

encatc

ACTIVITY REPORT 2006



INTERNAL MATTERS

INTRODUCTION

Established in Warsaw in 1992, the European Network of Cultural Administration Training Centres (ENCATC) is an independent umbrella organization, and **gathering over 100 European training institutions and individuals** (experts, lecturers and consultants in cultural management and administration, cultural policies and funding) **professionally involved in education and training for the arts and cultural sectors.**

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

The **mission** of ENCATC is to lead the way in the development of cultural management within the context of great changes in the fields of culture, arts and media. More precisely, ENCATC aims

- To create an environment favourable to all institutions and professionals in the field willing to share experience, exchange good practice and to set up partnerships at a transnational level;
- To bridge the perceived divide between education, training, research and professional practice in cultural management;
- To combine the diversity of its members, promoting examples of good practice, supporting the improvement of quality amongst its members, encouraging the establishment of forms of permanent co-operation and partnership between members;
- To establish close co-operative links with cultural managers to further develop a theoretical base and cultural management learning which is firmly rooted in practice and to create an arena in which they can reflect on and develop their work;
- To forge creative partnerships with arts and media organizations across the cultural industries;
- To be an independent and effective umbrella organization which supports its members and lobbies on their behalf on a national and an international level, addressing their needs to opinion leaders and decision makers who can exert influence on research and development activities in the field of cultural management.

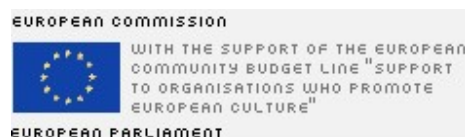
ENCATC's **main activities** include: international advocacy, representation and promotion of vocational training in the field of arts management and cultural policy; an annual conference for approximately 200 members, students and delegates; specialist focused workshops and seminars; training academies; 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.

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); Synaxis Baltica (1999 – 2009); Nordic Baltic Platform (1999-2001); Culture Capital Creation (2002-2004); EURO CULT21 (2003-2005). SECEB (2006-2007); EAMP (2006-2008).

THOMASSEN FUND

In 1999, ENCATC launched the Thomassen Fund. This **mobility fund** aims at widening and strengthening the participation of Central and Eastern European cultural management training institutions and individuals in the ENCATC activities and projects. It provides matching grants towards full membership fees and travel grants. Since its creation in 1999 **ENCATC has invested over 120.000 Euro in mobility grants.**

Throughout this Annual Report we refer to the main activities designed and implemented by the European Network of Cultural Administration and Training Centres, ENCATC, during the year 2006. This very ambitious working programme was realised by ENCATC thanks to the constant intellectual and financial support of the European Commission and UNESCO. It was also possible thanks to the priceless and invaluable collaboration of the ENCATC Board and of all our members who hosted and financed many of our events.



GENERAL SUPPORT:

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



SUPPORT FOR SPECIFIC ACTIVITIES:

We wish to also thank UNESCO for their constant intellectual and financial support

BRUSSELS OFFICE



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In 2006, the ENCATC Office consisted of one full time staff (Giannalia Cogliandro, ENCATC Executive Director) and *hoc basis* specialised support for communication, policy, activity and projects' development.

With the objective of actively contributing to mobility of students, ENCATC hosted **four** graduates (France, Slovakia, Poland and Germany) coming from programmes directed by ENCATC members. For all these students, working in Brussels in the ENCATC office headquarter, was a great opportunity to discover the European institutions and a true multicultural environment. After their training in Brussels, two students immediately find a challenging job in their own country (Florence Eymery and Olga Karasinska). A third one, Rosa Diaz Dominguez, was hired by ENCATC as Communication and project assistant in November 2006.

The close proximity of the ENCATC Office to the European Institutions and to the other European networks based in Brussels - some of them located in the same building (IETM, PERLE, Vlams Theater Institute, Kaii Theater, etc..) continued offering to ENCATC the opportunity to organise during the whole year 2006 some ad hoc meetings. Aimed to consolidate the existing partnerships, these working meetings resulted also in new projects' opportunities, new contacts and new strategic alliances.

