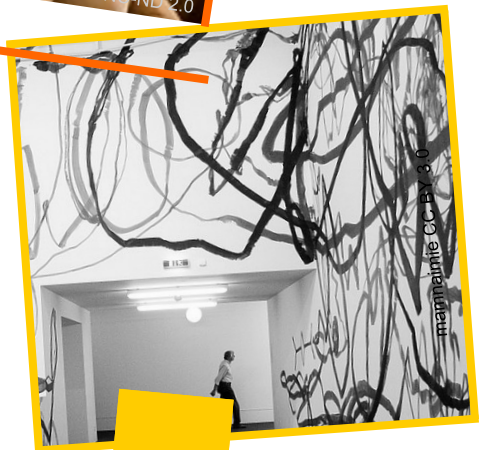


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ACTIVITY REPORT 2014



Co-funded by the
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of the European Union

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ABOUT ENCATC

ENCATC is the leading European network on Cultural Management and Cultural Policy Education. 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 and make it sustainable, and to create a platform of discussion and exchange at the European and international level.

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PREFACE

Dear Members,

Dear followers,

2014 was another successful year for ENCATC full of events, activities, mobility, and new partnerships! All had a mark on our organisation as ENCATC continued its work to internationalise the network, professionalise the sector, increase the capacity of professionals, and make ENCATC a strong and sustainable organisation.

In 2014, ENCATC was directly involved in the design and implementation of **25 events** in **9 cities** in **7 countries** attended by **3,484 participants** representing **53 countries**. These events included a major international conference, research sessions, seminars, study visits, an international study tour, a masterclass, and evening cultural happy hour events. ENCATC's biggest event of the year, the **22nd Annual Conference**, was organised in October in Brno, Czech Republic on the topic of "New Challenges for Arts and Culture: Is it just about money?" More than **100** ENCATC members, academics, researchers, cultural operators, artists, policy makers and students from **27 countries** in Europe and beyond attended the 3-day event to gain new knowledge, be inspired and network.

In order to anticipate the future and better understand the past through scientific research, ENCATC led several activities to support excellence and innovative thinking in the European research field such as: the launch of the first **ENCATC Research Award on Cultural Policy and Cultural Management**; the **5th Annual ENCATC Research Session**, and the publication of the 4th volume of its **ENCATC Journal on Cultural Policy and Management**.

In addition to these many events, ENCATC was actively transforming information into knowledge through publications and bulletins relating to European and worldwide issues within the fields of cultural policy and cultural management. These on-line services resulting in 7 e-magazine publications, 11 newsletters, 1 e-bulletin, the animation of 3 social media platforms, 8 Thematic Area discussion forums, 8 blogs, 4 databases and a constantly updated website that attracted **198,265 page views**.

Thanks to the wide dissemination through ENCATC's channels, those of our partners and our followers, information about ENCATC activities reached more than **2,000,000 multipliers** who benefited directly or indirectly from our information.

In addition to the mobility of thousands of participants, ENCATC is also very proud to have achieved in 2014 the following mobility results for academics, researchers, cultural managers and students to professionalise and internationalise their careers:

mobility of 6 academics, researchers and students fostered under the ENCATC mobility initiative Cross Atlantic Education Exchange; **mobility of 26** academics and researchers realised under the ENCATC mobility initiative Asia Region Education Exchange; **mobility of 15** academics and researchers to present their work to an international audience; **mobility of 1** trainer from Ukraine thanks to ENCATC's Thomassen Fund Mobility grant; **mobility of 1** young cultural manager from Hong Kong for a 3-month job position in the ENCATC Brussels office; and the **mobility of 3** trainees from Spain, Italy.

ENCATC was able to implement its ambitious 2014 work programme thanks its active membership base. Their contributions clearly demonstrate the commitment of the members to support ENCATC's aims and activities and to play a role in the advancement of cultural policy and cultural management education.

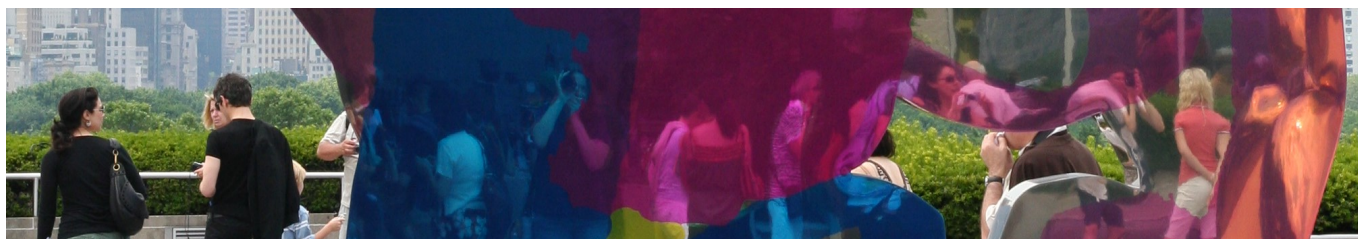
In 2014, ENCATC was very honoured to be selected as one of the 22 networks to receive co-financing from the **Creative Europe programme of the European Union**. This partnership, for which the network is extremely grateful, contributed immensely to ENCATC's success in reaching such high accomplishments in 2014. With this support from the European Commission, ENCATC was able to reinforce its "dream team" in Brussels with two additional permanent positions that strengthened our capacity to efficiently serve our members and to continue to grow our loyal and close family of followers. In 2014, thanks to the co-funding from Creative Europe, ENCATC also invested in the design of a new website and new branding to be unveiled in 2015.

Last, but certainly not least, ENCATC was able to implement a wide range of events, activities and services because of its dedicated staff, international board, and actively engaged membership base. We thank them for their contributions to the drafting of documents, voicing the network's interests at major conferences, contributing their knowledge and expertise on the European and international stage, and working on European projects. The network is thankful for their priceless and invaluable intellectual support.

Annick Schramme
ENCATC President

GiannaLia Cogliandro Beyens
ENCATC Secretary General

> The European network on cultural management and cultural policy education



> ABOUT ENCATC

Established in 1992, ENCATC is a network of more than 100 member institutions and professionals in over 40 countries active in education, training and research within the broad field of cultural management and policy. ENCATC members have an impact on the education of thousands of cultural managers worldwide.

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

Members of the network are higher education institutions, training centres, arts and cultural organisations, consultancies, public authorities and artists who are interested in the broad field of culture.

ENCATC believes in the power of cultural management and cultural policy education, training and research to make the cultural sector strong and sustainable in Europe and beyond.

ENCATC is an NGO which works in partnership with the European Union, UNESCO and is an observer to the Council of Europe.

In practice, ENCATC:

- **Bridges** academics, researchers and practitioners by organising educational activities and events
- **Transforms** innovation into knowledge by producing
 - e-magazines for members, stakeholders and students
- **Fosters** critical debate by publishing academic research in the ENCATC Journal and the ENCATC Book Series
- **Rewards** excellence in PhD research through the ENCATC Award
- **Influences** policies and promotes knowledge exchange by participating in European projects and consultations

> ENCATC'S AIMS IN 2014

- **Developing and influencing policies in culture, education and related fields** by providing high level cultural management and cultural policies expertise at international, European and local level
- **Creating professional opportunities for people to meet** and share knowledge, set up cross-border cooperation and peer-to-peer learning
- **Developing skills, competences and know-how** by providing high-quality learning programmes, leading or joining transnational or cross-sectoral projects, testing innovative models, establishing creative partnerships with members or major stakeholders to further develop theory and cultural management learning that is rooted in practice, and providing spaces for reflection and discussion for both teachers and managers
- **Anticipating the future and better understanding the past through scientific research**, opportunities for young and experienced researchers, the development of innovative cultural indicators, and a Journal on cultural management and policy
- **Rewarding excellence** through an annual **ENCATC Research Award**, a prize to contribute to new competence building among young scholars in comparative cultural policy and cultural management research
- **Promoting the internationalisation of the programmes and careers of our members and non members** by enabling international cooperation thanks to strategic partnerships, organising international study tours and events outside the European Union
- **Facilitating the employability of students and young professionals** by ensuring they develop multiple competences adaptable to various sectors and useful in the context of the changing digital, social and economic realities
- **Building knowledge societies** by the **transfer of information and knowledge** inside and outside the network through a number of publications and communication tools

> How did we accomplish our mission?
 ENCATC has 5 stands that guided our actions and activities in 2014



Advocacy



Networking



Building Capacities



Research



Knowledge Societies

> ENCATC'S 5 STRANDS OF ACTIVITY

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

1. Advocacy

ENCATC develops and influence policies by engaging in advocacy actions through partnerships, expertise, policy recommendations, consultations, meetings and public speeches. Since 1992, ENCATC 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 joined the European Heritage Alliance 3.3.

2. Networking

Through a major annual conference, eight Thematic Area forums, a wide range of projects, activities and events, ENCATC enables 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. Building capacities

ENCATC offers its members and non members a wide range of opportunities to enhance and strengthen their knowledge, skills, competencies and abilities. To satisfy the growing demand for the latest teaching material from academics, researchers, cultural operators and students, ENCATC publishes the online Scholars bulletin. 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. ENCATC also coordinates 8 Thematic Areas for a peer to peer learning exchanges inside and outside the network.

4. Research

ENCATC promotes access to cutting-edge research in the field of cultural management and cultural policy. ENCATC 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 manages the Cultural Policy Research Award and an annual Forum for young researchers. It also publishes a Journal on cultural management and cultural policy and organises an annual Research Session for established and emerging researchers.

5. Communication

ENCATC transforms information into knowledge by collecting, analysing, and disseminating information inside and outside the network through a number of communication tools including a bi-monthly newsletter, a constantly updated website, eight blogs, three social media platforms, and publications. Since its creation, ENCATC has significantly improved knowledge sharing in the field of cultural management as well as access to worldwide bibliographies.

> LOOKING AHEAD: ENCATC CONTINUES TO IMPLEMENT ITS STRATEGIC PLAN 2014-2017

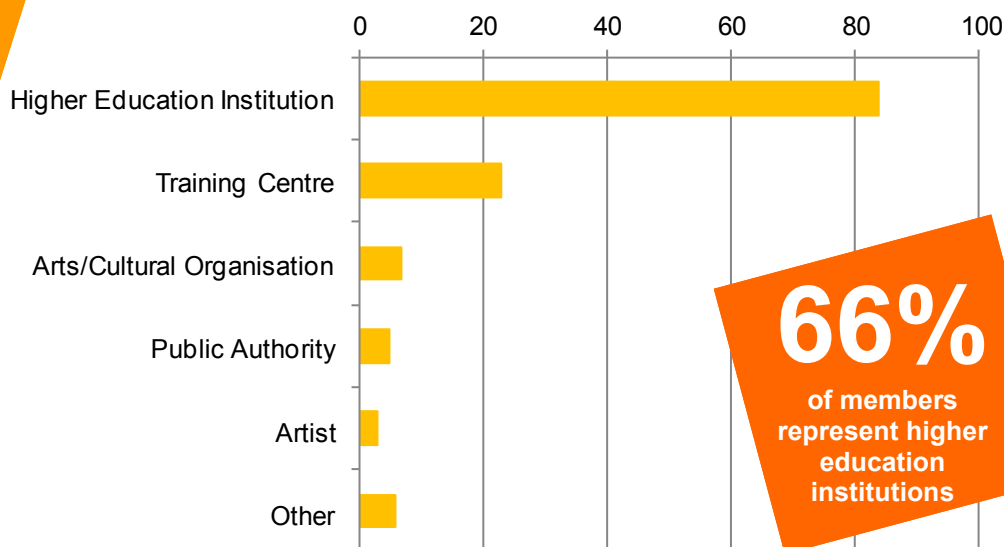
In 2014 ENCATC moved ahead with its strategic plan for 2014-2017 based on:

1. **A commitment to making ENCATC a strong and sustainable organization**
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.**

> Who were our members in 2014?

In 2014 ENCATC's membership was made up of higher education institutions (66%), followed by training centers (18%), arts and cultural organisations (5%), public authorities (4%), artists (2%), and other (5%) who are dedicated to the advancement and sustainability of cultural management and cultural policy education.

**129 MEMBERS
BROKEN
DOWN BY
TYPE:**



In 2014, ENCATC welcomed **11 new members** from Europe and beyond including **2 new countries** represented in the network: Cuba and Malta.

