

encatc

ENCATC ACTIVITY REPORT

YEAR 2004



ENCATC OFFICE 2004



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GENERAL SUPPORT:

We wish to thank in particular, the European Commission (Directorate General for Education and Culture), for its important contribution to the general operating costs of ENCATC.



SUPPORT FOR SPECIFIC ACTIVITIES:

We wish to thank in particular, the UNESCO for its important support to the ENCATC Annual Conference in Krakow, Poland..

ENCATC BOARD MEMBERS 2004

ENCATC President:

DR. LLUÍS BONET, Universitat de Barcelona, Cursos de Postgrau en Gestió Cultural, *Spain*

ENCATC Vice Presidents

MICHAEL QUINE, City University, School of Arts, *UK*

MALGORZATA STERNAL, Jagiellonian University, School of Cultural Management, *Poland*

Members:

MARIJKE FABER, Utrecht School for the Arts, Centre for Arts & Media, Management, *NL*

DR. HERMANN VOESGEN, Fachhochschule Potsdam, *Germany*

MARIE-CLAIRE RICOME, Michel Montaigne, Université de Bordeaux 3, *France*

OSMO PALONEN, Sibelius Academy, *Finland*

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INTRODUCTION

This Annual Report presents the main network activities undertaken last year and refers to a series of events and seminars organised by ENCATC during the whole year 2004.

This report includes:

- **a summary of ENCATC internal matters** (office, membership development, Board meetings and Annual General Assembly);
- **an overview of ENCATC policy development** over the year 2004 in relation to the EU matters and other international organisations;
- **an overview of ENCATC main activities** over the year 2004 (Annual Conference, Academies, Workshops, European Projects, Summer Schools);
- **a calendar of meetings** and events.

ABOUT ENCATC

ENCATC is the European network of institutions and professionals involved in training and education in the broad field of cultural management.

The mission of ENCATC is to stimulate and encourage the development of cultural management, policy & mediation within the context of great changes in the fields of culture, arts and media.

ENCATC aims to create an environment in which its members can share experience; exchange ideas on good practice; set up partnerships; exchange ideas between researchers, educators and cultural managers; promote the importance of cultural management and related training and contribute to broad debate on cultural policy.

In practice ENCATC organises: training-of-trainers academies; Workshops; Students' activities; European and international projects; Information point; Advice and support for members

In 1999 ENCATC set up a mobility fund, Thomassen fund, aimed to strengthen the participation of ENCATC members from countries undergoing financial difficulties, in particular in Central and Eastern Europe.

Since its creation, ENCATC has collaborated in a number of ways with other European and international institutions. It has developed special links with the European Union, UNESCO and the Council of Europe.

INTERNAL MATTERS

BRUSSELS OFFICE

In 2004, the ENCATC Office consisted of two full time staff: the Italian Executive Director, Giannalia Cogliandro and the Finnish Communication Assistant, Mette Hyytiäinen. In July 2004, David Ocon from Spain joined the ENCATC Office taking over the position of Mette Hyytiäinen who went back to Finland to finish her studies.

From January till March 2004, ENCATC hosted a student on cultural management from Portugal, Helena Rosado. Ms Rosado was a valuable support for the organisation of the ENCATC Workshop on cultural Tourism held in Lille, France, on June 2004.

The Brussels Office was also a bonus for those members who organise on regular basis study visits for their students in Brussels. In particular, in 2004 ENCATC welcomed students on cultural from the Utrecht School of Arts (Netherlands) and from the University of Barcelona (Spain).

In June 2004, the Brussels office hosted a three days meeting for representatives from 28 European cities and 6 Universities organised in close cooperation with EUROCITIES in the framework of the Eurocult21 project.

The close proximity to the European Institutions and to the other European networks active in the field of culture based in Brussels - some of them located in the same building (IETM, PERLE, Fondo Roberto Cimetta, VTI, Kaa Theatre, etc..) allowed ENCATC to organise some strategic meetings aimed to consolidate the existing partnerships; to forge new contacts and to pave the way to new cooperative European projects such as, among many others "Networks as learning experiences" submitted to the Commission in September 2004.

ENCATC BOARD

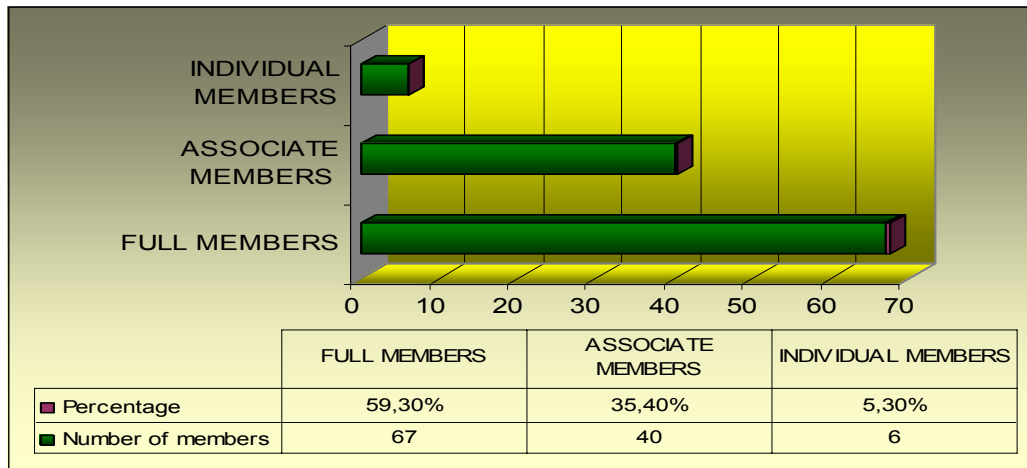
The ENCATC Board – elected on a two years basis – in 2004 meet on 5 occasions:

- 9-11 January, Krakow, Poland
- 1-3 April, Barcelona, Spain
- 13 May, Krakow, Poland
- 10-12 September, Helsinki, Finland
- 10-12 December, London, United Kingdom

During the five Board meetings, the Board members analysed and discussed new membership applications; designed, planned and assessed network activities and designed new project proposals and events.

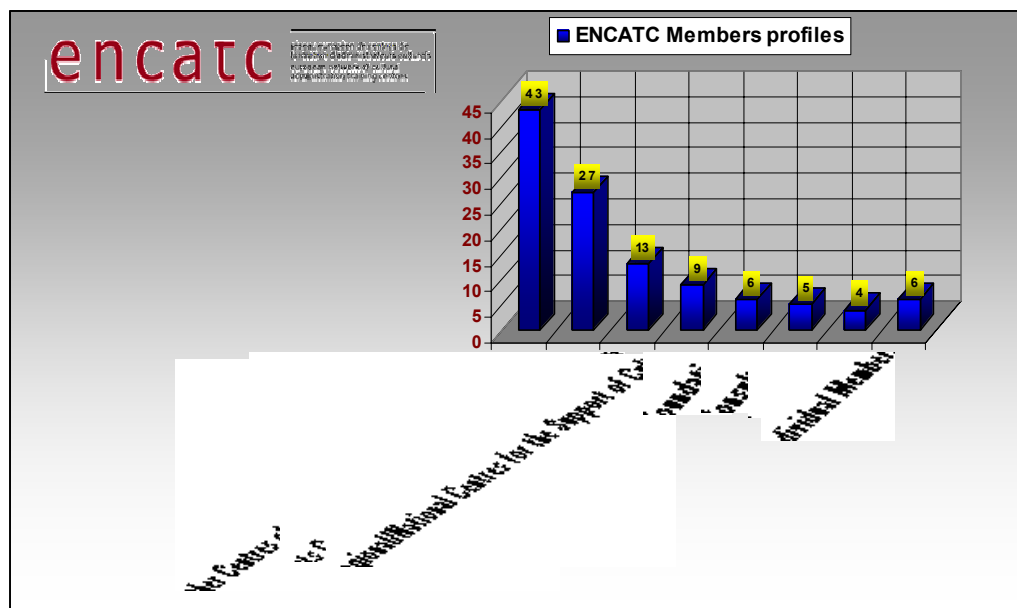
MEMBERSHIP DEVELOPMENT

At the end of the year **2004**, ENCATC counted **113 members** from **33 countries**: 67 full members; 40 associate members; 6 individual members.



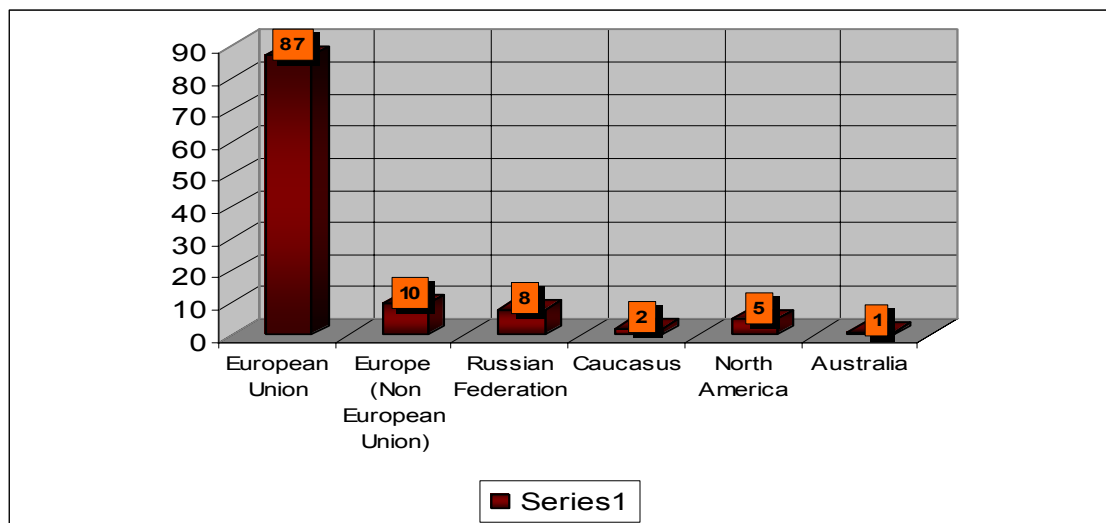
According to our analysis the profile of ENCATC membership shows that:

- 43 ENCATC members (38%) belong to major Universities,
- 27 ENCATC members (24%) belong to Other Centres of education and training (Politechnic, Academies, Schools, Colleges);
- 13 ENCATC members (11,50%) belong to Arts Centres and Centres for the Support of Culture;
- 9 ENCATC members (8%) belong to Regional/National Centres for the Support of Culture
- 6 ENCATC members (5,30%) belong to Foundations
- 5 ENCATC members (4,40) are consultants
- 4 ENCATC members (3,50%) are associations active in the cultural sector
- 6 ENCATC members (5,30%) are individual members



From a geographical point of view, our statistics show that in 2004, 87 members were located within the European Union (25 countries), 10 members in countries not yet belonging to the European Union, 8

members belong to the Russian Federation, 2 were located in the Caucasus area, 5 in North America and finally 1 member had its headquarter in Australia.



Finally the following **12 new members** joined ENCATC in 2004:

1. National centre for Culture, Poland (Full member)
2. Birnkraut|Hein, Arts & Business Consultants, Germany (Associate)
3. Monti & Taft srl, Italy (Associate)
4. Association for Cultural Managers, Russia (Associate)
5. Center for Contemporary Arts, Slovakia (Associate)
6. Kodolányi János University College, Hungary (Associate)
7. VLEKHO Business School vzw, Belgium (Associate)
8. Sue Key, IUK (Individual member)
9. Ruth Berenson, USA (Individual member)
10. ASESOR, PL, (Associate member)
11. Lia Ghilardi, UK, (Individual member)
12. Raj Jsar, FR, (Individual member)

GENERAL ASSEMBLY

During the year 2004 ENCATC organised two General Assemblies. The first General Assembly was organised in Krakow, Poland on the 13th of May and on the 16th of May.

The second Extraordinary General Assembly was organised in London on the 10th December 2004. This extraordinary event was organised in order to adopt the new version of the ENCATC Statutes (Act dated 2 May 2002 and published in the Belgian State Gazette on 11 December 2002. This Act invited the asbl and asbl – non profit association - located in Belgium to modify their statutes before the end of 2004).



At the annual General Assembly, the overall Work Programme, budget, membership report, strategic developments and membership fees for the year ahead were discussed and approved. Work progresses and future strategies were analysed and evaluated.

THOMASSEN FUND

Since 1999, ENCATC also administrates a mobility funds called: **Thomassen Fund**. This ENCATC initiative is a **mobility fund** aimed at widening and strengthening the participation of Central and Eastern European cultural management training institutions in the ENCATC activities, providing a concrete opportunity to co-operate and to develop collaborative projects, by taking part in networking activities.

In 2004, Thanks to the Thomassen Fund:

- **17 people have received travel grants** and have travelled, met colleagues, learned from experience elsewhere and started and continued the face-to-face networking process which is so valuable in questions of cultural management and development.
- **5 institutions have received matching grants** and have had the opportunity to join ENCATC and to share and develop information, ideas and contacts.

A total sum of **10.109 Euro** was invested by ENCATC in strengthening the participation of Central and Eastern European cultural management training institutions /professionals in the ENCATC activities.

POLICY DEVELOPMENT

BOLOGNA PROCESS -BUILDING THE EUROPEAN HIGHER EDUCATION AREA

During the whole year 2004, ENCATC continued to follow up this important process. In this regards, the role of ENCATC was twofold: 1) *to inform and advice* ENCATC members thus to give them confidence in this new system; 2) *to lobby the main decision makers* by informing them about the interest from the field.

In order to inform on regular basis the ENCATC members particularly interested in this specific topic:

- On March 2004, a new webpage was created on the existing ENCATC website http://www.encatc.org/EN/bologna_process/index.lasso. This new opportunity allowed the **exchange of information** and **best practices** among the ENCATC members and the main actors involved into this process.
- On June 2004, a **working group on “Bologna process”** was set up. The first outcomes of this working group are:
 1. The organisation of a workshop in Potsdam, Germany in June 2004
 2. The organisation of a workshop in December 2005 in Grenoble, France.

THE ROLE OF CULTURE AND EDUCATION IN THE FUTURE OF EUROPE

In 2004, ENCATC together with European Forum for Arts and Heritage, EFAH, European Cultural Foundation and other major organisations active in the field of culture and education continued to actively promote the necessity of:

- Providing the educational and cultural means for implementing the European Council’s goal for the EU to become “the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion”.
- Contributing to the development of quality education in the field of arts management and cultural training by encouraging cooperation among Member States and promoting the European dimension in education, especially through the learning and diffusion of Member State languages.
- Promoting mobility of students and teachers in the field of arts management and cultural training, artists and cultural operators, and encourage the academic recognition of diplomas and study periods.
- Promoting cooperation in the exchange of information and experience and in the field of arts management and cultural training
- Implementing a vocational training policy in the field of arts management and cultural training that supports and complements the actions of Member States; including promotion of the mobility of trainers and trainees, especially the young.