GOVERNANCE AT ENCATC

GENERAL ASSEMBLY



The ENCATEC annual General Assembly, GA, is a statutory body, which generally meets once a year and which is open to all ENCATEC members.

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

The year 2006 ENCATEC Annual General Assembly was organised in Bratislava, Slovakia, in June 2006.

ENCATEC BOARD

In 2006, the 7 ENCATEC members of the Board met **on 4 occasions**:

PLACE	TIME
Bilbao, SP	25-26 March
Bratislava, SK	18 May
Brussels, B	30 June _ 2 July
Göteborg	20 -22 October

During these Board meetings, new membership applications were discussed, network activities planned, prepared or assessed, and project proposals presented, debated and evaluated.

ENCATC BOARD

ENCATC President:



DR. HERMANN VOESGEN Fachhochschule Potsdam, *Germany*

ENCATC Vice Presidents



MALGORZATA STERNAL
Jagiellonian University,
School of Cultural
Management, Poland

Members:



MARIJKE FABER
Utrecht School for the Arts,
Centre for Arts & Media,
Management, The
Netherlands



TIMO CANTELL
Sibelius Academy, Finland



LOTTA LEKVALL
Kulturverkstan, Sweden

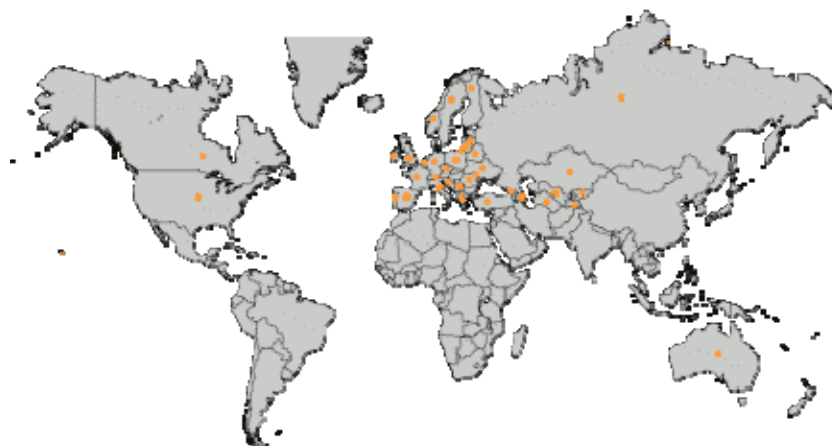


SVETALANA VARADZINOVA
Academy of Music and Dramatic arts (VSMU),
Arts Management and Administration
department, Slovakia



