the educational concept has three dimensions: operational, contextual, relational. By operational, it means the instruments needed for a cultural leader to do his/her job. The context in which the organisation is operating needs to be analysed in order to fulfill the desired goals, and to choose the most suitable ways of doing it. The personal relations, and the ability to handle stress and conflicts, are crucial, both within the organisation and to partners, financiers and users.

In 2015, the project work was done through individual research, exchange of ideas and viewpoints at partner meetings, at international workshops and pilot presentations, and at dissemination conferences.

Funded by the European Commission's Erasmus+ programme, it runs for 24 months from September 2014 thru August 2016. It is also financed by the Region Västra Götaland. The project partners are Nätverkstan (lead), Trans Europe Halles, ENCATC and Olivearte.

Learn more about the project here:

<http://teh.net/projects/european-cultural-leadership/>



STIMULATING
EDUCATION

25th SETKANI / ENCOUNTER
International Festival

25th SETKANI / ENCOUNTER International Festival

The 25th SETKANI / ENCOUNTER International Festival held from 14-18 April 2015 in Brno, Czech Republic brought 13 theatre schools from 11 countries together to perform in Brno, Czech Republic to an international audience of theatre lovers, performing arts professionals, academics and educators.

Organised by ENCATC member, Janáček Academy of Music and Performing Arts, ENCATC was once again a partner in this international festival. The festival was organized under the auspices to support this platform for theatre schools, teachers and students to meet with eminent personalities of the professional theatre world.

Next to the main programme of performances from the selected theatre schools, there are many off-programme activities like performances from JAMU, workshops, lectures (in Czech and also in English), discussions or evenings soirees.

This major event creates a space for future theatre professionals to perform, meet with eminent theatre scholars, their audience and their colleagues. It is also an opportunity for students to organise and implement a major international festival and gain practical experience they can use later in their career. There is also a student jury (re-established in 2014) which, is rather a novelty of the festival. The attitudes and views of the young students are important for bringing new depth into the festival. This is also a way to valorise the voice of students to make important contributions to the festival.

PARTICIPATION FIGURES:

- 13** theatre schools participating
- 100** emerging artists promoted
- 11** countries represented
- 2,000** more than 2,000 people attend the five-day festival





STIMULATING
EDUCATION

SETKANI/ENCOUNTER
International Festival

4th Summer School in Fashion Management

A collaboration between two prestigious schools: Antwerp Management School (a member of ENCATC) and Institut Français de la Mode (IFM) and with support from ENCATC, the Fashion Flanders Institute, and Flanders Knowledge Area, the fourth edition of this summer school in Fashion Management responded to the crucial need for professionalization of management in this creative sector.

Today's luxury and high-end industries in Europe have been built on a strong foundation of tradition, craftsmanship, savoir-faire, and innovation. This not only sets it apart from other industries, but also makes it unique among global competitors in the luxury market.

Despite the economic crisis, increasing external competition, changing consumer behaviours, and changes in production costs, Europe has maintained its position as the global leader in the fashion and high-end goods market. Home to three of the world's major fashion capitals London, Paris and Milan, Europe upholds its place in the world as a tastemaker and breeding ground for luxury brands and designers. Labels such as "Made in France" or "Made in Italy" strongly communicate to consumers sentiments of quality, tradition, style and elegance. How to prepare the next generation of professionals working in fashion management?

Building on the three previous summer school editions and the outcomes of the 2014 ENCATC Masterclass on "European Cultural and Creative Luxury Industries: Key drivers for European Jobs and Growth" that was organised in Paris, this 4th summer offered a comprehensive overview of the many aspects of fashion management, with an emphasis on both entrepreneurial fashion designers and high fashion and luxury brands.