In order to achieve these objectives, on **May 2004, ENCATC organised a major Annual Conference in Krakow, Poland**, aimed to debate on the new challenges for the European Union and for the main actors of the cultural and educational sector.

ACTIVITY DEVELOPMENT



ENCATC constitutes a unique platform that achieves results in terms of establishing contacts and launching new initiatives.

The exchange of experience and know how within and outside the network often lead to the **development of many transnational cooperation projects** such as Calliope (1997-1999); Nordic Baltic Platform (1999-2001); Synaxis Baltica (1999 – 2004); Culture Capital Creation (2002-2004); EURO CULT21 (2003-2005).

ENCATC's main activities include: international advocacy, representation and promotion of vocational training in the field of arts management and cultural policy; **an annual conference** for approximately 150 members and delegates; **specialist focused workshops and seminars; training academies; summer schools;** researches, policy papers and publications relating to European and worldwide issues within arts management and cultural policy.

On-line services including a **monthly newsletter** and a constantly updated **website**.

ENCATC ANNUAL CONFERENCE



The International Conference and Seminar on Cultural Management Education „Managing Cultural Dynamics within the Renewed Europe” was held in Cracow (Poland), on 13-16 May 2004.

The Conference was organised by ENCATC and the School of Cultural Management, a part of the Institute of Public Affairs, Jagiellonian University, with collaboration and support of international and local partners: UNESCO, City of Cracow (City Council), and International Cultural Centre, Cracow.

This event, the first International event in the cultural field in Poland after the accession of Poland (01/05/2004), had the ambition to create a unique international environment of information exchange, know how sharing, debate amongst representatives from cultural & educational sector from Western, Central and Eastern Europe on managing cultural dynamics within the renewed and Europe.



The timing for this conference was very appropriate. It allowed representatives from cultural & educational sector from Western, Central and Eastern Europe to debate on the new role of culture in an enlarged Europe as well as on the new place of culture in the new Constitutional Treaty: with the biggest enlargement ever, the EU citizens need a deep understanding of the sense of building the European society and feeling of belonging to Europe without losing their national, regional and local ties.

Plus precisely, in the context of the work of the European Convention and the discussions on the future Constitutional Treaty of the European Union, this event reflected the ENCATC desire and commitment to support and foster discussions among its members (network of institutions including civil society organisations in the field of culture & education): on the responsibility of the culture and education sector towards achieving Europe as *“a continent open to culture, learning and social progress”*; on intercultural dialogue within Europe and beyond; on cultural inheritance of Europe in the life of society.



The Conference successfully realised its main objectives:

1. **It gathered 168 participants:** academic teachers, experts, policy makers, cultural managers and cultural management students. The participants represented academic institutions, international organisations, European cultural networks, local governments.

2. It provided a **basis for exploration and discussion of main challenges** that the education and culture sectors face after the European enlargement, especially in the field of cultural management education. The debate included the issues of co-operation with the countries that remain outside the European Union structures, yet actively involved in international co-operation within the field of cultural policy and cultural management – such as Bulgaria, Romania, Serbia and Montenegro or Croatia.

On the whole, there were: 5 plenary sessions, 21 workshops (simultaneously), a Partner Search session and a Forum on cultural management issues.

3. It provided a **unique opportunity** – first of this kind – for the students of programmes in cultural management from all over Europe (**58 students from 22 countries**) to meet and discuss topics crucial for their academic and professional development. The students participated in plenary sessions of the International Conference and in workshops designed for them where they worked on the issues of international projects and mobility of students.

4. The Conference was accompanied by a **series of documents** serving as a basis for debate during and after the International Conference:

- a) conference reader – Managing Cultural Dynamics
- b) students publication – ENCATC Reloaded
- c) series of leaflets describing particular projects of participants



Another publication – a book documenting the conference discussions, articles developing the topics discussed during the event, as well as workshops report will be available before the next Annual Conference. The aim of this publication is both to reflect the activities of the conference, and to provide teaching material (case studies, etc.) for the cultural management programmes.

Through both ENCATC website and communication tools (Newsletter, Info Flash) it was possible to disseminate the Conference programme and its outcomes. Finally, it is important to stress that in order to reinforce the presence of ENCATC members to this event as well as to give to the conference a major visibility ENCATC organised its own year 2004 General Assembly immediately after this event.

MEETING OF STUDENTS OF ENCATC PROGRAMMES



In 2004, along with the Annual Conference and General Assembly, ENCATC organised for the first time a meeting of students of ENCATC members' programmes. This meeting **gathered a group of 58 students from 22 countries.**

The overall aim of this student conference was to enable students of cultural management, meaning the future cultural managers, to establish links, exchange opinions, share experiences, shortly - to network.