ETIC – School of Technologies, Innovation and Creativity

Portugal, Higher Education Institution

Hong Kong Institute of Education

China, Higher Education Institution

University Aix-Marseille

France, Higher Education Institution

Univesrity of Bordeaux Montaigne

France, Higher Education Institution

University of Lisbon

Portugal, Higher Education Institution

University of Malta

Malta, Higher Education Institution

Ministry of Justice, Culture and Local Government

Malta, Public Authority

Musée de Picardie

France, Arts/Cultural Organisation

Oficina del Historiador de la Ciudad

Cuba, Training Centre

Catherine Boulenger

Belgium, Cultural Operator

Claire Giraud-Labalte

France, Art Historian and Heritage Expert

Antonia Liguori

Italy, European Project Manager

3

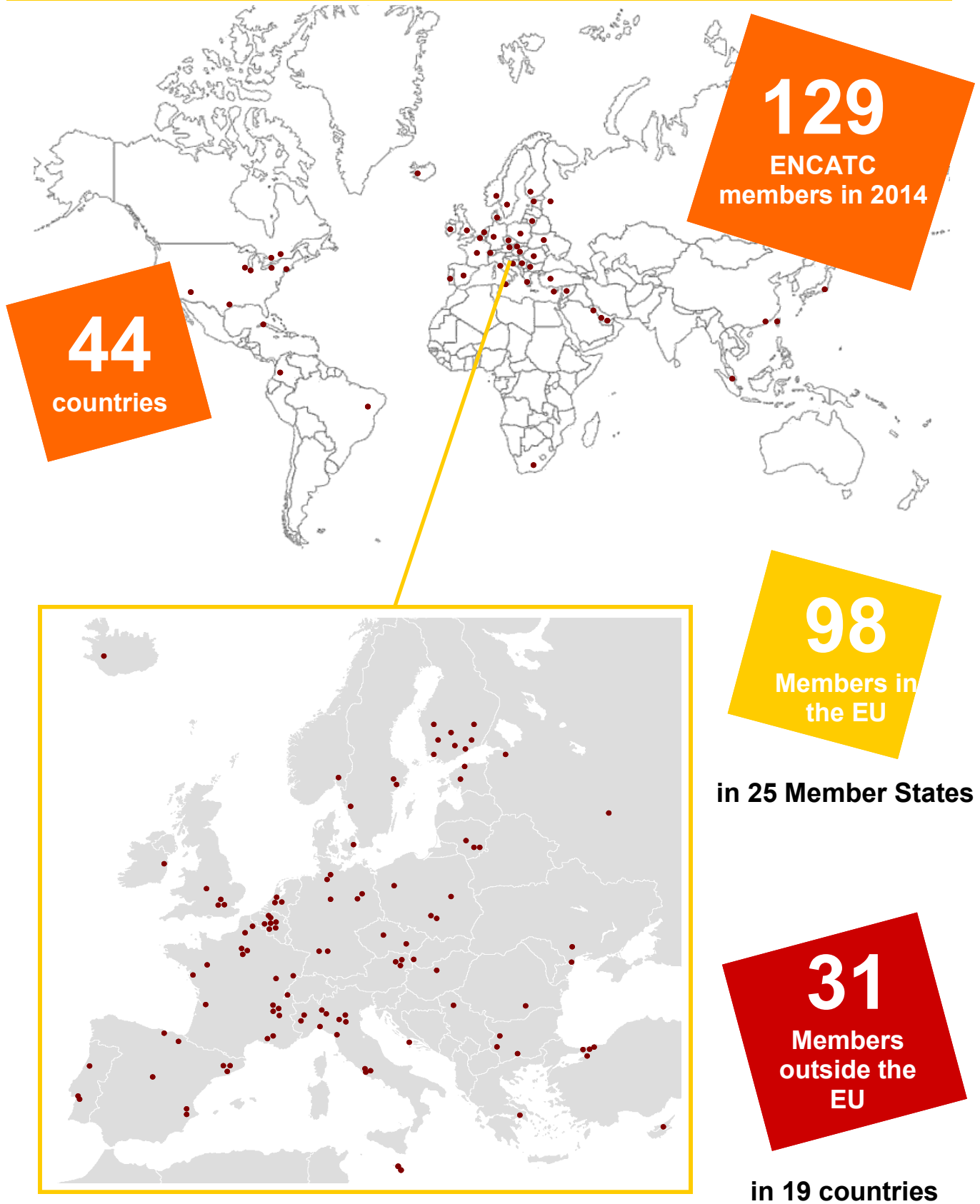
new countries

12

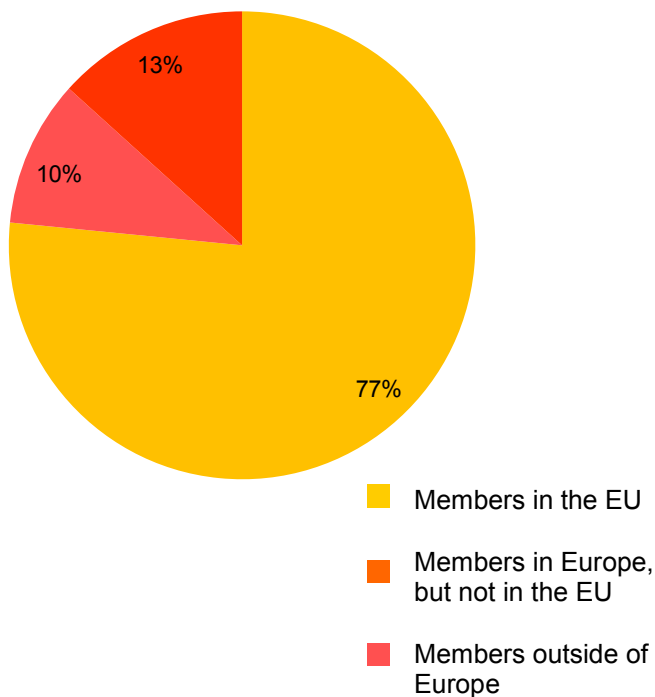
new members

> A truly international network with a strong European base

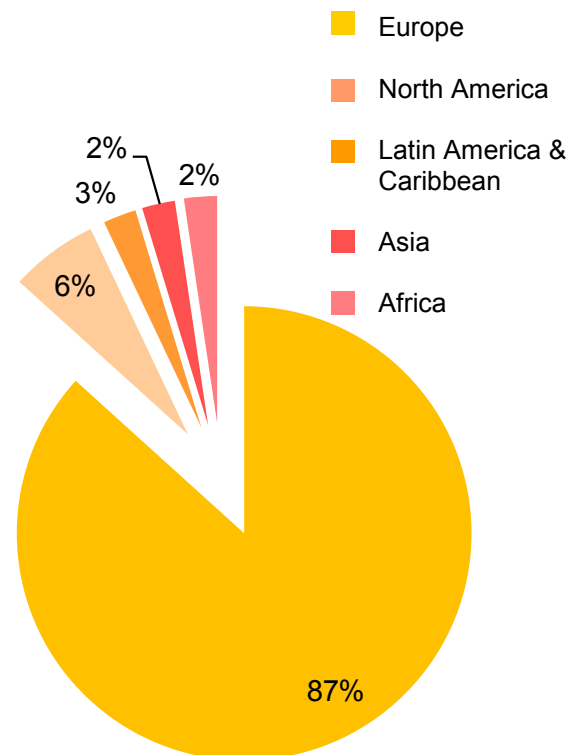
While ENCATC's international membership continued to expand in 2014, the network retained its strong European base with 98 members in 25 countries, representing 76% of ENCATC's total membership base last year.



How many ENCATC members were in the European Union in 2014?



In 2014, where were ENCATC members located around the globe?



ENCATC members by country in 2014

AUSTRIA (3)

- IKM Institute of Culture Management and Culture Studies
- Institut für Kulturkonzepte
- Leonie Hodkevitch - author and cultural producer

BELGIUM (7)

- Association Marcel Hicter pour la Démocratie Culturelle
- BOZAR, Centre for Fine Arts of Brussels
- Catherine Boulenger
- 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 (3)

- ESSBTI University of Library Studies and Information Technologies
- Foundation for Urban Projects and Research (FUPR)
- South-West University "Neofit Rilsky"

CANADA (2)

- HEC Montreal
- Lidia Varbanova - researcher/lecturer/trainer

CHINA (1)

- Hong Kong Institute of Education

COLOMBIA (1)

- University of los Andes

CROATIA (1)

- 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

DENMARK (1)

- Copenhagen Business School



ESTONIA (2)

- Estonian Academy of Music and Theatre - EAMT
- Tallin creative hub – KULTUURI KATEL

FINLAND (8)

- Arcada University of Applied Sciences
- Helsinki Metropolia University of Applied Sciences
- HUMAK University of Applied Sciences
- Mikkeli University of Applied Sciences
- Seinajoki University of Applied Sciences
- Sibelius Academy / Sibelius-Akatemia
- Turku University of Applied Sciences
- University of Jyväskylä

FRANCE (16)

- AGECIF
- Claire Giraud-Labalte, Art Historian
- Conseil Régional Nord-Pas de Calais
- Ecole Nationale Supérieure des Arts et Techniques du Théâtre (ENSATT)
- ESC / Burgundy Business School
- Groupe EAC - Ecoles d'arts et de culture
- Musée du Louvre
- Musée de Picardie
- Université Aix-Marseille
- Université Catholique de l'Ouest
- 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 (7)

- bbw Hochschule
- Fachhochschule Potsdam
- Institut für Kulturkonzepte Hamburg
- Institut für Kultur-und Medienmanagement (KMM)
- Karlshochschule 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

ITALY (12)

- Antonia Liguori, European Projects Coordinator
- City Council of Genoa
- Fondazione Ater Formazione
- Fondazione Fitzcarraldo
- IMT Institute for Advanced Studies
- Istituto Luigi Sturzo
- Melting pro. Laboratorio per la cultura
- Politecnico di Torino
- SDA Bocconi School of Management
- St John International University
- University of Bologna (Graduate Program GIOCA)

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

JAPAN (1)

- National Graduate Institute for Policy Studies

LITHUANIA (3)

- Lithuanian Academy of Music and Theatre LMTA
- Vilnius Academy of Arts
- Vilnius kolegija / University of Applied Sciences

MALTA (2)

- University of Malta
- Ministry of Justice, Culture and Local Government

NETHERLANDS (3)

- Hogeschool van Amsterdam
- Kódex Advisory & Consulting
- Utrecht School of Arts

NORWAY (1)

- Norwegian School of Management BI

POLAND (4)

- International Cultural Centre
- Maria Curie-Skłodowska University Lublin
- 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)

- University of Arts in Belgrade

SINGAPORE (1)

- LASALLE College of the Arts

SLOVAKIA (1)

- Academy of Performing Arts (VSMU)

SOUTH AFRICA (1)

- University of the Witwatersrand

SPAIN (8)

- 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 (4)

- DIK Association
- Karlstad University
- Nätverkstan
- Södertörns Högskola / Södertörn University College

SWITZERLAND (1)

- 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 ARAB EMIRATES (1)

- Odekhiren Amaize

UNITED KINGDOM (4)

- City University in London
- Goldsmiths, University of London
- University of the Arts London
- University of Warwick

UNITED STATES (6)

- Boston University
- Carnegie Mellon University
- Columbia College Chicago
- J. Dennis Rich
- Southern Methodist University
- University at Buffalo

> Who was on the ENCATC Board in 2014?



Annick Schramme
President
University of Antwerp
Belgium



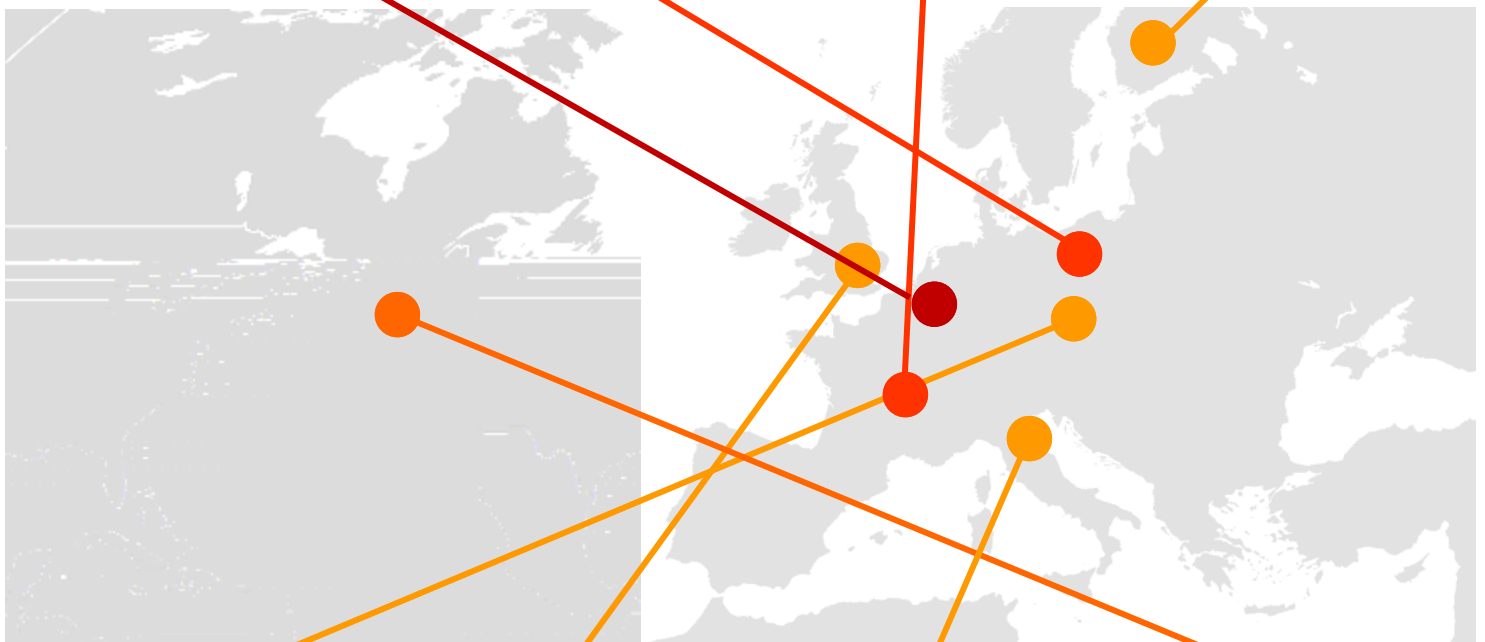
Marcin Poprawski
Vice-President
Adam Mickiewicz
University in Poznan
Poland



**Manuele Debrinay-
Rizos**
Vice-President
ENSATT
France



Maria Bäck
Board Member
Arcada University of
Applied Sciences
Finland



Blanka Chládkova
Board Member
JAMU
Czech Republic



Carla Figueira
Board Member
Goldsmiths, University
of London
United Kingdom



Fabio Donato
Board Member
University of Ferrara
Italy



Richard Maloney
International Board
Correspondent
Boston University
United States

> What kind of activities did we offer in 2014?