JACQUES BONNIEL
Université Limière Lyon II, France

MEMBERSHIP DEVELOPMENT

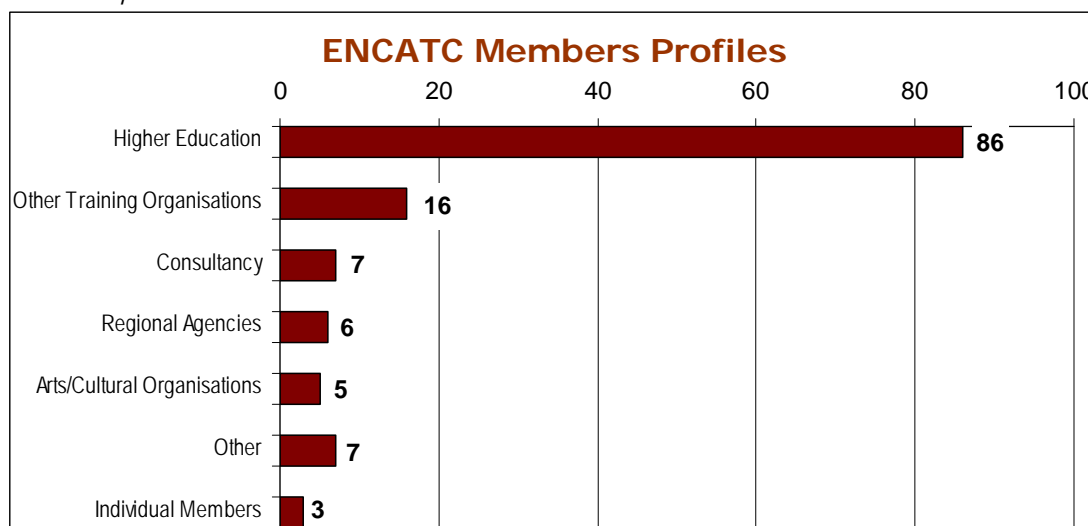


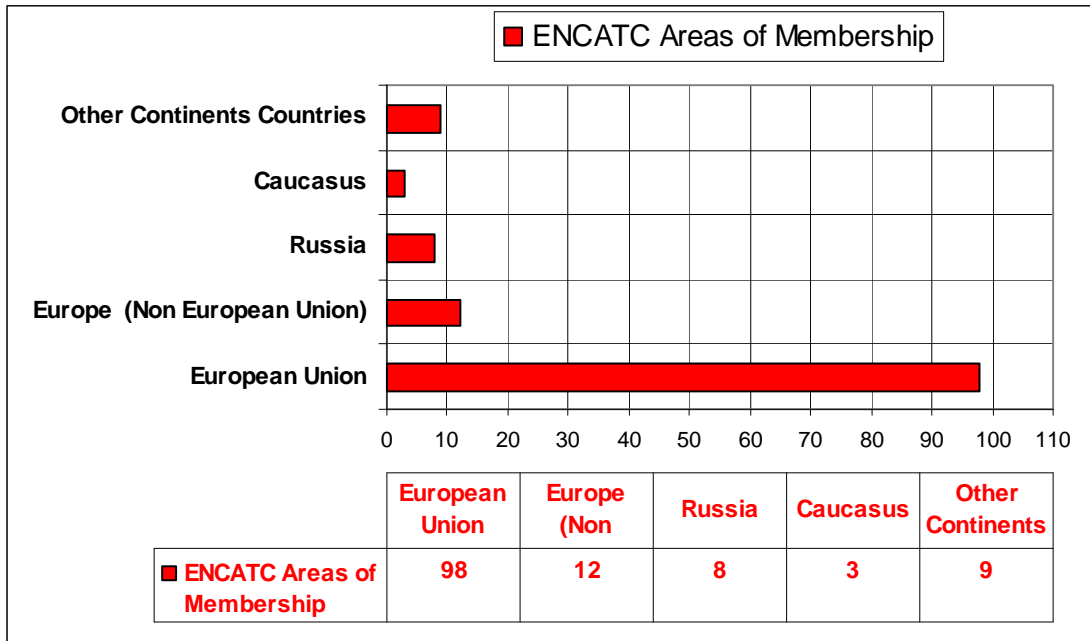
In view of enlarging the network, in 2006 ENCATC was very active in attracting new members at the widest European level.

In 2006, thanks to the organisation of several national meetings and an active marketing campaign, **17 new members joined** the association mostly from the Mediterranean countries.

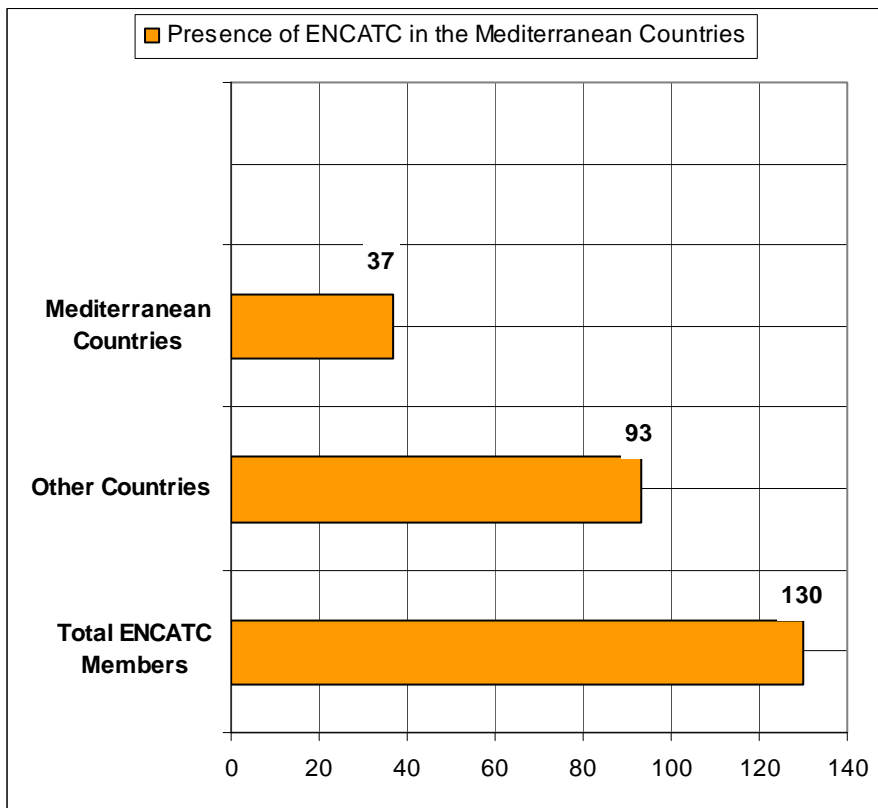
The presence of members coming from the Mediterranean Area is increased and thus thanks to the national Conferences organised in Italy and France.