The students were actively involved in the organisation of their meeting – with three basic groups collaborating closely: students of the University of Arts, Belgrade, Jagiellonian University, Cracow, and Fachhochschule Potsdam.

This meeting was a place for dialogue and cooperation between cultural management students, teachers, researchers and experts all over the Europe. This pilot project was also the first step towards a more active participation of the students in the decision-making process and an opportunity to express their own standing points. In this regard, the results of the students' meeting were presented to the ENCATC's international forum.



The participants of this first arts management students meeting benefited from this opportunity to launch a long-term project with a more permanent prospect – a Network of culture management students and graduates.

The ENCATC website also hosted a special space for the exchange of information and documents among the meeting participants.

EUROPEAN PROJECTS

PROMOTE NEW FORMS OF GOVERNANCE IN THE CULTURAL SECTOR

	EURO CULT21
Context	<p>Today, the role of the public sector is particularly crucial in the area of culture especially in Europe. The cultural field is an acknowledged area of market failure, and whereas public resources are particularly scarce and co-operation with the private and third sector are indispensable, still there is a basic and strong need for effective guidance and policies. This concerns all the hierarchy of institutional levels, from the EU to the city district, which differs greatly from a country to another. The double role of culture, as both the object of targeted policies and basic criterion for policy making, calls for a renewed effort in the planning-evaluating capability of the public sector.</p> <p>Eurocult21 – <i>Urban Cultural Profile Exchange Project in the 21st century</i> – is a thematic network financed by the EC-DG RESEARCH (<i>Environment and sustainable development programme – City of tomorrow & cultural heritage</i>) focusing on urban cultural policy within European cities. The aim of this project is to promote discussion, identify challenges, exchange best practices and diffuse knowledge concerning the current role of culture in urban governance, from city objectives (policy making and programmes) to methodologies (strategic planning or public-private partnerships); to identify new research and funding needs on urban cultural policy in the years to come; to formulate innovative cultural strategies in collaboration with other European cities and University centres and finally to prepare a clear set of recommendations on cultural policy to the European institutions and Members States.</p> <p>In 2002, the European Commission (DG Research) provided a financial support up to 1,213, 937 Euro for a period of 26 months to the EURO CULT21 project.</p>
Challenge	<ul style="list-style-type: none"> • To promote discussion, identify challenges, exchange best practices and diffuse knowledge concerning the current role of culture in urban governance, from city objectives (policy making and programmes) to the methodologies (strategic planning or public-private partnerships). • To identify new research and funding needs on urban cultural policy in the years to come. • Innovative cultural strategies in collaboration with other European cities and University centres. • To develop, monitoring, updating, evaluation and forecast methodologies, in order to inscribe urban cultural planning in a permanent dynamics. This question is also linked to the question of the improvement of the urban governance, and specially the new place of cultural policies.
Actions 2004	<ul style="list-style-type: none"> • March: Participation in the Scientific & Management Committee meeting in Birmingham, (UK). • June: Co-organisation & Participation in the Scientific & Management

	<p>Committee meeting in Brussels, (B)</p> <ul style="list-style-type: none"> • October: Participation in the National workshop in Barcelona, (SP) • November: Participation in the Scientific & Management Committee meeting in Brussels, (B)
Deliverables	<ul style="list-style-type: none"> • Contribution to the project Web-page and Newsletters • Contribution to the National Seminars • Contribution to the Policy Recommendations on cultural policy and researches. • Contribution to the setting up of Common cultural indicators • Contribution to the Final project Compendium • Participation to the organisation of a major meeting in Brussels
Partners	<p>Leader: Helsinki</p> <p>A unique consortium composed by 19 public authorities, 7 academic and research institutions and 2 wide European networks (EUROCITIES & ENCATC) from 12 different European countries designed and implemented this project from March 2003 till March 2005.</p>

COLLECT AND GENERATE KNOWLEDGE FROM CULTURAL, BUSINESS AND EDUCATIONAL SECTOR

	<i>Culture Capital Creation, CCC</i>
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Context	<p>Global trends indicate that art and culture are becoming one of the most important competitive parameters in the global and new economy; Culture and arts are being used to promote companies, new products and innovative processes; regions (and local area) are being promoted on the basis of cultural heritage;</p> <p>Traditional industries are being overtaken by new creative industries (entertainment + service industry) demanding persons that can combine elements of culture and art (creativity) business (initiative and planning) and education (learning). Central in the process of developing new ideas and bringing about innovation are persons with creative and entrepreneurial skills. It is becoming paramount to integrate the various elements of artistic creativity, leadership, management and learning.</p> <p>In 2002, in order to answer to this challenge new the European Commission published a paper "Managing Change" which indicates the importance of culture in the new economy. In this same year, the European Commission (DG EAC, Leonardo da Vinci programme) provided a financial support up to 507.444 Euro for a period of 24 months to the CCC project.</p>
Challenge	<ul style="list-style-type: none"> • To collect and generate knowledge, experience and ideas from cultural, business and educational sectors. • To define a cultural entrepreneurial profile. • To develop, design and implement an innovative cultural entrepreneurial training programme. • To develop an idea-catalogue outlining how cultural resources can be used to