In 2014 ENCATC organised or co-organized a total of 25 activities and events in 9 cities in 7 countries including an annual conference, learning academies, international and European study visits, a policy debate, masterclasses, seminars and more!

25

ENCATC organised 25 activities in 9 cities in 7 countries.

Participants at ENCATC events came from across the globe, representing 53 countries.

53

3,484

The number of participants attending ENCATC events in 2014.

44

The number of partnerships established.

17

The number of study visits organized to encourage exchanges with cultural operators in the field.

5

The number of cultural seminars ENCATC organised intended to stimulate debate and empower individuals with the appropriate education tools, skills and competencies for their active cultural, political and economic

ENCATC organized two Academy on Cultural Relations and Diplomacy, one focusing on Asia and another on North and South America.

2

The number of ENCATC events in 2014 had a specific Europe-Asia focus with the aim to exchange expertise, increase dialogue and foster cooperation between the two regions.

4

How did we accomplish so much in 2014?

ENCATC was able to implement its ambitious 2014 programme thanks to:

7 ENCATC Board Members

1 International Board Correspondent

129 ENCATC members in 44 countries

8 ENCATC Thematic Area Chairs

ENCATC Office in Brussels:

3 Full-time experienced staff

5 ENCATC Trainees

> What key areas did we work in?

As a cross-disciplinary network, in 2014 ENCATC continued its 8 Thematic Areas that represent the interests of our members and stakeholders



The ENCATC Thematic Areas are open to members and non members who are interested in these topics to share experiences, enhance collaboration, keep in touch with peers, aid and stimulate research, make new contacts, keep up to date with advancements in the field and announce events.

> Did you know?

ENCATC Thematic Areas were first established in 2008 and are lead by distinguished researchers, academics and experts in the field.

8 Thematic Areas covering different fields with in arts and cultural management and policy.

400+ The number of updates on the Thematic Area Google Groups sent by ENCATC alone.

8 Thematic Areas chairs who are leading experts in their field.

850+ The number of members and non members who follow the Thematic Areas on Google Groups.



> Who were our supporters and partners in 2014?

ENCATC wins Creative Europe grant and continues to be a nexus for strategic partnerships among individual, national, European and international institutions.

2014 was an important year in the development of ENCATC's partnerships with major European and international institutions and organisations.

Following the open call for proposals in support of European networks published in 2013 by the European Commission, ENCATC was among the 22 European networks selected in 2014 for a strong three year partnership with the European Commission in the framework of the Creative Europe programme. This ambitious ENCATC project began its implementation in April 2014 and will continue through 2017. It is structured around three main strategic lines: a commitment to making ENCATC a strong a sustainable organisation, a significant advancement in the internationalisation of the network, and a significant advancement in the professionalization of the sector and its sustainability.

As an **NGO in official partnership with UNESCO**, ENCATC continued its long-standing relationship with the international organisation. Continuing its strong relationship with the Council of Europe, ENCATC again held Observer status to the CoE's Steering Committee for Culture.

In 2014 a series of events and activities organised by ENCATC were supported by the ASEF Creative Networks, an initiative of the **Asia Europe Foundation** (ASEF) that encourages collaborations which can reinforce bi-regional networking in the cultural field. ENCATC's "Networks as learning experience" project.

ENCATC continued its regular information exchange with its Asian sister organisation, the **Asia Pacific Network for Cultural Education and Research** (ANCER) hosted by LASALLE College of the Arts who was also a partner in the "Networks as learning experience" project, and with its American sister organisation, the **Association of Arts Administration Educators** (AAAE).

ENCATC partnered with the **European Cultural Foundation** to stimulate the mobility of young and early career researchers to expand their professional networks and meet with experienced researchers and publishers at the 5th Annual ENCATC Research Session.

To carry out its ambitious working programme to implement its activities, in 2014 ENCATC partnered with **44** other cultural organisations, universities, networks, financial institutions, and international organisations based in **11 countries in Europe and beyond**.

■ **Belgium:** Antwerp Management School, Banca Monte Paschi Belgio in Brussels, BOZAR Centre for Fine Arts, BRAFA, Cercle Val Duchesse, City of Antwerp, CIVA, Centre International pour la Ville, l'Architecture et le Paysage, Creative Europe Desk Wallonie-Bruxelles, Creative Europe Desk Vlaanderen, Edelman, European House for Culture, Flanders DC, Flanders Fashion Institute, Flanders Knowledge Area, TAG Gallery, The Centre, University of Antwerp, Wiels Contemporary Art Centre ■ **Canada:** HEC Montreal ■ **China:** Shanghai Institute of Visual Arts ■ **Czech Republic:** City of Brno, Czech Commission for UNESCO, Janáček Academy of Music and Performing Arts, Ministry of Culture of the Czech Republic, RUV – Registr uměleckých výstupů, South Moravian Region ■ **France:** Groupe EAC, Institut Français de la Mode, Vivendi ■ **Germany:** Heilbronn University, ICCPR, Kultur Management Network ■ **Italy:** Bogliasco Foundation, GAL Kroton ■ **Netherlands:** HKU Utrecht School of the Arts ■ **Singapore:** La Salle College of the Arts ■ **Spain:** The University of Deusto, Bizaki Lab, Bizako Foru Aldundia/Diputación Foral de Bizkaia ■ **United Kingdom:** Goldsmiths, University of London ■ **European level:** European Cultural Parliament ■ European Cultural Foundation



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COUNCIL OF EUROPE



CONSEIL DE L'EUROPE



United Nations Educational, Scientific and Cultural Organization



forum UNESCO UNIVERSITY AND HERITAGE



EUROPEAN CULTURAL FOUNDATION





> Who did we impact?

Through our direct contact with members and followers and thanks to dissemination through the communication channels of our partners and online media, in 2014 ENCATC was able to reach over a million educators, academics, researchers, cultural operators, policy makers, students and the general public interested in our work.

269,678	Staff from educational institutions
239,536	General public
215,713	Students
84,376	Artists
79,292	Cultural workers
59,136	Staff from local, regional and national institutions
40,147	Online press and media
39,086	Youth

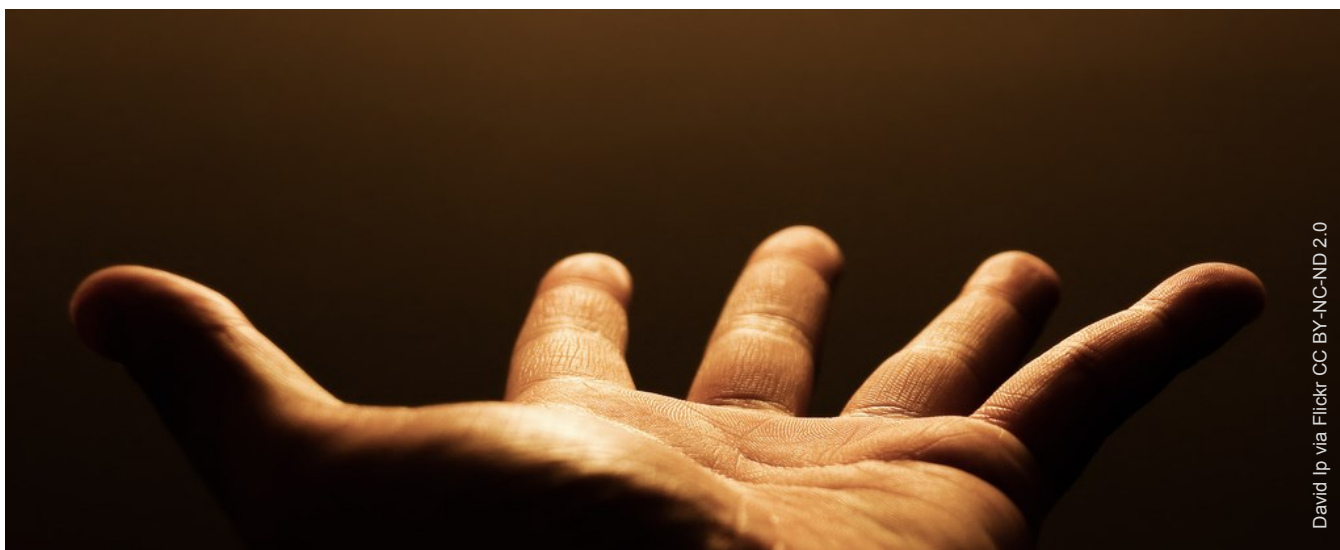
1,026,964 Estimated audience* reached through ENCATC channels and those of our partners

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

2,171,637

*Estimated multiplier effect**
 *Source: ENCATC Impact Assessment 2014

STRAND 1 DEVELOPING AND INFLUENCING POLICIES



David Ip via Flickr CC BY-NC-ND 2.0

European Commission

A network of excellence and a new partnership with the European Commission

Following the open call for proposals in support of European networks published in 2013 by the European Commission, in 2014 ENCATC was among the 22 European networks who were selected for a strong three year partnership with the European Commission in the framework of the **Creative Europe programme**.

This ambitious ENCATC project selected for implementation began in April 2014 and will last through March 2017. It is structured around three main strategic lines: a commitment to making ENCATC a strong a sustainable organisation; a significant advancement in the internationalisation of the network; and a significant advancement in the professionalization of the sector and its sustainability.

The support from the Creative Europe programme continues ENCATC strong partnership with the European Union and strengthens 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.

A trusted expertise provider to the EU

ENCATC has established itself as an important partner for constructive dialogue with European

institutions and regularly contributes to the European policy debate. 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.

Heritage First! Towards a Common Approach for a Sustainable Europe

ENCATC members, Lluís Bonet, Professor of Economics/Director of the Cultural Management Program at the University of Barcelona and Anne Krebs, Head of Studies and Research Department at the Louvre museum were invited to contribute expertise at the "Heritage First! Towards a Common Approach for a Sustainable Europe" conference organised by the Hellenic Ministry of Culture and Sports in the framework of the Greek EU Presidency Conference in March 2014 in Athens, Greece. Attended by policy actors, researchers, representatives of Member States, heritage experts, international organisations and other stakeholders, the conference aimed to stress the decisive and distinct contribution of cultural heritage to sustainable economic and social development, with a view to enhancing the potential of cultural heritage as a key resource for delivering the objectives of the EU 2020 strategy.

Europe's common and diverse heritage, as a dynamic force in today's society, plays (or has the potential to play) a key role in sustainable development within a broader context. Cultural heritage provides the models for sustainable environmental management through traditional ways and techniques, as well as the resources for innovation; it is a generator of growth and employment and an indispensable element of urban revitalization and social cohesion.

Professor Bonet was invited to speak during the conference's first thematic session focusing on "Cultural Heritage at the Heart of Sustainability: The

Urban Dimension". For his intervention professor Bonet stressed that the number of heritage attractions has increased significantly during the last decades in Europe and that many of these have been used to support tourist strategies and destinations, but not always with a strategic and sustainable plan for them. *"Historically, heritage organizations are the result, and at the same time a powerful engine, of a virtuous circle of value and services flows with their communities. But in some cases they can be an unsustainable engine for their communities,"* he said. He continued that the lifecycle model suggests heritage management, especially in urban environs, should be proactive, smoothing fluctuations foreseen by the cycle and favouring a balanced relation between the costs and benefits originated by tourism and other economic flows.

Contributing her expertise to the conference's third session on "Cultural Heritage, Social Responsibility, and Social Participation", Anne Krebs spoke on the topic of "Culture as Public Value: What are the Challenges for Cultural Heritage and Public Policies in Europe?" Ms. Krebs urged that since museums make important contributions to social, economic and environmental territories for the vitality and attractiveness of cities and regions, improving the quality of life and wellbeing of individuals and social groups they must be innovative and ensure their financial sustainability to fulfil their new roles. *"In Europe, the birthplace of museums and the "invention" of heritage, cultural institutions can play a stronger role as catalysts, within a real cultural ecosystem, of social and economic development in their territories by providing resources, references and useful experiences to all communities,"* she said.

To mark the importance of this conference and its contribution to developing and influencing policy, Androulla Vassiliou, European Commissioner for Education, Culture, Multilingualism and Youth opened the event with the announcement a new Commission strategy planned for promoting the intrinsic and societal value of cultural heritage, while seeking to maximise its contribution to smart, sustainable and inclusive growth.

European Agenda for Culture

ENCATC was among the 27 experts invited from the cultural sector to attend the Thematic Seminar "Analysis of administrative practices on artists' mobility & social security/taxation" organised by the European Commission in June 2014 in Brussels within the framework of the European Agenda for Culture, Council Work Plan for Culture (2011-2014).

Mobility is a reality for many artists in Europe either from an artistic and professional angle or as an economic necessity. For many of them, especially in smaller European countries, a large part of their activities occurs across borders. For these reasons, improving the conditions to support mobility both

within Europe and beyond and reducing related obstacles has been an objective that the European Commission is pursuing since the adoption of the European Agenda for Culture.