The 4th Summer School in Fashion Management proposed a diverse 10-day programme held from 24 August to 2 September to introduce participants to the world of fashion management. First, it included lectures by renowned national and international academics. Their expertise and insights were shared on different aspects of management specifically tailored towards the fashion industry (e.g. strategic management, financial management, communication management, marketing and branding). Next, professionals working in the fashion industry also shared their experiences working in fashion and gave

PARTICIPATION FIGURES:

37 students and early career professionals received education and training



participants a behind-the-scenes look at their organisation or business. To round out the programme, participants had a guided visit of Antwerp's and Paris' thriving fashion districts to discover various fashion houses.

This summer school was specially designed for Master's and PhD students in (cultural) management as well as for young professionals who wished to explore fashion management more deeply and prepare for a future career in the field.

For the participants this experience fostered managerial talents for the fashion industry, provided them with up to date skills, competences and know-how for a quickly evolving sector. It encouraged adaptation to digital technologies and provided information about case studies and cutting edge research on new business models. It was also an opportunity to build international networks and exchange insights in different fashion communities, research, and businesses with fashion trailblazers and professionals from all over the world.



FOSTERING RESEARCH



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FOSTERING
RESEARCH

6th Annual ENCATC Research
Session

6th Annual ENCATC Research Session

During the 6th Annual ENCATC Research Session, which received a record number of 97 submissions, 60 papers selected by the Research Session's Scientific Committee were presented by young and senior researchers and leading academics coming from 25 countries in Europe and beyond.

To accommodate the large number of papers, nine parallel sessions were organised and divided over the course of two days in the 23rd ENCATC Annual Conference "The Ecology of Culture: Community Engagement, Co-creation, Cross Fertilization" that was held from 21-23 October in Lecce, Italy.

Moderated by experts, each session was an opportunity not only for authors to present their work, but also to take questions and receive feedback from their peers and audience. For participants who were cultural practitioners, managers, entrepreneurs, artists, and policy makers, it was a way to enter into a dialogue and exchange with the academic/research area to bridge what is happening in the cultural sector with research.

Falling in line with the 23rd ENCATC Annual Conference's theme, many of the papers covered areas within community engagement, co-creation, and cross fertilization. However, looking to expand and bring new perspectives and developments to the forefront of debate and the exchange of knowledge, papers were also presented within the larger framework of cultural management and policy. These topics included participatory governance of culture, digitisation, audience development, cultural and creative entrepreneurship, training, and education.

All these innovative analysis were related to a variety of contexts such as museums, public bodies, foundations, theatres, cities, cultural and social processes and products. The diversity of the topics presented in Lecce demonstrated an interesting overview of research trends and findings happening in cultural policy and cultural management in Europe and around the globe.

ENCATC's dedication to sharing, exchanging, and reflecting on these topics proved once more the network's aim to anticipate the future and better understand the past by promoting access to cutting-edge research in the fields of cultural management and cultural policy.

FACTS & FIGURES:

60	papers presented
25	countries represented by the papers' authors
9	parallel research sessions
185	participants
1	e-book of the conference proceedings

To further deepen this commitment, for the first time ENCATC decided to invest in the production of a specific e-book of the papers presented at the 6th Annual ENCATC Research Session: "The Ecology of Culture: Community Engagement, Co-creation and Cross Fertilization". The publication is a major contribution to the research community and the wide field of cultural management and policy by gathering the latest research being done. Also dedicated to the career advancement of academics and researchers, ENCATC offered this an important publishing opportunity to a diverse and talented group represented in Lecce.

The 2015 Annual Research Session in Lecce built on the success of the previous Research Sessions organised in Brno (2014), Antwerp (2013), London (2012), Helsinki (2011), and Brussels (2010). Since its creation in 2010, over 150 authors have presented their work coming from across Europe, but also from Australia, Brazil, China, Colombia, Japan, Singapore, Turkey, and the United States.

Download the e-book:

www.encatc.org/en/publications/books/



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FOSTERING RESEARCH

2nd ENCATC Research Award Ceremony

2nd ENCATC Research Award Ceremony

On the evening of 25 November in Brussels, Alessia Usai from Italy and Annika Hampel from Germany were announced as the winners of the 2015 ENCATC Research Award on Cultural Policy and Cultural Management.