Membership 2006





Membership 2006



Membership 2006

INFLUENCING POLICY

ENHANCING THE EUROPEAN COOPERATION AND PROMOTING THE MOBILITY OF STUDENTS AND TEACHERS IN THE FIELD OF CULTURAL MANAGEMENT

Issue

The «Bologna process» opens, theoretically, unexpected opportunities for the reinforcement of the European cooperation aspect of cultural management higher education and vocational education. It means new important changes as well as major and serious consequences for the labour and financial market in the cultural sector. Therefore, it is important and strategic for the cultural management and policy training and educational sector to have offered opportunities to meet for learning more about the Bologna process implications, benefits and potential risks.

In this regards, **the role of ENCATC** is 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.

Actions in 2006



Organisation of a European Workshop on "The Bologna Process in practice: Experiences with international modules and projects", Bratislava, Slovakia, 17th-20th May 2006

This workshop gathered experts and representatives from international, European and national institutions. This event offered the participants the possibility to present, analyse and debate the outcome of the first project workshop organised by ENCATC in Brussels in December 2005; to actively contribute to the Research part of this project by analysing and actively contributing to the project questionnaire drafted by Anita Kangas from the Jyväskylä University as well as to know more about the implementation of the Bologna process in Slovakia and nearest countries. **15 people attended this event from 9 different European countries.**

This workshop was mainly conceived as a working meeting, therefore invitations were sent to a selected list of ENCATC members and for information to representatives of the European Commission, to the members of the Culture Committee of the European Parliament, and to the ENCATC mailing list contacts.

Organisation of a European Conference on "*The Bologna process in practice – perspectives for culture management courses*", Potsdam, Germany, 23th and 24th of November 2006.



This Conference was implemented in close cooperation with the *Fachhochschule Potsdam* and with the active support of the University of Barcelona, the Institut d'Etudes Politiques of Grenoble, the Academy of Music and Dramatic Arts, and the Jyväskylä University. It was meant to announce, analyse and disseminate the results of the project; make a significant step towards possible solutions to the future challenges and risks generated by the implementation of the Bologna process in the cultural management and cultural policy area; discuss further actions needed especially in terms of improving the mobility of students and teachers and to foster the cooperation in between the training institutions in the Europe and beyond. It was also an opportunity for ENCATC and for the project partners to handle to the European Commission and to the main policy makers involved in the Bologna process an ENCATC statement on future policy and research needs.

Publication of a research on the current status of the implementation of the Bologna process in the cultural Management and cultural policy field.



Data collection activities was particularly focused on the following topics:

Adoption of a system essentially based on two main cycles, undergraduate and graduate: How the two-tier structure has been realized in different educational levels? How has the standardization of the curricula made progress? What kind of relationship there is between the first and the second cycle and between academic and professional learning? What kinds of evaluation and quality insurance systems have you? In what ways the quality insurance systems and the substances and forms of educational modules guided by these systems meet labour

market, and especially what is the employability of the first cycle graduates? What is the comparability of the university and polytechnic and cultural institute degrees? What are the consequences of the above mentioned for the third cycle and doctoral studies, the life long learning?