This gathering brought together EU representatives, Member State representatives, Cultural Affair Committee members, policy makers, and experts from the cultural sector and civil society. ENCATC was represented by Secretary General, GiannaLia Cogliandro Beyens, and ENCATC member, Sarah de Heusch Ribassin from SMartBe, who contributed to the discussions on European visibility for artists, policy objectives for artists' mobility, social security and tax-related issues concerning artists and creators, and initiatives aimed at supporting artistic mobility.

Measuring the Impact of Cultural Heritage

In October 2014, ENCATC was invited to Rome to partake in the Conference "Measuring the impact of cultural heritage cultural: Tools for 'evidence based' policies". The conference, held in the framework of the Italian Presidency of the European Union, was organised by the General Directorate for the Promotion of Cultural Heritage and done in collaboration with ENCATC member, Fondazione Fitzcarraldo. The conference was centred in the wide theme of cultural heritage as an instrument for promoting sustainable economic development.

Among the institutional representatives and European and international experts, ENCATC was represented by Fabio Donato, ENCATC Board Member and Professor at the University of Ferrara, and Lluís Bonet, Professor at the University of Barcelona. Professors Donato and Bonet shared their expertise on the different facets (economic, social, cultural, etc.) of the values attributed to the cultural heritage experience in the EU.

The choice of this theme fell in line with interesting initiatives to transform cultural heritage happening in different EU countries - in the context of the on-going international economic crisis which requires shrinking investment and simultaneous recovery. Policy makers have recognized the potential of cultural heritage to be a trigger for development as it delivers multiple benefits at the macroeconomic level (employment, tourism, industry, competitiveness) as well as its contributions to culture and society.

Horizon 2020 and towards a new Agenda for Cultural Heritage Research and Innovation

ENCATC was sought for its expertise for the Horizon 2020 Expert Group in Cultural Heritage Research and Innovation which supports the European Commission in establishing an innovative EU policy agenda for cultural heritage research and innovation and a corresponding roadmap for 2016/2020. Organised by



ENCATC Secretary General, GiannaLia Cogliandro Beyens, at the Open Session at the UNESCO International Conference of NGOs in Paris.

the European Commission in November 2014 in Brussels, the focus was put on the promotion of the innovative use of cultural heritage for economic growth and jobs, social cohesion and environmental stability with the overarching principle of cultural heritage as a production factor. ENCATC President, Annick Schramme, Professor at the University of Antwerp / Antwerp Management School, participated in the constructive dialogue with experts who contributed their views and knowledge regarding fixture research and innovation priorities, opportunities and needs in this area.

4th Annual ENCATC Policy Debate

4 July 2014 in Brussels, Belgium

The **4th Annual ENCATC Policy Debate** “Financing the Arts in Challenging Times: Policies, Business Models and Good Practice from Europe and the USA” was held in July 2014 and gathered 71 participants from 10 countries.

This event was part of a series of thought-provoking debates on the topic of “arts and culture on challenging times” started by ENCATC in 2011. It aimed to understand the new political and financial contexts where sponsors, donors, policy makers, artists, funders, and managers have to perform. It also aims to present and analyse a number of case studies and practices both from Europe and the United States that could lead to new practices for the sector and inspire the participants in their daily work and future decisions.

The crisis has been having an huge impact on the financial sustainability of cultural organisations. Typically, the sources of income of an arts and cultural institution are threefold: public contributions, tickets and commercial sales, fundraising and sponsorships. Public contributions are received from public bodies, both at a local level and at a regional and national level. However, these public subsidies to culture are decreasing throughout Europe. The amount of the tickets revenues and commercial sales derives from citizens’ degree of consumption of arts. Fundraising and sponsorships derive mainly from the development of joint projects and partnerships with private companies. Surely, fundraising could regard individuals as well, but usually most of this kind of

UNESCO

As an NGO in official partnership with UNESCO, ENCATC was invited to attend the International Conference of NGOs organised by UNESCO in December 2014 in Paris. ENCATC exchanged with other networks and civil society representatives and participated in a dynamic conference programme covering such topics as cultural heritage, intercultural dialogue, youth participation in culture, creative and cultural industries, sustainable development, and education.

Throughout 2014, ENCATC disseminated interesting calls and opportunities from UNESCO to its members and stakeholders in order to further foster engagement and cooperation between ENCATC and its members in the network.

income comes from companies that wish to improve their public image through donations or cause-related campaigns. Sponsorships are strictly linked to companies' marketing strategies. Today, in the light of the crisis, all three of these income sources are strongly affected.

In this context, it is extremely important to re-think current business models for financing the artistic and cultural sector to combine public subsidies with a significant amount of other sources of revenue.

It was clear from the Policy Debate discussions in Brussels that there are many new pathways open to arts and cultural organisations that are looking for resources during times of crisis. There are innovative and exciting new business models and ideas coming from Europe and the United States, but in all likelihood transferring or transplanting a model from one organisation to another will not lead to success. Arts and cultural organisations need to analyse their context, opportunities and threats in order to employ and test a model that is right for that particular organisation. Learning from others about what has worked and what hasn't, sharing experiences, and finding ways to collaborate and forge new partnerships will be key for going forward.

Policy makers and educators will also need to react. As new models are developed, tested, employed and successful, policy makers may be pressured to regulate or put into place new legislation to keep up with changes in the sector (crowdfunding, intellectual copyright, the digital market, etc.). Educators need to stay abreast to developments to teach cultural management and cultural policy students about political developments, alternative business models, and entrepreneurial skills in order to prepare them for tomorrow's reality and to be flexible in face of change.

The cultural sector need not fear the future. However, we need to accept that the arts and cultural sector will continue to evolve and cultural consumption behaviour will change as it has always done. The sooner we stop dragging our heels and start running towards new

opportunities - whether that be funding, models, partnerships, skill sets, etc. - will we be able to find ways to make the sector stronger, more adaptable to change and therefore more sustainable in the long-term.

To bring in the voice of artists, ENCATC organised an exhibition alongside the policy debate to present works by two European artists from Belgium and Italy and two American artists.

Learn more and download the report here:
<http://www.encatc.org/pages/index.php?id=365>

Cultural Heritage Counts for Europe

Throughout 2014, ENCATC and the five other members of the [Cultural Heritage Counts for Europe \(CHCFE\)](#) consortium continued to work towards the project's aim to raise greater awareness on the multiple benefits of cultural heritage and prepare policy recommendations for tapping into heritage's full potential.

In addition to fulfilling its role as the communication leader, ENCATC was also a member of the project's scientific committee, represented by Claire Giraud-Labalte, ENCATC member, Chair of the ENCATC Thematic Area "Understanding Heritage", art historian and heritage expert. In 2014, ENCATC participated in two steering committee meetings: one organised in Krakow, Poland by ENCATC member and consortium partner, the International Cultural Centre (ICC), and a second in Leuven, Belgium organised by Raymond Lemaire International Centre for Conservation (RLICC), another project partner. At these meetings, ENCATC was a valuable contributor to the project's methodology and solving challenges as they arose during the implementation of the project's objectives.



CHCFE Steering Committee members, Claire Giraud-Labalte (left) and Joanna Sanetra-Szeliga (right) speaking at the ENCATC seminar "Does Cultural Heritage Count for Europe?" in September 2014.



To bring the CHCFE directly to ENCATC members and stakeholders, in September 2014 in Brno, Czech Republic ENCATC organised a seminar entitled “Does Cultural Heritage Count for Europe?”. The seminar was held within the framework of the 22nd ENCATC Annual Conference, “New Challenges for the Arts and Culture: Is it just about money?”. Led by Claire Giraud-Labalte, participants shared information on the seminar’s theme, relevant research and examples demonstrating how to respond to challenges in the heritage sector and that have an important impact on cultural heritage in Europe.

To set the context, the seminar began with a short presentation by Claire Giraud-Labalte who gave a brief introduction to ENCATC’s Thematic Area “Understanding Heritage”, the Cultural Heritage Counts for Europe project, and an overview of important policy developments such as the European Communication on Cultural Heritage adopted in July 2014.

In attendance were members of the ENCATC Thematic Areas “Understanding Heritage” and “Museums in Europe” as well as researchers, academics and heritage operators from Belgium, France, Italy, the Philippines, Poland, Serbia, Spain, and Switzerland. Invited speakers included David Guillaume from the Network of European Museum Organisations (NEMO) and Joanna Sanetra-Szeliga,

ENCATC member from ICC and representative of the Cultural Heritage Counts for Europe project. Joanna Sanetra-Szeliga, Cultural Manager and Researcher, International Cultural Centre (ICC) in Poland had been involved in the on-going collection and analysis of existing data and evidence. In her presentation, she provided insight into the early research findings. She also explained some of the challenges encountered as the research teams worked to collect and analyse existing evidence on the benefits of cultural heritage.

Providing strong evidence of cultural heritage’s impacts is crucial to influence policy makers, public and private authorities and society at large on the benefits of supporting and financing heritage in Europe. Heritage is not always perceived as a structural element but it is a unique resource in our society. *“Heritage manifests the human genius and is a living testament to the history and creativity of our society through the centuries. Today it is a unique source of inspiration. Both moveable and immovable heritage reflects such diverse expressions of local life that together weave the fabric of the history of Europe. What’s more, it characterizes the identity of Europe in its diversity compared to other areas of the world. This is one of the major dimensions driving international audiences to discover our rich and concentrated cultural heritage,”* said Claire-Giraud-Labalte on the occasion of the seminar in Brno.

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. Members of the Alliance 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 2014. 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 2014, members of the Alliance were also a valuable resource for the Cultural Heritage Counts for Europe (CHCFE) project in the collection of existing data and evidence of the impact of cultural heritage. The CHCFE consortium regularly updated Alliance members about the project as they anticipated the a accessible, comprehensible and comparative overview of the value and relevance of heritage to be published in 2015.

Brussels Conversations

10 December 2014 in Brussels, Belgium

The **Brussels Conversations 2014 Conference** invited approximately 55 participants from various backgrounds to exchange views on concrete actions to make a "European Resolution on Culture, Values, Democracy and Citizenship" a reality. The participants first met at a welcome reception and press moment at deBuren and then had a full day of discussions hosted by De Munt / La Monnaie in December 2014. ENCATC member, Jean-Pierre Deru from the Marcel Hicter Foundation and partner of the European House for Culture was among the organisers.

Members of the European House for Culture (EHfC), members of the "A Soul for Europe" (ASfE) Strategy Group, festival organisers, academics, and guests attended this meeting feeding the debate with ideas from their own experience. The text of this Resolution was the result of a participatory process gathering citizens' ideas online and at events from 2012 to 2014. Initial proposals were already presented to the top

candidates for the position of President of the European Commission during the Berlin Conference in March 2014, just prior to the European elections.

The aim of the Brussels Conversations 2014 was to gather ideas for implementing this work plan for the next five years through joint efforts of citizens, cultural practitioners and elected leaders at local, national and European levels.

Whereas the cultural sector has traditionally been a splintered grouping of actors, participants hoped that this process could constitute an opportunity to speak in a coordinated and transparent manner with policy makers on how culture can contribute to active citizenship, community development and the future of Europe.

Go Vote!

To excite European citizens to get out and vote for the May 2014 European elections, ENCATC joined forces with more than 15 cultural networks and organisations. The **"Go Vote" campaign** was designed to encourage citizens to take action to shape Europe's future, contribute to the European debates and policies, defend democratic values and raise awareness about the power of decision. Pooling resources, the cultural networks and organisations worked together to disseminate the Go Vote message widely across Europe.

STRAND 2**NETWORKING: CONNECTING INSTITUTIONS AND PEOPLE -
CREATING PROFESSIONAL OPPORTUNITIES AND
INTERNATIONALISING CAREERS**

Côte de Boesufsaucsechalotte via Flickr CC BY-NC-ND2.0

Cultural Happy Hours

January - December 2014

The Cultural Happy Hours aim to catalyse international partnerships, cross sectorial exchanges, collaborations and knowledge transfers among networks and organisations acting in the field of arts and 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 based in Brussels through culture, and create innovative partnerships among cultural, business and education sectors.

In 2014, ENCATC organised seven Cultural Happy Hour events in partnership with Cultural Contact Points Wallonie-Bruxelles and Vlaanderen. These gatherings brought attracted more than 190 participants from 15 countries. With the objective to create new ties between among professionals from culture, business and education, Cultural Happy Hour guests were 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.

This initiative launched by ENCATC in 2013 has proven to be an excellent opportunity for the network to set up creative partnerships with organisations both in and outside the cultural sector. The 2014 Cultural Happy Hour programme included:

- **30 January 2014:** A visit to the [BRAFA, Brussels Art Fair](#), for an evening conference entitled "Sociologie et psychologie du marché de l'art contemporain: témoignages de

collectionneurs" followed by a guided tour of the Fair.