This prestigious Award was bestowed upon these two young PhD researchers for their outstanding PhD research on the topics of: "The Creative City. Cultural policies and urban regeneration between conservation and development" by Alessia Usai, from the University of Cagliari in Italy, and "Fair Cooperation. Partnership based cooperation in Foreign Culture Policy" by Annika Hampel, from the University of Hildesheim in Germany.

The Award winners were revealed at the ENCATC Research Award Ceremony held at the Mexican Embassy in Brussels in the presence of members of the Award's international jury, leading academics and researchers, representatives of the European Commission, cultural professionals, and artists.

The 2015 competition was the first time two PhD researchers were awarded ex aequo: The work of Annika Hampel because she analysed the process, the involved stakeholders and the outputs of Cultural Relations between Germany and India. Her focus on the relation between developed and development countries from an equal perspective and on the basis of reciprocity is very original and relevant. Her conclusions and recommendations contribute very concretely to the improvement of foreign cultural policy in general. The one of Alessia Usai because she uses a different and innovative perspective: her research is related to cultural heritage, landscape and urban planning. She analyses the relationships between cultural heritage and urban planning in order to identify best practices for the development of innovative cultural policies and new urban regeneration tools. From this perspective, she developed an interesting holistic model that takes into account the local cultural ecosystem and that can be relevant for local cultural policy makers.

The Award was given by Catherine Magnant, Deputy Head of Unit Cultural Diversity and Innovation at the European Commission.

Alongside the 2015 ENCATC Award winners were two shortlisted finalists: Fiona Hutchison of the United Kingdom for her PhD thesis "Socio-cultural Impacts of Museums for their Local Communities: The Case of the Royal Albert Memorial Museum, Exeter" and Ann

FACTS & FIGURES:

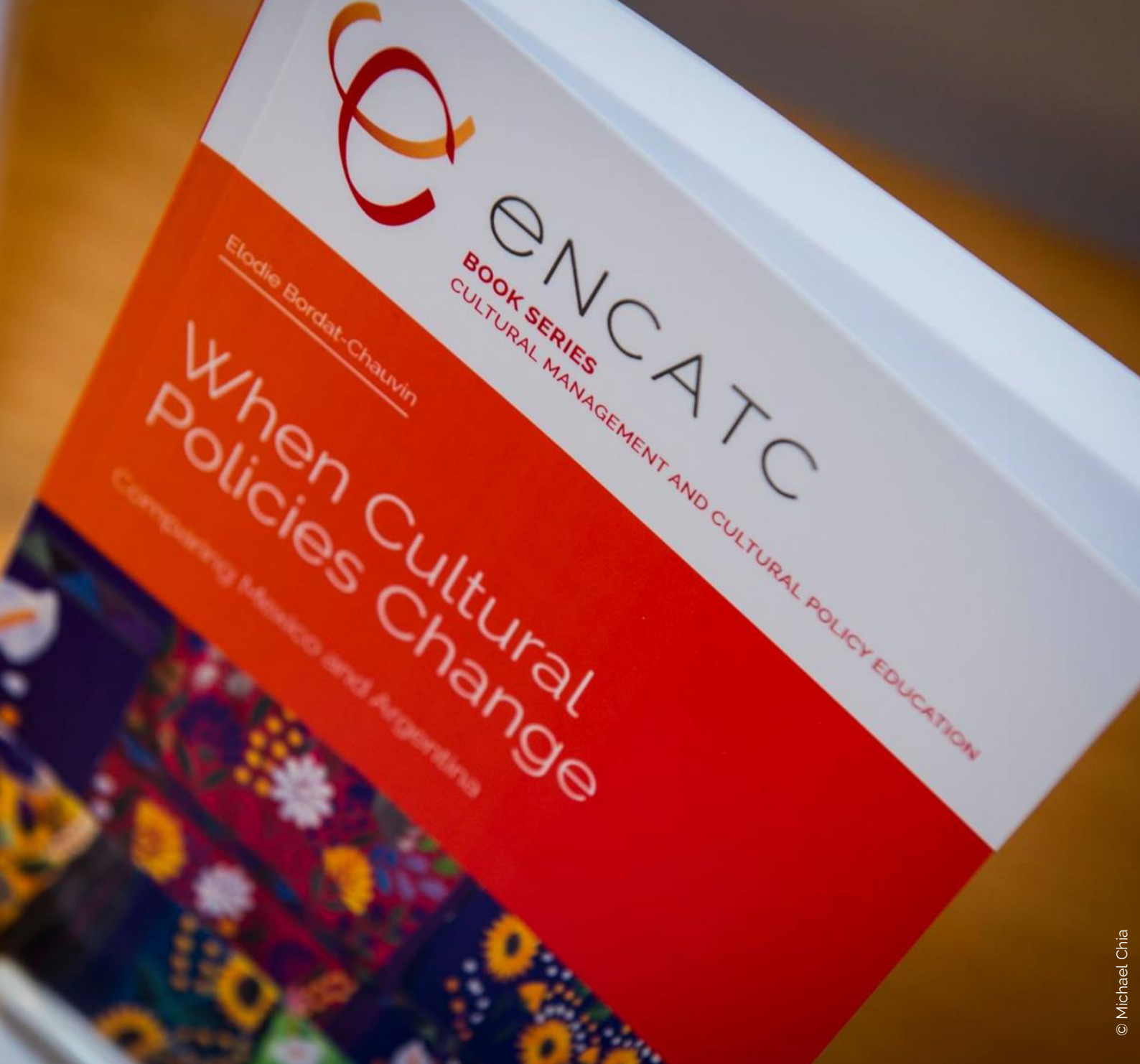
4	finalists
2	winners announced
1	panel debate
34	award attendees
7	countries represented