Promotion of the mobility of students and teachers: Did the Bologna process already reinforce promotion of mobility of students and teachers? Which are the current obstacles to meet this important objective?

Promotion of the European dimension in the higher education in the art / cultural management and cultural policy programmes: What is the position of the international modules and projects concerning the curricula? Which are the problems that the persons responsible of the design of the international modules and projects are facing?

STRENGTHENING THE LINKS BETWEEN CULTURAL POLICIES AND EDUCATIONAL & TRAINING POLICIES

Issue

In 1999, at the **initiative of the European Parliament**, the European Commission launched a new programme CONNECT. Implemented by the European Commission between 1999 and 2002, this initiative was designed to **strengthen synergy and links** between **education, training and culture** with the help of **innovation, research and the new technologies**. **15 million euro** enabled the European Commission to co-finance 91 projects selected from the 511 submitted. Since the end of this experimental programme in 2002, the Commission didn't design a new programme aimed to develop synergy and links between education, training and culture with the help of innovation, research and the new technologies.

En 2006 the European Commission made public a Study concerning an inventory of the best practices linking culture with education. The aim of the study was to give an overall picture of current national actions which link culture (the visual arts, music, the performing arts, books and reading, cultural heritage) more closely with formal, non-formal and informal education, vocational training and young people. This 12-month study covers the 25 European Union Member States, the EEA signatory states as well as Bulgaria and Romania .

Actions in 2006

Active Support and participation in the UNESCO World Summit on Arts and Education

ENCATC was invited by UNESCO to actively join the scientific team in charge of the design and organisation of the UNESCO World Summit on Arts and Education (Lisbon, March 2006).

ENCATC actively contributed to this outstanding event by providing its expertise; by attending the working meetings organised by UNESCO in Paris and Lisbon; by widely promoting the summit through the ENCATC Website and Newsletters.



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ENCATC was also selected as Leader of one of the Summit working sessions.

ACTIVITY DEVELOPMENT

Exchanging ideas and experiences



ENCATC constitutes a unique platform that achieves incredible and quantifiable results in terms of establishing contacts and launching short and long term initiatives and projects.

ENCATC's main activities in 2006 included:

- An ENCATC **Annual Conference** for approximately 150 members and delegates
- An **Annual meeting of Students** from ENCATC programmes for approximately 40 students
- **1 Training academy** for approximately 40 professionals
- **3 Training workshops** for approximately 40 professionals
- **1 Summer schools** for over 60 students
- **3 European Conferences** for approximately 150 professionals (Co-Organisation).

The exchange of experience and know how within and outside the network resulted in 2006 in the design of a joint Leonardo **project EAMP**. The project was selected by the Commission in 2006.



In 2006, ENCATC published a **Research on Bologna process**; a **Policy paper** on future policy and research needs for the cultural management education and training field; 9 issues of the **ENCATC monthly newsletter** and 4 issues of the **Bologna Newsletter**.

Networking together



The 14 ENCATC Annual Conference on “**Competence in Diversity-Diversity in Competence**” was held in Bratislava, Slovakia last 18 – 21 May 2006.

Organised by ENCATC in close cooperation with the **Academy of music and Dramatic Arts** and the **Foundation Centre for Contemporary Arts**, this event **gathered over 150 participants**: academic teachers, experts, policy makers, cultural managers and cultural management students from over 25 countries including South Africa, USA and Australia. The participants represented academic institutions, international organisations, European cultural networks, local governments. It **provided a basis for good discussions about the practical consequences of the Cultural diversity in our teaching programmes**. What does it mean for us, to implement the UNESCO Convention in our curricula? How will this legal instrument influence my teaching methods and my curricula? In teaching cultural diversity, what do trainers need? How do Arts Management Courses deal with diversity of art forms from different communities? How should the teaching of Cultural Policy reflect a diversity of cultures? How can artists be encouraged through policy to “share the cultural space”? Which competences do I have to teach to my students in order to give them the right skills to work with our new neighbours, to work with a minority not accepted by the main society? How to draft a city or regional plan taking into account this complex multicultural environment? How the students can manage the arts in turbulent times?