- **8 May 2014:** A guided visit of the exhibition "[As sweet as it gets](#)" by Belgian artist, Michaël Borremans at the Centre for Fine Arts, BOZAR, a member of ENCATC.
- **26 May 2014:** A presentation and visit of the "Influences plurielles" exhibition by French/Belgian artist [Emmanuel Beyens](#) at the Banca Monte Paschi Belgi in Brussels.
- **26 September 2014:** In a first for the Cultural Happy Hours, a training session in Brussels on "Twitter for culture and the arts" delivered by Creative industries and media expert, Ignasi Guardans who chairs and manages [CUMEDIAE](#), a non-profit agency.
- **3 October 2014:** The opening of the second edition of [Europe Refresh](#) hosted at Les Halles in Brussels to to discover 40 selected cultural projects from Europe and Canada having not only an artistic aspect but that also address the social and solidarity economy.
- **23 October 2014:** For the first time, a Cultural Happy Hour event was organised in Paris for a guided tour of the [Foire Internationale d'Art Contemporain](#) (FIAC) at the Grand Palais.
- **10 December 2014:** A debate on "Access to art, democratisation process and finding new audiences" held at the [TAG BXL gallery](#) in Brussels.

22nd ENCATC Annual Conference “New Challenges for the Arts and Culture: Is it just about money?”

17-19 September 2014, Czech Republic

For three beautiful days in October 2014, **over 100 academics, researchers, arts and cultural managers, policy makers, artists, students and local media** representing **27 countries** gathered for the 22nd ENCATC Annual Conference in Brno, Czech Republic. ENCATC organised this major international event around the theme of “**New Challenges for the Arts and Culture: Is it just about money?**” and more specifically, challenges related to social, aesthetic and economic aspects of arts management in the public and private sector.

The conference programme touched on other lively aspects of arts management and cultural policy, such as: the value of an artist’s work; global or local development of art activities; public or private institutional frameworks; economic growth versus well-being; artistic creativity and innovation; investment in creative industries or heritage protection; issue of copyright and creative commons; and the political value of arts and culture among others.

Keynote presentations from Europe, Asia and North America

On the morning of Thursday, 18 September, **three keynote speakers** tackled the question: can we say the challenges faced by in the arts and culture are just a matter of money? Covering three world regions

(Europe, North America and Asia), the keynote speakers provided their unique perspective and considered the social, aesthetic and economic aspects of arts management in public and private sectors. **David Mareček**, Executive Director of the Czech Philharmonic in Prague took a look at new territories and markets for arts and culture in neighbouring countries and local communities, and how to represent oneself internationally and engage audiences. **Alan Salzenstein**, President, Association of Arts Administration Educators (AAAE) and Professor, DePaul University in Chicago spoke about how to anticipate, shape and react to the changes within the environment that influence creative, artistic and production activities. Finally, **Jerry C Y Liu**, Associate Professor, Graduate School of Arts Management and Cultural Policy at the National Taiwan University of Arts focused his speech on cultural governance and the cultural public sphere in Taiwan and question whether aesthetic values, social impacts, political powers and economic benefits can ever go in harmony? Each keynote speech was accompanied by a debate panel with experts coming from all over the world: Belgium, Japan, Poland, Serbia, Singapore, Slovakia, Sweden, the United Kingdom and the United States followed by questions and discussions with the audience.

Study Visits in Brno

On day three of the conference, Friday, 19 September began with six study visits to Brno’s cultural flagship institutions to foster connections with operators on the local cultural scene, learn directly from their experiences and how they are addressing challenges in their field and institution.

Participants visiting **Villa Tugendhat** were able to experience one of the most pioneering prototypes of modern architecture in Europe. Designed by the



Keynote speakers at the 22nd ENCATC Annual Conference from left to right: David Mareček, Executive Director of the Czech Philharmonic, Alan Salzenstein, President, Association Arts Administration Educators (AAAE) and Professor, DePaul University in Chicago, and Jerry C Y Liu, Associate Professor, Graduate School of Arts Management and Cultural Policy at the National Taiwan University



Networking moments at the 22nd ENCATC Annual Conference New Challenges for the Arts and Culture: Is it just about money?" held in Brno, Czech Republic from 17-19 October 2014.

German architect Ludwig Mies van der Rohe, the villa was built of reinforced concrete between 1928 and 1930 for Jewish factory-owner Fritz Tugendhat and his wife Greta. The villa soon became an icon of modernism as a groundbreaking new vision in building design at the time. Mies' design principle of "less is more" and emphasis on functional amenities created a fine example of early functionalism architecture. In 2001, the Villa Tugendhat was entered into the UNESCO List of World Heritage Sites.

The Brno Observatory and Planetarium, offered a look into one of today's modern "Temples of Sciences" with a rich presentation of all the natural sciences. The observatory itself is a multifunctional space that includes an exhibition and concert halls as well as a training centre for courses, seminars, and educational use. The Observatory also provides a whole range of telescopes for commented popular public viewings. The participants were also treated to wonderful views of Brno as the Planetarium's dome sits at one of the highest points around the city.

Visiting **The SONO Centre** was an opportunity to see one of the best recording studios the Czech Republic has to offer. Within the centre's walls are venues and spaces for concerts, theatre and film performances, as well as for festivals and television broadcasting. It is also home to an international music club and restaurant attracting music fans from across the Czech Republic and beyond. The building's architecture combines fresh and modern design to provide optimum comfort and house the best recording and broadcasting equipment.

The Centre for Experimental Theatre (CED) is the state-funded institution of the Statutory City of Brno. It was conceived in 1986 as a dramaturgy project to organise the activities of three theatre ensembles – Theatre Goose on a String, HaTheatre and Theatre at the Table. During this visit, conference participants learned how the CED balances and manages the needs of all three theatre companies and supports new projects. The CED Project in particular supports and purposely searches for new and interesting artistic activities, dramaturgical and formal experiments in addition to organising theatre projects and festivals.

A visit to **The Moravian Gallery** meant discovering the Czech Republic's second largest art museum, known for the exceptional range of artistic disciplines it covers. Conference participants were taken on a tour of the museum's rich visual art collection that spans painting, drawing, graphic art and sculpture - from the past and the present - as well as photography, applied art and design. Since 1963, the Gallery has organised each year the International Biennial of Graphic Design, the oldest exhibition of graphic design in the world.

Finally, imagine a place where people do not enter because they're casually passing by, but because it is their final destination, a place where people can meet, learn, work, relax and explore. **The Industria Multicultural Centre** is just this space, a newly-formed independent multicultural centre in Brno. Within this vast 800 squared metres is housed a gallery, café, co-working space and gym. Conference

participants learned who attended this study visit learned how the centre's was created and was successful in providing an atmosphere in the city where people connect and feel inspired, using art and offering a range of services and facilities to attract local residents.

7th Annual Cultural Seminars

The 7th Annual Cultural Seminars followed the study visits. Each with its own individual programme and experts invited from around the world, the Cultural Seminars were a time to reflect on the conference themes within the framework of ENCATC's eight Thematic Areas that cover the topics of heritage, arts and health, cultural indicators, urban management, cultural and creative industries, performing arts management, museums and audience policies, and culture in external relations and diplomacy. As ENCATC is a multidisciplinary and cross sectoral network, these themes were grouped into parallel sessions.

The ENCATC Thematic Area "Urban Management and Cultural Policies in the City" co-produced the seminar entitled "Training at the urban cultural project level: Training needs and future perspectives" to see how can cultural management training centres adapt their strategies and methods to the needs of current cultural operators facing today's challenges in urban environments. Since both sides – educators and cultural operators – need specific spaces for mapping new demands, rethinking priorities and sharing diagnoses and strategies, participants were encouraged to ask themselves ourselves about what is changing in their own urban landscapes (why, how, with whom...) and how this challenges today's professionals. Insight and examples were provided by representatives of ENCATC, the Asia-Europe Foundation, Leeds Metropolitan University in the United Kingdom, and the Central European Culture Education Institute.

The ENCATC Thematic Areas "Understanding Heritage" and "Museums in Europe" came together for the seminar on "Does cultural heritage count for Europe?" to encourage participants to reflect on the title question and how to convince both private and public bodies to support and finance heritage and museums. Providing strong evidence of cultural heritage's impacts is crucial to influence policy makers, public and private authorities and society at large on the benefits of supporting and financing heritage in Europe because heritage is not always perceived as a structural element and a unique resource in our society. Experts from the Network of European Museum Organisations (NEMO), ENCATC, and the Cultural Heritage Counts for Europe project presented example the economic, aesthetic, and social impacts of cultural heritage and museums in Europe and beyond. The participants also to reflected on what all this means for those providing education and training in heritage and museum management

and how they can prepare the next generation to deal with these challenging issues.

We grow in confidence as a sector in measuring our contribution to the economy and also our social impact, but is it time to create metrics that we wish to measure our achievement by? To answer this question, ENCATC Thematic Areas "Cultural and Creative Industries" and "Monitors of Culture" joined forces for lead the seminar on "Measurement is increasingly demanded by our public and private funders: How do we find indicators that fully reflect our cultural value?" Is it possible, and desirable to create a set of metrics that the cultural and creative industries can use to measure our achievement against? Do we need a quadruple bottom line? Environmental, Financial, Social and Aesthetic? These are some of the questions analysed and discussed by the participants with contributions from experts coming from Goldsmiths, University of London in the United Kingdom, the Hong Kong Institute of Education, and Neulogy, a creative industry consultancy in Slovakia.

In its commitment to promoting cross sectorial dialogue and cooperation, the ENCATC Thematic Areas "Performing Arts Management", "Arts and Health" and "Europe International" came together to discuss how their disciplines overlap and intersect and how managers can mediate different aspects of their projects according to relevant planned/achieved results. It was also a moment to reflect on how professionals and academics in these diverse fields can create collaborative approaches to confront common challenges facing in the arts and cultural sector. Participants were joined by experts from the Academy of Performing Arts in Bratislava in Slovakia, Liverpool Hope University in the United Kingdom, the Creative Centre Brno, and Goldsmiths, University of London.

Open Space: Transfer of Knowledge, Information and Methodology

Before the conclusion of the conference, participants attended **Open Space: Transfer of Knowledge, Information and Methodology** to learn about a variety of projects, tools, and opportunities interesting for academics, researchers, cultural operators, students and artists. Presenters who were researchers, cultural managers, trainers, and consultants covered a wide range of topics. Presentations were given on Horizon 2020 and research opportunities for universities, European projects and lifelong learning, European cultural entrepreneurship, developing information models for Europe-Asia and new possibilities for Europe-Africa, and publishing possibilities in the family of ENCATC publications (*Scholars, Journal of Cultural Management and Policy, and Book Series*).

Artistic Programme

The 22nd ENCATC Annual Conference organised a rich and dynamic artistic programme to continue in its commitment to support local talent and promote artists to an international audience. Especially for the conference, a special theatrical performance was commissioned. Written, produced, directed and acted by students and recent graduates of the Janáček Academy of Music and Performing Arts "*Is it just about money?*" was inspired by the conference theme and was one of the highlights of the Annual Conference. This production showcased the creativity, innovation and talent of young Czech actors, theatre professionals, and arts and cultural management students. Furthermore, this performance demonstrated the impact of quality arts and cultural management education as these students were involved in every detail of the performance's success.

The Annual Conference programme was punctuated with additional artistic performances. At the conference's opening reception at the House of Arts, participants could view the institution's current contemporary art exhibition with works by Olaf Brzeski of Poland whose work is of the most interesting phenomena of the contemporary Polish arts scene. His art balances on the border between classical imaging and risky experimentation. He works with traditional art genres such as sculpture and drawing, while investigating and playing with monumentality. The evening reception was accompanied by a performance of contemporary music.

At the conference's networking dinner on the evening of 18 September, participants dining at the Augustinian Abbey of St. Thomas in Old Brno were treated to a performance of traditional Czech folk music. Wearing traditional Moravian costumes, the

musical ensemble entertained annual conference participants while they dined on traditional Czech cuisine.

To close the conference, students from the Janáček Academy's Faculty of music accompanied by MgA. Radim Pančocha performed Fantasy on the opera "Der Freischütz" for flute and piano by the French composer Claude-Paul Taffanel. Also, over the course of three days ENCATC Annual Conference participants were to performances of contemporary, folk and classical music put on Czech musicians and students of the Janáček Academy.

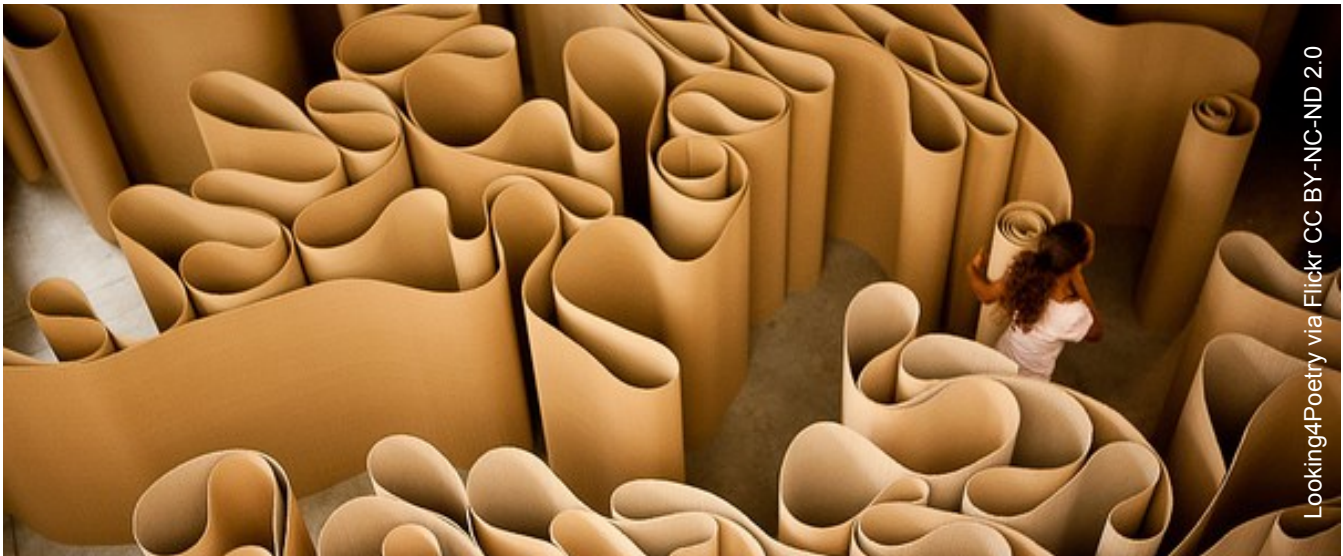
European House of Culture

January - December 2014

In 2014 ENCATC was again a partner of the [European House for Culture](#) and attended meetings which resulted in the collaboration for the Brussels Conversations Conference 2014. The mission of the European House for Culture (EHfC) is twofold: first to be a House of Welcome – a meeting and working place for networks and initiatives which relate to the cultural sector; secondly, the House aims to give the cultural sector in Europe a visible space in order both to facilitate networking among the cultural organisations sharing the same space and to facilitate a stronger voice of the cultural sector in the European decision-making process.