Overbergh from Belgium for her PhD thesis "Extended cinema in Kenya and Tanzania. Technological innovation and Related Trends in Local Audiovisual Storytelling".

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

The Award's ceremony programme was complimented by a panel debate on "The Role of Research for Practice, the Importance of comparative and Global Research." Chaired by ENCATC President Annick Schramme, the panel included renowned academics and researchers from European and beyond: Professor Lluís Bonet from the University of Barcelona; Professor Jacques Bonniels from the University of Lyon II; and Associate Professor Jaime Alberto Ruiz Gutiérrez from the University of los Andes. Each panellist provided their unique cultural perspective from Spain, France and Colombia as well as their experiences working at the international level.

The ENCATC Research Award on Cultural Policy and Cultural Management was launched in 2014 to reward the best recently published PhD thesis presented by a young researcher. This prestigious Award aims not only to recognise excellence in the research field of cultural policy and cultural management, but also to celebrate a new generation of talented young researchers.



FOSTERING RESEARCH

ENCATC Book Series on
Cultural Management and
Cultural Policy Education

ENCATC Book Series on Cultural Management and Cultural Policy Education

At the occasion of the 2nd ENCATC Research Award Ceremony on 25 November in Brussels, ENCATC invited the 1st Award winner, Elodie Bordat-Chauvin to present her winning research which resulted in the publication of "When Cultural Policies Change: Comparing Mexico and Argentina", the first in the ENCATC Book Series on Cultural Management and Cultural Policy.

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

understanding and knowledge of cultural management and cultural policy issues.

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

This first book presented by Dr. Bordat-Chauvin in Brussels is a comparative and historical analysis which sheds new light on the emergence, institutionalization and transformation of the cultural policies of two major Latin American countries: Mexico and Argentina.

She explained how her investigation is based on the material gathered in ethnographic fieldwork conducted between 2008 and 2010. It gathers observations, unique archive material, and more than ninety semi-directive interviews with the majority of Secretaries of Culture in office between 1983 and 2010, several intellectuals, interest groups leaders, cultural managers, and members of unions who all played a role in these countries' cultural policies in the last thirty years.