	enhance skill development.
Actions 2004	<ul style="list-style-type: none"> • January: Participation in the transnational meeting in Veszprem, (HU). • April: Participation in the transnational meeting in Guestrow, (D). • September: ENCATC Participation in transnational meeting in Szczecin (PL).
Deliverables	<ul style="list-style-type: none"> • Advising the Working group on existing approaches to cultural management training. • Drafting CCC training module curriculum development • Establishing methodology of the training • Drafting questionnaire concerning cultural entrepreneurship • Drafting of the Final Evaluation Report • Dissemination of information at European level (ENCATC website & newsletter)
Partners	<p>Leader: Koge Business College (DK) Partners: ENCATC, Wirtschaftsforderungsgesellschaft Güstrow MBH (WFG); Koge Commune, Nordea Bank; Veszprémi Egyetem; Veszprémi Regionalis Innovacios Centrum KHT; Urząd Marszałkowski Województwa Zachodniopomorskiego Department Kultury I Edukacji; Zachodniopomorskie Centrum Edukacyjne (ZCE); Zamek Książat Pomorskich; Haganässkolan; IKEA of Sweden; Almhult Kommun</p>

PROVIDING TRAINING OPPORTUNITIES FOR THOSE IN CHARGE OF CULTURE

*With the aim to provide the professionals involved in arts management education and training a better understanding of the field ENCATC organises on regular basis **workshops, training academies, and summer schools** for students or trainers open to members and delegates. In 2004, ENCATC organised a Training Academy on Culture and Tourism in Lille, a workshop on e-learning in London, and a workshop on Designing simulation games to cultural management training in Barcelona.*

CULTURE AND TOURISM: A REAL TOOL FOR LOCAL AND REGIONAL DEVELOPMENT

ENCATC Academy in Lille, France	
Context	<p>Tourism is an activity, which, affects our society in many different ways and has a profound impact on our social, cultural and economic life. It relates to a wide range of areas, to name only few: employment, regional development, education, culture, environment, consumer protection, health, safety, new technology, transport, finance, taxation.</p> <p>There is a particular economic importance of tourism for future growth and employment in the European Union. It is estimated that tourism directly employs about 8 million people in the European union, representing roughly 5% of the total employment and GDB, and 30% of total external trade in services.</p> <p>The interaction between culture and tourism trace origins to the early days of tourism, and gained additional importance currently. Culture tourism is a key factor within sustainable development and intercultural dialogue. Cultural heritage is the expression of the identity of a people, a territory, its history, tradition and civilization. Sustainable tourism can make the most of natural and cultural heritage and represents a considerable economic and social force, which has a great potential for economic development and job creation in tourism.</p> <p>In 2003, ENCATC has already developed a e-Academy on Culture and Tourism for South-East ENCATC members aimed to create a South-East platform in this region.</p>
Challenge	<ul style="list-style-type: none"> • To develop enhanced skills in managing local cultural services which will enable participants to work in more creative and challenging ways • To face the emerging generations of cultural organisations at the city level thus to give cultural organisations the inspiration to challenge the management methods of existing older generation, who are often resistant to change. • To create systemic linkage of cultural policy objectives with cultural management practice. • To create connections, networking and encouragement of collaboration possibilities between the cultural managers from the different part of Europe.

	<ul style="list-style-type: none"> • To create a long term active network of local cultural administrators. • To develop a continuously improved Training of Local administrators programme in co-operation with strategic partners.
Actions 2004	<ul style="list-style-type: none"> • February: Participation to the first preparatory meeting in Lille (FR) • March: Participation to the second preparatory meeting in Lille (FR) • May: Participation to the third preparatory meeting in Krakow (PL) • June: Organisation of a 3 days Training for trainers Academy in Lille, (FR)
Deliverable	<ul style="list-style-type: none"> • 24-26 June 2004: ENCATC Academy in Lille (FR) (Module 1: Culture & major European Event: European Cultural Capital & Olympic games; Module 2: Cultural Tourism and Heritage; Module 3: Culture and Local development). • Academy Report
Methodology	Traditional lecture; Project learning; Case studies; organisational research; and different visits to local arts organisations.
Target group	Local administrators at a city and regional level and local cultural managers.
Partners	ENCATC, Conseil Nord Pas de Calais, Fondation Marcel Hicter; Lead network, experts in regional development in Italy, Spain, and Greece as well as ENCATC members leading the EURO Latino America network on cultural tourism (EU programme ALFA).