Inspired by the 22nd ENCATC Annual Conference theme students and recent graduates of the Janáček Academy of Music and Performing Arts wrote, produced, directed and acted an original performance "*Is it just about money?*" performed on the evening of 17 October in Brno, Czech Republic.

STRAND 3**BUILDING CAPACITIES: FACILITATING PEER LEARNING? KNOWLEDGE TRANSFER AND FASTER ADJUSTMENT**

Looking4Poetry via Flickr CC BY-NC-ND 2.0

**Setkani / Encounter 2014
International Festival**

8-12 April 2014 in Brno, Czech Republic

For a third year, in 2014 ENCATC was a partner of the [SETKÁNÍ/ENCOUNTER](#) – an international festival of theatre schools organised by ENCATC member, the Theatre Faculty of Janáček Academy of Music and Performing Art in Brno. The international festival brought together 12 theatre schools from 11 countries to perform in Brno, Czech Republic to an audience of theatre lovers, performing arts professionals, academics and educators from around the globe. The 149 theatre students came from all over the world to show their talent: Austria, Belgium, Czech Republic, Germany, Italy, Poland, Slovakia, Slovenia, Russia, United Kingdom. Over the course of the 5-day festival more than 2,000 spectators came to watch **22 performances** as well as concerts, workshops, debates, pedagogue meetings for teachers. The festival concluded with the “Marta” Award Ceremony for the best artistic achievements chosen by the festival’s jury made up of leading theatre experts.

Learn more about the SETKANI/ENCOUNTER International Festival here: <http://www.encounter.cz/en/>

**2nd ENCATC International
Study Tour**

9-12 April 2014 in Shanghai, China

For the second edition of the ENCATC International Study Tour, ENCATC invited academics, researchers,

cultural managers, cultural entrepreneurs, policy makers, artists, and students to discover Shanghai, one of Asia’s fastest grow cities. Over the course of four days, participants were immersed in Shanghai’s vibrant local art scene. To better understand its inner workings and expanding cultural offer, ENCATC organised 11 study visits and lectures with Chinese art leaders and professionals. Study visits covered a wide range of cultural institutions and players including: the Shanghai Grand Theatre, the Shanghai Conservatory of Music, the Shanghai Concert Hall, the Elisabeth de Brabant Gallery, Art+ Shanghai, the Rockbund Art Museum (RAM), the Shanghai Institute of Visual Art, and the Dutch Consulate General, the Museum of Contemporary Art Shanghai, the Shanghai Urban Planning Exhibition Hall, and Shanghai’s Museum.

This was a unique opportunity to meet and learn with colleagues from Asia and Europe on cultural diplomacy, innovation, creativity and entrepreneurship; gain a better understanding culture’s role in Chinese society; as well as develop collaborations and ties with universities, art organisations and cultural companies based in Shanghai. The ENCATC International Study Tour fostered international exchanges and cooperation among the participants from Belgium, China, France, Slovenia, Slovakia.

ENCATC also used this International Study Tour to begin to bring more visibility to internship opportunities in China and Asia for ENCATC students through the ENCATC Praxis Newsletter. This monthly publication aims to encourage student mobility as a way for students of cultural management to gain professional experience and hone their skills in another cultural environment.

3rd ENCATC Academy on Culture in External Relations: Focus on Asia

8 - 9 May 2014 in Brussels, Belgium

The 3rd ENCATC Academy was an intensive 2-day learning programme dedicated to the field of culture in external relations in Asia. Organised for senior and medium level professionals, the Academy drew participants from the European Commission, the European Parliament, universities in Europe and Asia, national and regional government agencies, and arts and cultural institutions.

The Academy's focus was put on Asian countries seeking to make their mark in international society as they face new domestic and international challenges that impact culture in external relations. To facilitate and successfully implement international projects, cultural operators and artists in Europe and beyond must have a better understanding of the challenges facing their colleagues working in Asian cultural organisations. Experts provided overviews of culture in external relations in Asia going into context and trends as well as more in depth knowledge shared about Thailand, South Korea, Japan and Vietnam. Specific topics also addressed included: *Biennales, Art Fairs and Buildings: Culture, Dialogue and Influences in Asia; China and the EU: mapping out culture in external relations; Cultural relations in practice: the case of the Confucius Institute; Education: a soft power tool?; and How to prepare a mobility experience in China?*



3rd ENCATC Academy on Culture in External Relations held in Brussels.

The Academy's discussions were further enriched by the participants who, inspired by the deep knowledge and experience of the Academy's contributors, shared their own views, experiences and challenges they have faced. In the end there was no lack of diverse and stirring examples of transnational and international cultural projects, training and education for arts managers, funding opportunities and more.

Finally, to foster exchange and encourage participants to expand their professional contacts the Academy included a networking dinner and two networking evening visits to cultural events in Brussels.

“Arts Administration Education Around the World: A Global Comparison” Plenary Session

30 May 2014 in Montreal, Canada

This plenary session brought together cultural management educators from Europe, North America, Asia and Oceania to investigate opportunities and challenges for cooperation between these world regions. The session, organised in the framework of the Association of Arts Administration Educators (AAAE) Annual Conference “Being Bold, Embracing Change” held from 29-31 May 2014, gathering a strong North American audience of cultural management and arts administration educators.

The invited experts tackled issues such as theory and philosophy of the educational programmes, objectives, methodologies, relationships with the sector and society, and employability. Invited experts explored the differences and defining characteristics of arts administration programmes around the globe. Speaking about the relevance of the plenary session's discussions, AAAE President, Alan Salzenstein, said: *“This presentation was truly one of the highlights of the AAAE Annual Conference. Participants were provided with varying geographic and cultural perspectives from four continents, discovering unique challenges that we each face, as well as dynamic commonalities.”*

ENCATC's continued collaboration with its sister organisation AAAE, was another example of ENCATC's dedication to promoting the internationalisation of the programmes and careers of academics and professionals in the cultural field. Moreover, this event fostered informal networking opportunities for academics, researchers and cultural managers to further enhance possibilities for exchange and collaboration in Europe, North American and Asia.

"Towards New Collaboration between Japan and Europe" Seminar

4 August 2014 in Tokyo, Japan

ENCATC in collaboration with its member, GRIPS National Graduate Institute for Policy Studies, organised a one-day seminar "Towards New Collaboration between Japan and Europe". European artist, Savina Taristano was invited to present her international artistic projects and activities as an artist-entrepreneur such as her July collaboration with ENCATC on the occasion of the 4th Annual ENCATC Policy Debate "Financing the Arts in Challenging Times" that was held in Brussels on 4 July. Her presentation for this seminar was followed by round table discussion about how to foster and strengthen collaborations between universities, cultural organisations, and artists in Japan and Europe.

Summer School in Fashion Management

25 August - 3 September 2014 in Antwerp, Belgium and Paris, France

ENCATC, in partnership with its member, the University of Antwerp, organised the second [Summer School in Fashion Management](#) from the end of August to early September 2014 in two major European fashion capitals: Antwerp and Paris.

Specifically designed for professionals and recently graduated Master's students highly interested or motivated to work in the fashion industry, this unique Summer School aimed at nurturing managerial talents tailored to the fashion industry. 46 participants from eight countries attended lectures covering topics from fashion marketing and PR, to finance, distribution and leadership in fashion. The intensive programme was also complimented with on-site study visits in two global fashion capitals of Antwerp and Paris.

Antwerp is well known for its creative high-fashion designers. Since the emergence of 'the Antwerp six' (Dries van Noten, Ann Demeuleester, Walter Van Beirendonck, Marina Yee, Dirk Van Saene and Dirk Bikkembergs) at the end of the 1980s, the city has taken on the status of a real 'fashion city'. Here participants visited the fashion company Terre Bleue, the Flanders Fashion Institute and MoMu (Antwerp fashion museum).

Taking the Summer School to Paris was a new component introduced into the 2014 programme allowing participants to interact with fashion designers for high fashion and luxury brands. Often cloaked in mystery and glamour, study visits in the French capital revealed the inner workings of some of fashion's most iconic brands: such as Chanel, Dior, Bulgari, Burberry, and Prada.

With its growing international reputation, the Summer School was also a prime opportunity for participants to build their international networks among distinguished academics, fashion leaders and entrepreneurs, young professionals and students from countries: Belgium, The Netherlands, Germany, Austria, Colombia, Honduras, China and Russia.

ArtLab14

24 - 27 September in Lecce, Italy

Organised by ENCATC member, Fondazione Fitzcarraldo in partnership with more than 35 institutions, including ENCATC, ArtLab14 took place from 24-27 September in Lecce, Italy. This 4-day event brought with it a dynamic atmosphere and a positive feeling for a real possibility of change.

For this 9th edition, the focus again was on sharing experiences and ideas about cultural management. More than 40 meetings were organised about culture and its links with economic and social growth and development of territories, involving local communities, professionals, businesses, non-profit, policy makers, and everyone who wants to learn more about the role of culture in our society.



Summer School in Fashion Management participants meet with industry professionals and fashion designers.

Discussions in Lecce were held on the themes of territories, audience, and sustainability to analyse the future of cultural management. Creatives, experts, managers, cultural workers talked about how to activate cultural processes shared by local communities, increase participation through audience development strategies, and promote economic and financial sustainability of cultural projects.

ArtLab's success over the years clearly shows the need for places of mediation where those interests can be brought back together and discussed. It's necessary to start again from beauty and creativity, which are the only ones able to give new sense to architecture, landscape, cities and life itself.

To learn more about **ArtLab** here:

<http://artlab.fitzcarraldo.it>

"Rethinking Cultural Evaluation: Going Beyond GDP" Advanced Seminar

21 October 2014 in Paris, France

After the seminars "Rethinking Cultural Evaluation: Going Beyond GDP" (Antwerp, 2013) and "Place of culture in sustainable development: going beyond the GDP indicators" (New York City, 2013), the debate on cultural indicators has continued in 2014 with an Advanced Seminar organized in Paris. This event has offered 60 participants the possibility to understand the most recent advancements in the debate on culture as an indicator of well-being and development. A discussion followed on rethinking how to measure the spill-over effects of cultural and creative industries and how to evaluate cultural approaches.

On this occasion international experts from institutions such as UNESCO, OECD, Joint Research Centre; universities such as the University of Deusto and Erasmus University Rotterdam; enterprises such as VIVENDI; consultancies as KEA; research networks like the Cultural Development Network; or other

organizations such as the European Centre of Creative Economy and Forum d'Avignon presented their most recent contributions to the state of art of cultural evaluation with an international approach and shared their experiences and good practice at local and trans-regional levels.

The advanced seminar included an introduction to present challenges to develop further indicators about the intangible and immaterial effects of CCIs as well as new methodologies taking advantage of the potential of TIC and artists' participation. The seminar's panel discussions contributed to a more complex perspective about the measurement of the impacts on culture, with special attention to the diversity of its social dimensions and the richness of its spillover effects. Experts also shed light on innovative, participative and co-creative methodologies inspired in community engagement. The seminar ended with an open discussion about the new territories of culture, where experts such as introduced the newest debates about emerging territories of creativity in the global and digital world, with special attention to the role that CCI's and ICTs undertake.

Download the ENCATC Advanced Seminar report in English and French here: <http://www.encatc.org/pages/index.php?id=372>

"European Cultural and Creative Luxury Industries: Key Drivers for European Jobs and Growth" Masterclass

22 October 2014 in Paris, France

ENCATC's one-day Masterclass on the topic of "European Cultural and Creative Luxury Industries: Key Drivers for European Jobs and Growth" aimed to foster interaction between representatives from the industry, policy makers, and educators for a mutually beneficial exchange on the latest developments in the



"Rethining Cultural Evaluation: Going Beyond GDP" Advanced Seminar took place in Paris, France on 21 October 2014.



ENCATC members with conference organisers from LA SALLE College of the Arts at the 2nd ANCER conference in Singapore.

field, challenges faced and possible solutions, as well as the skills and competencies needed in the fashion and high-end industries. Done in partnership with and hosted by ENCATC member Groupe EAC (Business School of Arts, Culture and Luxury), the Masterclass gathered 60 academics, researchers, professionals from the luxury and creative industries, policy makers, and students representing seven countries: Belgium, France, Italy, Morocco, Portugal, Spain and the United Kingdom.