This work challenges the common assertions that Mexican cultural policy is characterized by inertia and Argentinean cultural policy by instability. It analyses factors of changes – such as the neo-liberal turn, transnationalization, decentralization and politico-institutional changes – and their consequences – including reductions in cultural budgets, transformations in cultural industries and modifications in the balance of power between national, subnational, public and private actors.

ENCATC is convinced this first publication and more in the series to follow will make important contributions for the academic and scientific community and will certainly provide academics, researchers, policy makers and practitioners with a unique and useful reference tool for the development of cultural policies and practices in Mexico and Argentina. For students it will be a source for those researching this topic and who wish to deepen their knowledge in this area.

Learn more and get a copy of this book here: www.peterlang.com/view/product/62084

ISBN: 9783035297713





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FOSTERING
RESEARCH

ENCATC Journal of Cultural
Management and Policy

ENCATC Journal of Cultural Management and Policy

In 2015, ENCATC published the 5th Volume of its Journal of Cultural Management and Policy.

With this publication, ENCATC continued its commitment to stimulate the debate on the topics of cultural management and cultural policy among researchers, academics, scholars, professionals and policy makers. Furthermore, the Journal provides a multidisciplinary perspective and aims to connect theory and practice in the realm of the cultural sector.

The increasing interest in the publication demonstrates the need to align education in cultural management and cultural policy with research being conducted in the field. Furthermore, for the long-term sustainability of the sector, this publication is a crucial tool for better anticipating the future and better understanding the past by promoting access to cutting-edge research.

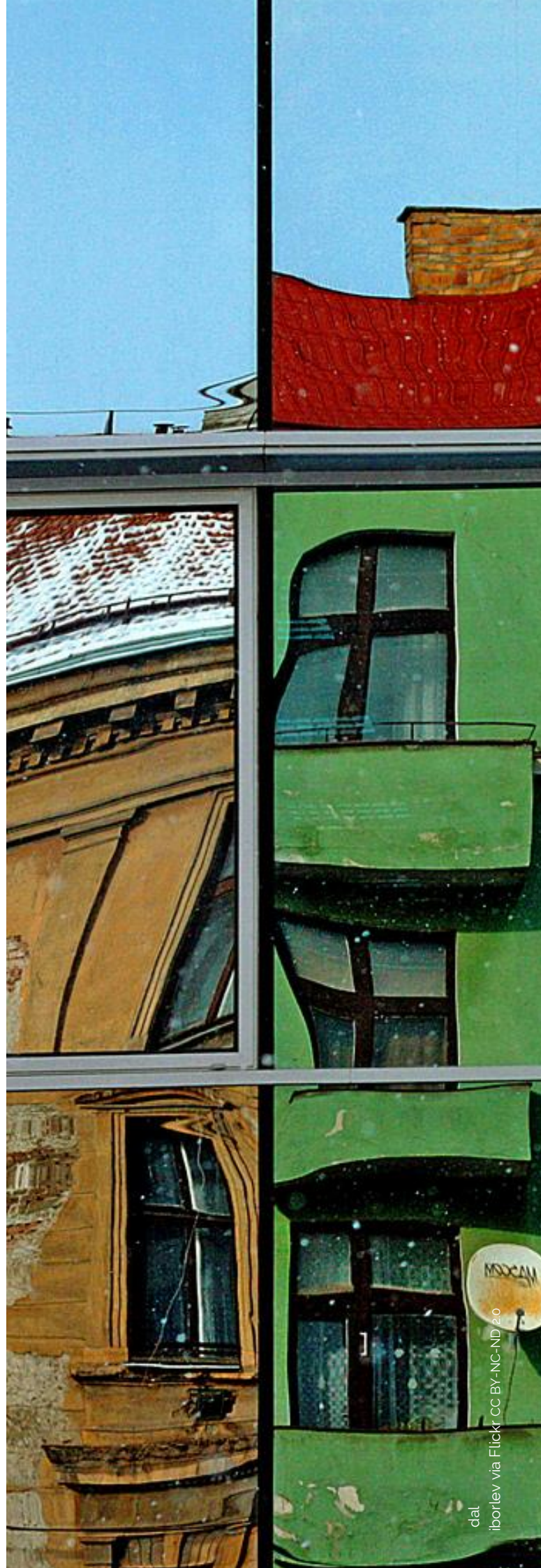
The issue includes six articles covering cultural management and policy topics by nine authors in Italy, the Philippines, Poland, Romania, and the United Kingdom.