E-LEARNING

<i>Thematic Workshop in London, UK</i>

Context	<p>E-learning on site, and distance-learning by electronic means, are two sides of a similar process.</p> <p>Few of the members of ENCATC have come to terms with the practice, and fewer have real experience of the potential and the associated challenge. There have been many occasions when the potential has been discussed in principle but little where the realities of designing and operating a programme have surfaced.</p> <p>Indeed, from the recent South East Academy in Bulgaria, (May 2003), it became clear that practical developments in the field in the western European countries, slow though they are, are far ahead of the experience in some of the central, eastern and south eastern countries.</p>
Challenge	<ul style="list-style-type: none"> • to start using the techniques, • to introduce participants to relevant software,

	<ul style="list-style-type: none"> to work together on ways of developing a short cross-national learning/teaching module, and to engage with a small number of students to test and assess their learning experience.
Actions 2004	9 December 2004: Organisation of a one day workshop in London, Uk
Deliverables	<ul style="list-style-type: none"> Workshop E-Learning module (open for a period of 6 months)
Partners	ENCATC, Department of Arts Policy & Management London City University, School of Arts.

DESIGNING SIMULATION GAMES TO CULTURAL MANAGEMENT TRAINING

	<i>Thematic Workshop in Barcelona</i>
Context	Case studies and simulation games have become an important tool of learning in many school of business. Today we have a large number of case studies on cultural management, and most lecturers know how to design and use them. But, only a few number of universities and training programs have develop their own simulation games in the field of cultural management. There are quite complex to built and very expensive to develop and adapt. There have been many occasions when the potential has been discussed in principle but little where the realities of designing and operating a programme have surfaced.
Challenge	<ul style="list-style-type: none"> to introduce participants to relevant simulation games on cultural management. to work together on designing ways of develop simulation games to encourage the design of future simulation games among the participants.
Actions 2004	15-16 October 2004: Organisation of a two days workshop in Barcelona, Spain, for 20 ENCATC members
Deliverables	<ul style="list-style-type: none"> Workshop in Barcelona, SP
Partners	ENCATC, University of Barcelona: Cultural Management Program.

BUILDING A PLATFORM IN NINE COUNTRIES AROUND THE BALTIC SEA

<i>Synaxis Baltica</i>	
Short description	<p>This is a project gathering arts management and cultural policy education and training institutions from 9 countries around the Baltic Sea. It concerns the organisation of an Annual Academy for students of ENCATC programmes hosted each year by another country, in order to learn about, discuss and develop cultural policy and development issues relevant to the region. Two or three students from each participant course of studies are selected to participate in the respective academy.</p> <p>The first Students' Academy "Transit_Academy 2002" took place on 6-22 September 2002 in Visaginas and Vilnius, Lithuania dealing with the theme of "The power of culture in socially disadvantaged and peripheral areas". It invited students from all participating education and training institutions from the Baltic Sea region.</p>
Challenge	<ul style="list-style-type: none"> • To exchange information and knowledge in the field of cultural management and policy; • To participate in a training opportunity that discusses cultural management and policy issues relevant to the hosting country and analyses specific contemporary cultural trends of the region, as well as of Europe at large.
Actions 2004	<ul style="list-style-type: none"> • The second Students Winter Academy "Intercultural Communication" was hosted by Sydvest Polytechnic 9-26 January 2004 in Helsinki, Finland dealing with identity and intercultural communication work, writing a handbook on intercultural communication within international project work, and organizing a cultural event with the theme "The Baltic Sea – our shared identity". • The 3rd Student Summer Academy "Managing Unique Cultural Heritage" was organised by the Latvian Academy of Culture in Latvia, Liepaja and Liepaja region from 26 July to 8 August, 2004. Starting with 2-day conference dealing with theoretical aspects on contemporary applications for cultural heritage as an instrument for sustainable regional development, it continued with an intensive research and project development work at 5 regional sites.
Deliverables	<ul style="list-style-type: none"> • Contribution to the visibility of the project at European level. • Dissemination of project results through the network members
Project partners	<p>This project is supported by the Nordic Cultural Fund, Kulturkapital Fund, InfoBalt, 5 Continents, The Nordplus-network Kult, Swedish Cultural Fund, Svenska Folkskolans vänner, The ENCATC Nordic Baltic Platform, Ministry of Culture of Latvia, Liepaja City Council.</p>

COOPERATION

Since its creation, the ENCATC cooperates in many ways with the European Commission, the European Parliament and other European and International institutions including UNESCO, the Council of Europe, the European Cultural Foundation, the Nordic Cultural Fund and the Open Society Institute.

European Commission



ENCATC is one of European organisations belonging to the EU budget line A-3042. This budget line was created under the Budget 2000 procedures with the aim to support organisations having as main objectives the promotion of European Integration; the Development of networks throughout Europe; the encouragement of partnership with organisations in the public and the private sectors; and the creation of networks between Member States and pre-accession countries' organisations.

In 2004, ENCATC cooperated closely with the EC as one main partner in projects funded by the European Commission in common consultation, such as Eurocut21 and Culture Capital Creation. Moreover, representatives from the European Commission actively joined our events and efficiently shared with our members their expertise.