The Masterclass began with useful facts and figures demonstrating the industry's potential as a key driver for European jobs and growth that were provided by Franck Delpal, an economist and permanent lecturer at the Institut France de la Mode in Paris. His presentation on "The economic significance of the European cultural and creative luxury industries" highlighted the importance and weight the industry carries in Europe and around the globe. His presentation was followed by examples of how the European Commission is supporting and protecting the fashion and high-end industries thanks to the presentation by Jean François Aguinaga, Head of Unit, Textiles, Fashion, Design and Creative Industries at the European Commission's DG Enterprise and Industry.

Industry representatives and academics LVMH, the European Cultural & Creative Industries Alliance (ECCIA); Watts of Westminster est.1874, the Comité Colbert, the University of Antwerp / Antwerp Management School, La Rochelle Business School, and the European Alliance for Apprenticeships presented the challenges they face today, explained what they are doing to overcome them, raised concerns for the future of the industry, and contributed a list of skills and attributes they look for in employees. Masterclass participants also heard from higher education academics and educators about how they are shaping the minds of tomorrow, what they are doing to prepare their students to work in the real world of cultural and creative luxury industries, and how they're staying on top of developments in the field.

Download the report in English and French here:
<http://www.encatc.org/pages/index.php?id=379>

"Asia-Europe Cultural Dialogue" Workshop

15 November 2014 in Singapore

This workshop on Euro-Asia cultural collaborations organised by ENCATC was part of a major conference organised by the Asia Pacific Network for Cultural Education and Research (ANCER) entitled "New voices, current perspectives: Arts, Management, Policy and Development in Asia". Attended by Academics, students, researchers, cultural managers, artists and policy makers, this workshop discussed the frameworks of exchanges and collaborations in the field of culture/arts/creative industries between Europe and Asia. More specifically the discussions were framed around the questions: what could be the goals, needs and criteria of these collaborations? What are the potential problems and obstacles? Who should be the key players? What are the roles of the networks in these processes?

The aim of this workshop was to increase international transfer of knowledge and cooperation among two major cultural management networks: ENCATC and the Asia Pacific Network for Cultural Education and Research (ANCER).

In addition to increasing knowledge on current programmes in Europe and Asia, the workshop also served to deepen understanding of cultural management governance and business models in Asia and Europe, and the major trends happening in the field in both world regions.

4th ENCATC Academy on Culture in External Relations: Focus on the Americas

8 - 9 December 2014 in Brussels, Belgium

This 2-day edition of the ENCATC Academy, was an intensive learning programme for senior and medium level professionals in the area of international cultural relations that focused on North and South America.

Countries in the Americas are important players in international cultural relations, from the United States, the world's superpower, to some of the most important emerging markets, such as Brazil and Mexico. They offer a wide range of engagement examples such as sports diplomacy (Usain Bolt, 2014 Brazil FIFA World Cup and the 2016 Rio Olympic Games) to the power of the media (Hollywood, Brazilian telenovelas) or nation branding (Jamaica). Europe and the Americas are linked by strong historical, cultural and economic ties, but in the 21st century context both continents and their relationship are in an accelerated process of change. Lectures and discussions covered the views of different stakeholders (government, cultural sector and academics).

Experts and participants from 18 countries represented major European institutions such as the European Commission and the European External Action Service, universities in Europe and the United States, national and regional governmental agencies, and arts and culture institutions.

In addition to an in depth overview of international cultural relations between Europe and the Americas, experts also provided many practical examples from the Red Star Line Museum in Belgium, the internationally renowned Europalia Festival, the Fulbright Commission, education soft power, financing mobility exchanges and more.

ADESTE project

Audience Developer: Skills and Training in Europe

In order to support cultural organizations and practitioners having a greater impact on access to culture and cultural participation, the [ADESTE \(Audience Developer: Skills and Training in Europe\)](#) consortium continued in 2014 to work towards its aim to develop and test a unique training method for professional working in audience development.

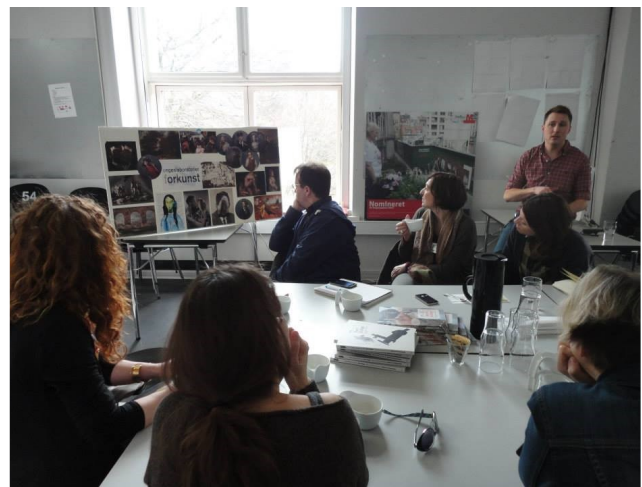
In 2014 the consortium organised two project meetings, national focus groups, a European focus group, and an international focus group with cultural professionals joining from the United States and India. The consortium also published two reports following the conclusion of the project's research phase: one on new training needs and a second on the European Standard Occupational Profile for those working in audience development. In addition to participating in project meetings, ENCATC continued in its responsibility as the project's communication leader in charge of the ADESTE website and visibility through ENCATC communication channels.

The ADESTE project will result in a study on the profile of audience developers at the EU level

incorporating the needs of the arts and cultural labor market, a European occupational standard profile of professionals working in audience development with well defined skills and competences, and tested innovative training methods to help professionals develop the necessary skills identified during the project's research phase. In addition to widely disseminating a number of outcomes, the consortium will also organize major international events to stimulate discussion on the greater importance of this topic.

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Launched in late 2013, ADESTE is a two-year project financed by the European Union's Lifelong Learning Programme.



ADESTE project meeting and study visit at the National Gallery of Denmark, Copenhagen.

Cross Atlantic Education Exchange

First launched in 2012, ENCATC's mobility initiative, [Cross Atlantic Education Exchange](#) (CAEE), aims to foster dialogue and mobility between academics, researchers, students, artists and cultural managers based in North and South America and in Europe. Continuing in 2014, from January to December this mobility initiative helped to promote **6** mobility exchanges that included:

- **1 ENCATC member** participated on the international panel at the network at the "Arts Administration Education Around the World: A Global Comparison" Plenary Session held in Montreal, Canada
- **1 keynote speaker from the United States** spoke at the 22nd ENCATC Annual Conference "New Challenges for the Arts and Culture: Is it just about money?" in Brno, Czech Republic
- **1 ENCATC Research Award jury member from the United States** attended the Award Ceremony in Brno, Czech Republic
- **3 academics and students** attended the 22nd ENCATC Annual Conference "New Challenges for the Arts and Culture: Is it just about money?" in Brno, Czech Republic
- **1 international correspondent Board Member** joined from the United States

Asia Region Education Exchange

Following the partnership agreement finalized in 2012 with ANCER, (Asia Pacific Network For Cultural Education And Research) and a successful pilot phase, in 2013 ENCATC officially launched a new mobility programme, "[Asia Region Education Exchange](#)" (AREE), focusing on countries in the Asia region. This mobility programme aims to bring attention to the mobility and knowledge exchange of its members in the Asia Region in order to encourage further exchanges and synergies between the two. This mobility initiative helped to promote **26** mobility exchanges that included:

- **5 academics, researchers, and cultural managers from Europe** attended the ENCATC International Study Tour in Shanghai, China
- **5 academics, researchers, and national representatives from Asia** attended the 3rd ENCATC Academy of Culture in External Relations with a focus on Asia organized in Brussels, Belgium

- **1 keynote speaker from Singapore** spoke at the 22nd ENCATC Annual Conference "New Challenges for the Arts and Culture: Is it just about money?" in Brno, Czech Republic
- **6 academics and researchers from Asia** presented their work at the 5th Annual ENCATC Research Session in Brno, Czech Republic
- **6 academics, researchers and cultural professionals from Europe** attended the Asia-Europe Cultural Dialogue Workshop in Singapore
- **1 ENCATC Research Award jury member from Singapore** attended the Award Ceremony in Brno, Czech Republic
- **1 European artist** invited to the Towards New Collaboration between Japan and Europe" Seminar in Tokyo, Japan
- **1 young cultural manager from Hong Kong** gained professional experience in the ENCATC Brussels office

Thomassen Fund

In 2014, the [Thomassen Fund](#) continued as a mobility fund aimed at enhancing the participation of member cultural management education and training institutions in ENCATC activities, enabling them to cooperate, professionalise their career and develop projects by being a part of the network.

- **1 mobility grant** provided to an ENCATC member in **Ukraine**

Marie Claire Ricome Traineeship Programme

Since 1993 ENCATC has provided young university graduates with a unique, first-hand experience of the workings of European organisations. At the ENCATC Secretariat in Brussels, future cultural managers have an opportunity to work in a multicultural, multilingual and multiethnic environment, contributing to the development of mutual understanding, trust and tolerance. In 2014 the ENCATC Traineeship Program "[Marie Claire Ricome](#)" welcomed **4 cultural management students** and **1 early career cultural manager** from **4 countries**: Belgium, Hong Kong, Italy, Spain.

STRAND 4**STRENGTHENING THE EUROPEAN RESEARCH AREA -
MAKING EUROPEAN RESEARCHERS MORE COMPETITIVE**

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**3rd International Research
Conference on the Cultural
and Creative Industries**

22 - 23 May 2014 in Antwerp, Belgium

This 2-day conference tapped into three trends within the cultural and creative industries (CCIs) currently being discussed and the (changing) dynamics between them: entrepreneurship, the urban environment and the role of creative, innovative and educational knowledge institutions.

In Antwerp, researchers, academics, and experts addressed various sectors of the arts and cultural industries (performing arts and festivals, heritage, museums and visual arts, film production and distribution, book publishing, recording, broadcasting, audio-visual media and multimedia, design) aimed at those interested in the dynamics between creative industries, knowledge institutions and urban policy.

This scientific conference resulted in a publication entitled "Beyond Frames: Dynamics between the creative industries, knowledge institutions and the urban context". The publication is available for purchase here: http://www.eburon.nl/beyond_frames

Finally, this conference is a successful example of collaboration between ENCATC members, Antwerp Management School/the University of Antwerp and HKU University of the Arts (Utrecht) with the support of ENCATC.

**"Cultural Policy Research and
Professionalization of the
Cultural Sector (or Intersectoral
cooperation in Cultural Policy
Research and Teaching)"
Thematic Session**

10 September 2014 in Hildesheim, Germany

ENCATC held a thematic session entitled: "Cultural Policy Research and Professionalization of Cultural Sector (or Intersectoral cooperation in Cultural Policy Research and Teaching)" and organised in the framework of the [8th International Conference on Cultural Policy Research \(ICCP\)](#). Attended by more than more than 400 researchers, academics, scholars, and cultural professionals, this thematic session aimed to discuss where and how academic research findings and practice from the cultural intersect. More specifically, this was an opportunity to question: How does research help cultural operators improve their performance in the work place and in practice? How does cultural policy research influence teaching, training, consultancy, and decision making processes? What about its influence on quality of staff involvement in institutions, organisations, city halls, governance bodies, and enterprises? How is this translated when looking at a wide range of cultural professions from different geographic origins?

The panel of experts that including leading academics and researchers in the field of cultural policy and management debated about the relationship between the research and the cultural sector (needs, professionalization, transfer of knowledge), how policy based research, influences or not the decision making

process, and the evolving relationship between research and education and new required competences.

Read highlights of the debate session:
<http://encatc.org/pages/index.php?id=339>

ENCATC Research Award on Cultural Policy and Management Ceremony

18 September 2014 in Brno, Czech Republic

The ENCATC Research Award on Cultural Policy and Management is granted to the best recent published PhD thesis presented by a young researcher. This prestigious recognition aims to stimulate academic research in the field of cultural policy and cultural management with an emphasis on its applied implications: to explore, through comparative and cross-cultural research, issues at stake in contemporary Europe, and possibly anticipate new cultural policy orientations, as well as to contribute to the process of creating an "infrastructure", a network of scholars who are competent in doing comparative research projects in cultural policy.

To begin, the three **ENCATC Research Award on Cultural Policy and Management** finalists presented their PhD research to the Award's

international jury and Annual Conference participants. These young and talented researchers were selected for successfully defending their PhD thesis on comparative cultural policies or management issues and whose work was of the greatest excellence. The three finalists were Emma Blomkamp representing Australia and New Zealand for her PhD thesis "*Meaning and Measures of Urban Cultural Policy: Art, Local Government and Community Wellbeing*", Luisa Fernanda Gutierrez-Navratil from Spain for her PhD thesis "*Competition in the Movie Industry: Releasing Dates and Theatre Allocations as Strategic Variables*", and Elodie Bordat from Sciences Po Aix-en-Provence in France for PhD thesis "*The Dynamics of Changes in Public Policy. A Comparative Historical Analysis of Mexican and Argentine Cultural Policies.*"

On the evening of 18 September 2014 during the Award Ceremony, Elodie Bordat from Sciences Po Aix-en-Provence in France was announced as the winner of the 2014 **ENCATC Research Award on Cultural Policy and Management** for her outstanding PhD thesis and research on "*The Dynamics of Changes in Public Policy. A Comparative Historical Analysis of Mexican and Argentine Cultural Policies.*" The Award was given by, **Mgr. Miroslav Rovenský, vice-minister, Ministry of Culture of the Czech Republic** and **Ing. Michaela Šojdrová, vice-chair Committee on Culture and Education of the European Parliament**, both extremely committed to supporting excellence in cultural policy and cultural



Members of the ENCATC Research Award's international jury and ENCATC's Secretary General with the 2014 Award winner and one of the finalists.

management research. Among the audience members were **the Award's international jury and two members of the Award's Steering Committee: Anupama Sekhar**, Acting/Deputy Director of the Culture Department at the Asia-Europe Foundation (ASEF), and **Alan Salzenstein**, President of the Association of Arts Administration Educators (AAAE).