The Journal's opening debate article "Spillover Effects in Europe - a new research front" was written by Jonathan Vickery from the Centre for Cultural Policy Studies at the University of Warwick in the United Kingdom.

The other articles published in the ENCATC Journal focus on topics such as: bilateral cultural diplomacy, fostering creation of cross-sectorial networks, conservation of cultural heritage, audience development, and the creation of intangible cultural heritage inventories.

Download the journal here:

www.encatc.org/en/publications/





FOSTERING
RESEARCH

8th Young Researchers'
Forum on Cultural Policy and
Cultural Management

8th Young Researchers' Forum on Cultural Policy and Cultural Management

Vienna, Lyon, Barcelona, Brussels, Helsinki, London, back to Brussels and now to Lecce. Entries from a gazetteer, maybe? In fact they were the cities where growing numbers of young and early career researchers have made the time to come together over the years for the Young Researchers' Forum. Participants enter into dialogue, debate and (we hope) continue relationships. Furthermore, the rich mix of ages, nationalities and fields of study have exposed participants to new perspectives, ideas and opportunities that have a lasting impact on their research endeavours and outlooks.

This 8th edition of the ENCATC Young Researchers' Forum on Cultural Policy and Cultural Management was organised by ENCATC and done in partnership with the European Cultural Foundation. The gathering was an excellent opportunity for the researchers to meet fellow peers from Europe and beyond, and exchange with leading experts and senior researchers.

2015 marked a key turning page for the Young Researchers' Forum. At its creation, the Young Researchers' Forum (known then as YCPRF) was an initiative developed by the European Cultural Foundation and ENCATC. Since 2015, under the leadership of ENCATC, for the first time research issues relating to cultural management were now also included. The Forum also encouraged more young researchers from beyond Europe to participate in order to foster transcontinental cooperation, mutual understanding and engagement.

Organised on the morning of 21 October before the start of the 23rd ENCATC Annual Conference, the Forum included a plenary session with specially designed lectures on the topics of employment and publishing opportunities for early career researchers as well as European programmes for researchers in the field of cultural policy and cultural management. The intimate environment was ideal for young researchers to share their ideas and ask questions to experts.

The Forum opened with a welcome by ENCATC President, Annick Schramme. The forum's programme was moderated by Jacques Bonniel, Professor at the University of Lyon 2 in France, and GiannaLia Cogliandro Beyens, ENCATC Secretary General.

FACTS & FIGURES:

60	participants
11	mobility grants provided to young and early career researchers
27-43	age range of young and early career researchers
7	nationalities represented
88	applications

To bring forward the voice of a young cultural researcher to share her experience with peers and offer what she has learned for the benefit of others, ENCATC invited Višnja Kisić, the 2013 Cultural Policy Research Award winner. She discussed key issues and challenges encountered in researching contested topics, and specifically those that emerged during her research on "Governing dissonant heritage for peace building and reconciliation". In her experience, researching a sensitive topic she had difficulties getting interviewees to open up even under conditions of anonymity as she strived to uncover what was beneath the "politically correct story". This caused delay in her research process because she had to earn trust from her subjects, much more than was initially foreseen. She hoped sharing her experience would help other young and early career researchers who might be feeling frustrated from a similar experience and propose solutions to resolve such challenges.