UNESCO



ENCATC is a non-governmental organisation, NGO, with **operational relations with UNESCO since 2000.**

In 2004, UNESCO took an active role in the organisation of the Annual Conference in Krakow, PL. The Conference was placed under the patronage of UNESCO and representatives from the UNESCO Division of Culture and Intercultural Dialogue as well as from UNESCO cultural Chairs worldwide attended this event.

In 2004, ENCATC was also invited 1) to join the intergovernmental meetings organised by UNESCO with the aim to draft a first International Convention on the Protection of the Diversity of Cultural Contents and Artistic Expressions. 2) to participate to the preparatory meetings organised in Paris by UNESCO for the implementation of the UNESCO World Forum on Arts and Education , Lisbon 2006

Council of Europe

ENCATC was launched in 1992 under the auspices of the Council of Europe. The launch was supported by the Council of Europe in the framework of the "Training of cultural administrators" programme of the Council of Europe. The programme's aims are to facilitate the mobility of trainers and trainees in the field of arts administrations; to stimulate the exchange of information on pedagogical

contents and methodologies; to encourage arts administration training programmes to include European dimension in the curricula. The Council of Europe is an ex-officio member of the ENCATC Board. In 2004, there was a regular information exchange between the Council of Europe and ENCATC. In June 2004 Mr **Daniel THÉRON**, **Head of the Cultural Heritage Unit, Council of Europe** actively contributed to the ENCATC Academy in Lille.

European Cultural Foundation



ENCATC has been a privileged partner of the European Cultural Foundation since 1999.

In 2004, ENCATC actively cooperated with the European Cultural Foundation, with the status of associated partner in the LAB project. The **LAB** is an ECF initiative launched by the European Cultural Foundation with the aim of serving the European Cultural field. This project has the ambition to provide comprehensive expert coordinated information, knowledge and service in the interests of cultural cooperation in Europe; to generate new knowledge and enhance collaborative artistic practice in Europe as well as to support the cultural sector's voice in Europe and worldwide, helping to put culture high on the political agenda. ENCATC is one of the main stakeholders of this project (associated partner) and he will play an active role in the process of developing the LAB's objectives and of shaping its philosophy and vision.

In May 2004, a representative of the ECF attended the ENCATC annual Conference in Krakow and she led one of the Conference workshops.

Finally, in December 2004, in order to explore the possible synergies between ENCATC and the CPEG group, ENCATC was invited by the European Cultural Foundation to attend the first meeting of the **Cultural Policy Education Group, CPEG**. The CPEG is a new initiative of the ECF which addresses universities, lectures, students, scholars and cultural operators dealing with cultural policy issues and professional education.

PROVIDING INFORMATION INSIDE AND OUTSIDE THE NETWORK

IMPROVE ENCATC EXTERNAL COMMUNICATION AND VISIBILITY

With the aim to provide the professional arts management constituency and students interested in the sector with update and detailed information ENCATC continued in 2004 to:

- **Update constantly ENCATC's On-Line Profile:** presenting all member institutions and their respective arts management programmes and courses, their background, orientation and purpose, the qualifications offered, the lecturers and entry requirements, as well as additional information such as profile of students, number of students admitted, course fees, and grant opportunities. The *On-Line Profiles* are intended to help interested individuals (students and professionals) to find their way in the European landscape of arts management and cultural administration, and consequently the education or training opportunity that corresponds the best to their expectations and learning needs.
- **Regularly provided FLASH-infos and a monthly NEWSLETTER** that are electronically distributed news and more detailed background information on the network, the individual members, European institutions, etc., as well as details on conferences, publications, research and other projects.

Moreover, in 2004, ENCATC continued to implement the ENCATC **new webpage**.

Our statistics show that ENCATC **had over 30,000 visitors from 79 countries in 2004** (from 18 February 2004-31 December 2004), with **401,134 hits to the site** in the same period. The peak number of visits arrives on the 09/02/05, with 274 visits and 4,545 hits.

Year 2004		Pages	Hits		MBytes	Visits	
2004		46.520	401.134		3.842,5M	27.840	
	February, 2004	2.224	15.143	286	105,26M	541	936
	March, 2004	6.775	52.638	2.914	299,79M	1.229	2.774
	April, 2004	6.421	62.193	4.711	416,28M	1.475	3.213
	May, 2004	6.361	57.617	4.532	443,87M	1.441	3.458
	June, 2004	5.584	44.919	3.721	495,84M	1.535	3.017
	July, 2004	3.875	32.012	3.430	395,96M	1.076	2.731
	August, 2004	3.547	28.731	2.998	467,73M	1.143	2.759
	September, 2004	3.954	39.628	3.458	462,23M	1.410	2.893
	October, 2004	4.437	36.194	3.929	419,45M	1.314	2.873
	November, 2004	0	0	0	0,00M	0	0
	December, 2004	3.342	32.059	3.140	336,00M	1.573	3.186

Brussels, February 2005
GiannaLia Cogliandro
ENCATC Executive Director