ENCATC Cultural Management and Cultural

The Cultural Management and Cultural Policy Education Book Series is a new series of publications specializing in topics related to cultural management and cultural policy headed by ENCATC.

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

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 it was first set up, ENCATC has recognized this need and always been very active in pursuing, publishing and disseminating research in arts and cultural management and cultural policy in order to strengthen the understanding of cultural management and cultural policy issues.

In 2014, the first winner of the ENCATC Award in Brno, Elodie Bordat from Sciences Po Aix-en-Provence in France, was selected to have her work translated and published in the first volume of the Book Series. The first ENCATC Book Series publication will appear in 2015.

5th Annual ENCATC Research Session

18 September 2014 in Brno, Czech Republic

The **5th Annual ENCATC Research Session** was held on 18 September and was an important international gathering of established and emerging researchers from Europe and around the world. In 2014, **23 researchers** from **11 countries** were invited to present in Brno. Parallel sessions grouped papers along the themes of "Audience Development", "Cultural Policy", "Management - Marketing -

Tourism", and "Intangible (Heritage - Museums - Libraries - Institutional Memory)".

The parallel sessions proved once again to be an excellent opportunity for ENCATC members and stakeholders to get the latest research trends and developments, and gain new perspectives and insights into the field of cultural management and cultural policy. The sessions were also a moment for participants to meet, exchange and debate with leading experts in the field.

The 2014 Annual Research Session in Brno built on the success of the previous Research Sessions organised in Antwerp, (2013), London (2012), Helsinki (2011), and Brussels (2010). Since its creation in 2010, over 95 authors have presented their research, coming from across Europe, but also as far as Australia, Brazil, China, Colombia, Japan, Singapore, Turkey and the United States. Many have gone on to have their articles printed in the *ENCATC Journal of Cultural Management and Policy*.

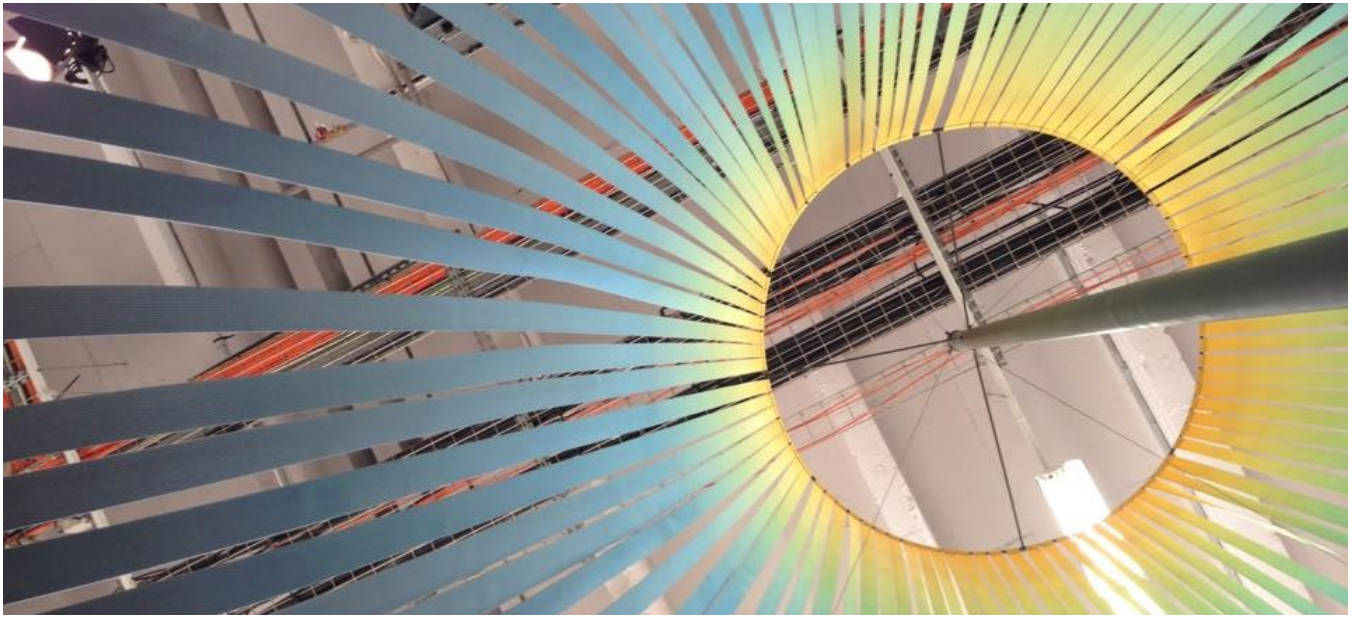
ENCATC Journal of Cultural Management and Policy

With the 3rd Volume of the ENCATC Journal, ENCATC continued to stimulate the debate on the topics of cultural management and cultural policy among academics, researchers, educators, policy makers, cultural managers and artists. The Journal is a unique platform for multidisciplinary debate and offering new perspectives aiming to connect theory and practice in the realm of the cultural sector. For the long-term sustainability of the sector, this publication is also a crucial tool for better anticipating the future and better understanding the past by promoting access to cutting-edge research.

The 2014 issue published seven articles covering cultural management and policy issues coming from Brazil, France, Serbia, the United Kingdom and the United States. Topics included financing the arts in France, arts and culture as a way out of the crisis, the use of storytelling in urban collective consciousness, arts and design education, state funding and local cultural economic development in the United States, and the influence of local socio-political context on the management of preservation training centres in Brazil.

Download the ENCATC Journal, Volume 3 here: www.journal.encatc.org

STRAND 5 BUILDING KNOWLEDGE SOCIETIES - ENGAGING AUDIENCES AS ACTIVE PARTICIPANTS



ENCATC transforms information into knowledge. It creates, collect and disseminate information inside and outside the network through a number of tools for its members, followers and wider public interested in our work.

Online Magazines

In 2014, ENCATC produced **6 issues** of its popular and well recognized **ENCATC News** which has become a go-to information source for update-to-date information on European policy developments, news from the ENCATC Secretariat, ENCATC members, partners and other organisations, interviews, the latest calls, grants and publications as well as interesting upcoming events.

ENCATC News is a member only service, however ENCATC also produced a shorter version called **ENCATC Digest** for followers who are non-members and was made available for free to the public. ENCATC members can access all back issues of the **ENCATC News** in the "[Members Only Area](#)" on the ENCATC website. Non-ENCATC members can access the [Digest Archive](#) to all issues.

ENCATC PRAXIS Newsletter for Students

The **ENCATC PRAXIS Newsletter for Students** has become a popular product among ENCATC students enrolled at ENCATC member institutions studying

cultural management and cultural policy. In 2014 work placements and internships continued to be an important component in a number of our members' training programmes a desirable form of personal professional development for early career managers and administrators.

To respond to this need, in 2014 ENCATC produced **11 issues** of PRAXIS. Through this online publication, ENCATC promoted promote **161 training and internship opportunities**, and **24 capacity building offers** in **28 countries** in Europe and beyond.

ENCATC members may access all back issues of the PRAXIS Newsletter for Students in the "[Members Only Area](#)" on the ENCATC website. This archive space is also an important resource for students looking to better understand the cultural players in different countries and their contact information. Non-ENCATC members and students can access a [sample](#) PRAXIS Newsletter.

ENCATC Scholars e-bulletin

Designed to be a unique tool for education and lifelong learning on arts and cultural management and policy, the /encatcSCHOLAR is composed of articles, exclusive interviews, case studies, conference reports and more. This annual e-bulletin was born to satisfy the growing demand for the latest teaching material from academics, researchers, cultural operators and students in over 40 countries around the world.

Read the 2014 issue of the /encatcSCHOLAR [here](#).



What happened on the web? In 2014 ENCATC used many platforms and tools to communicate.

ENCATC Website

ENCATC's [website](#) is an effective platform used to promote our network, highlight our objectives and missions, and give visibility to our members, projects, Thematic Areas, and activities. Updated regularly, in 2014 the ENCATC website had **198,265 page views**.

Distribution Lists

In 2014 ENCATC managed four **online distribution list databases**. It's [PR database](#) counted over **4,400 followers** that included academics, researchers, students, cultural managers and operators, policy makers, media, artists, representatives from European and international institutions, press, and a wider general public interested in our work.

The ENCATC Members' database counted more than **270 contacts** in **44 countries** in Europe and beyond who represent ENCATC member institutions

and who are charged with disseminating information to their colleagues and students.

These first two distribution lists receive regular updates from ENCATC which included: ENCATC News and Digest; PRAXIS (members only); the 2014 ENCATC Events Calendar; brochures for different ENCATC activities and events; press releases; save the date invitations and more. ENCATC members also received issues of the PRAXIS Newsletter for Students and more than 100 news flashes from the ENCATC Secretariat in Brussels to ensure its members receive the latest news at it developed so members could make the most of opportunities to professionalise their career and internationalise their organisation. The news flashes included partnership opportunities, job offers, publications, grants, calls for papers, and interesting events in the field of cultural management and cultural policy.

For special invitations and events, the ENCATC VIP list counted more than **230 contacts based mostly in Brussels**. Among them EU representatives, policy makers, directors of arts and cultural institutions, artists, business leaders, and journalists.

In order to reach young and early career researchers in the field of cultural management and cultural policy with special ENCATC opportunities, ENCATC's young researchers database counted nearly **300 contacts** in over **40 countries**.

ENCATC in Contact Interviews

ENCATC in Contact is an integral part of the *ENCATC News* and *ENCATC Digest* where ENCATC interviews members and stakeholders about their area of expertise, ongoing projects, views on changes in the field of cultural management and cultural policy. In 2014 ENCATC conducted **6 interviews**.

Social Media

Facebook, Twitter, and LinkedIn

ENCATC continued to be very active on its social media channels in 2014. ENCATC increased its presence both on [Facebook](#), [Twitter](#) and [LinkedIn](#) to frequently inform **more than 5,000 followers** combined about: upcoming ENCATC events and activities; unfolding events while they happen and keynotes speeches by micro-blogging during events; ENCATC news, calls, deadlines, reports, publications; News from members, ENCATC partners and the European Union; and interesting calls, interviews, publications, articles, etc. from the 8 ENCATC Thematic Areas.

ENCATC Thematic Areas and Online Discussion Forums

Established in 2008, the 8 ENCATC Thematic Areas (TA) represent the interest and expertise of the network's members. Each TA has its own website including a general presentation, the TA's background and objectives, activities and outcomes.

To continue to facilitate the exchange of information and discussions, in 2014 each Thematic Area also had its own dedicated **Google Group discussion forum** where ENCATC members and a wider general public could join to receive weekly updates, but also post to other members for information about partnerships, publications, upcoming events and much more. In 2014 ENCATC posted over **400 such updates** through its 8 Google Group discussion forums counting **over 850 followers**. Learn more about each ENCATC Thematic Area:

- [Creative Industries](#) // [Google Group](#)
- [Understanding Heritage](#) // [Google Group](#)
- [Monitors of Culture](#) // [Google Group](#)
- [Museums in Europe](#) // [Google Group](#)
- [Europe International](#) // [Google Group](#)

- [Urban Management and cultural policy of city](#) // [Google Group](#)
- [Arts and Health](#) // [Google Group](#)
- [Performing Arts Management](#) // [Google Group](#)

Videos

From interviews, to speeches and award ceremonies, ENCATC videos are meant to be a unique teaching tool. They raise interesting questions and bring debates and new perspectives as they are unfolding in the field of cultural management and policy. As of the end of 2014, the ENCATC YouTube Channel had **more than 1,660 views**.

Video access is possible via the [ENCATC YouTube Channel](#).

Online Bibliographies and Library

In order to provide ENCATC members and followers with the latest resources relevant to arts and cultural management and cultural policy, in 2014, ENCATC continued to expand its **online bibliography databases** with a combined total of 1,318 publications and sources on: Arts and Cultural Management, and Cultural Policy; and Culture in External Relations.

For those looking to do desk research, the **ENCATC library** located at the ENCATC Secretariat in Brussels offers a unique collection of **over 500 publications** covering a wide range of topics relevant to the field of arts and culture management and policy. Categories include: National and European Cultural Policy, Arts Management, European Capitals of Culture, Cultural Diplomacy, Cultural Indicators, Culture and Tourism and many more. Staff and students from higher education cultural management and cultural policy programmes may request access to the ENCATC library in Brussels.

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ENCATC is the leading European network on Cultural Management and Cultural Policy Education. 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 and make it sustainable, and to create a platform of discussion and exchange at the European and international level.

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