Next, joining the Forum via video, the 2008 Cultural Policy Research Award winner, Sophia Labadi shared her experience after winning the Award and how she has continued onward to establish a successful career researching in the field of cultural heritage and working with UNESCO and the University of Kent in the United Kingdom. Open to international cooperation has been a crucial component for a successful career. Working across cultures and borders allowed her to grow and diversify her professional contacts that has led to exciting research projects and opportunities.

Next, to offer insight into how a highly recognised European organisation approaches research and development, Isabelle Schwarz, Head of Advocacy, Research and Development at the European Cultural Foundation, presented the origins and the main activities of ECF. Examples include reflection and think tanking about themes and programmes of the foundation (for example, for the period 2013-2016 the priority is "culture, communities and democracy"); knowledge base for advocacy in order to produce evidence for informing policies; R&D grants and pilot projects; and finally, monitoring, evaluation and impact assessment. Her presentation was useful for young researchers perhaps interested in working with large European cultural organisations doing similar work as ECF.

To present funding opportunities for young and early career researchers, Marilena Vecco, ENCATC member and Assistant Professor at Erasmus University of Rotterdam in the Netherlands presented the Marie Skłodowska Curie Actions (MSCA), which represent 30% of Horizon 2020 total budget. MSCA is an important organisation for the Forum's participants to know and understand how it works since its objective is "*to strengthen the excellence of European research*" by attracting and retaining talents, developing innovative training schemes, promoting sustainable careers in the research field, and strengthening international, interdisciplinary and inter-sectoral cooperation. Furthermore, there is support available at every career stage, mobility of research from all over the world, participation of the non academic sector, and promotion of attractive working and employment conditions as the main features of this financial instrument.

As young researchers learn very early, publishing will be vital to any successful career. In fact it is nearly impossible without it. As they are at the beginning of their career, ENCATC member and Professor at the University of Ferrara in Italy, Fabio Donato presented how the Forum's participants could get their start on the right foot by presenting pathways to publishing. He discussed common publishing issues facing young researchers, focusing on the importance of methodology of the research, the structure of the paper, and the focus on the journal. He provided extremely practical and useful recommendations. As a distinguished author of books and many articles, he also gave publishing advice for how to navigate the all important journal rankings which can help to launch careers of young and early career researchers.

For researchers looking towards a career outside higher education, Pawel Stano, Scientific Officer at the Joint Research Centre (JRC), European Commission, presented job opportunities at the European level aimed at young researchers. The JRC is a large institution employing more than 3,000 persons, 77% of whom are involved in research activities. The JRC has an impressive scientific output; just in 2014, it produced 1,370 publications. He also highlighted the possibilities working at the European level to collaborate with international experts and elaborate methods and training that will have wide impact across the EU. There are also specific challenges working at this level, one of which is the difficulty of separating societal impact research and academic research; even if each research should produce concrete effects, the international scientific community is not as appreciative of this "societal" research.

To ensure this dynamic and talented group of young and early career researchers were able to network and meet with established and leading academics and researchers from Europe and beyond, they were invited to attend the opening of the 23rd ENCATC Annual Conference.

Giving an opportunity to present research to a wide international audience, ENCATC's 6th Annual Research Session awarded presentation space to four young and early career researchers who submitted papers having demonstrated high-quality and talent. They were also included in the e-book publication which helps them to advance their career and increase their research credentials and visibility.

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ENCATC IS THE LEADING EUROPEAN NETWORK ON CULTURAL MANAGEMENT AND POLICY.

It is an independent membership organisation gathering over 100 higher education institutions and cultural organisations in over 40 countries. ENCATC was founded in 1992 to represent, advocate and promote cultural management and cultural policy education, professionalise the cultural sector to make it sustainable, and to create a platform of discussion and exchange at the European and international level.

ENCATC holds the status of an NGO in official partnership with UNESCO, of observer to the Steering Committee for Culture of the Council of Europe, and is co-funded by the Creative Europe programme of the European Union.

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