In Bratislava the participants also discussed about the consequences of the **practical implementation of the Bologna process in each of our countries**. Which are the consequences of this process for our programmes? Teaching in English? How do the backgrounds of these students coming from different countries influence my way of teaching? How should I adapt my lessons in order to take into account the different cultures represented in my class? How will this influence the learning process?

Finally, this event offered a **unique opportunity** –third of this kind – to over 40 **students** in cultural management from different **countries** to meet and discuss topics crucial for their academic and professional development. The students participated in plenary sessions of the ENCATC Conference and in some workshops designed for them.

The 14th ENCATC Annual Conference “**Cultural Diversity and Diversity on Culture**” took place on the **18-21 May 2006 in Bratislava, Slovakia** (programme here annexed).

The whole ENCATC network was strongly involved in the conception, development and delivering phase of this important event.

Building future networks of professionals



Following the overwhelming success of the two previous students' meetings (Krakow, May 2004; Potsdam, June 2005), in 2006, ENCATC organised its 3rd meeting of students of ENCATC members' programmes. This meeting gathered a group of 40 students, coming from about 20 different universities and institutions.

The students participated in the plenary sessions of the ENCATC meeting and followed their own programme, presenting their projects on the international forum. The overall aim of this student conferences is to enable students of cultural management, meaning the future cultural managers, to establish links, exchange opinions, share experiences, shortly - to network.

Exchange of information and documents among the meeting participants was possible before, alongside and after the event via the **students on line platform** <http://www.encatc.org/students> set up by ENCATC in April 2005.

This meeting was a place for dialogue and cooperation between cultural management students, teachers, researchers and experts all over the Europe. This project was a 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 participants of the ENCATC Annual Conference.

The coordination of this event was ensured by students of the **Academy of music and Dramatic Arts in Bratislava**.

A specific platform for connecting the students involved in the implementation of this event was set up by ENCATC. The access and the visibility to this platform was ensure via the ENCATC website: <http://www.encatc.org/students>

EUROPEAN PROJECTS

ENHANCING THE ENCATC NORDIC BALTIC PLATFORM

	<i>EUROPEAN PROJECT</i>
Context:	The countries around the Baltic Sea have to face new challenges. On both sides of the Baltic sea arose a natural desire to exchange ideas and experiences, to build new bridges and an enlarged cultural community. Shifting priorities and new challenges within the arts and culture involved a need for new competencies and strategic alliances, especially considering that the education and training provision in this field was very different from one country to another in the Nordic region.
Challenge	<ul style="list-style-type: none"> • Strengthen theory and practice of cultural management • Ensure an interdisciplinary and integrated approach to arts management education/training • Share experiences from other countries' and other professional sectors • Support the emergence of new professional profiles in the cultural and artistic sectors • Encourage cooperation between trainers, researchers and managers active in the arts and culture • Create new partnerships with art organizations and cultural industries
Target area	Nordic countries gathered in the Nordic Council; Baltic Sea countries; Barents Sea countries; St. Petersburg area.
Target group	<ul style="list-style-type: none"> • Arts / Cultural managers (corporate sector) • Cultural administrators (public sector) • Cultural / Artistic event organizers / Cultural producers • Participants in courses of arts management and cultural administration.
Actions	<ul style="list-style-type: none"> • Mapping the sector by identifying the needs and existing offers in the field of interest and by investigating if the current education/training possibilities fit employment criteria. • Conduct a survey on existing curricula and other learning/teaching opportunities; • Provide relevant information about the new policy development on culture and education through the ENCATC webpage and Newsletter • Serve as a data collector and a contact facilitator.
Results in 2006	<ul style="list-style-type: none"> • Directory on existing curricula and other learning/teaching opportunities in this specific area
Timetable	<ul style="list-style-type: none"> • January 2006 – December 2006
Partners	ENCATC in close cooperation with Nätverkstan (SE); Sibelius Academy and Trans Europe Hall
Long term objectives	<ul style="list-style-type: none"> • Function as a laboratory for new initiatives related to the arts management and cultural administration • Constitute a resource centre for the arts and cultural constituency, as well as for cultural policy makers

TRANSFER THE ENCATC NBP CONCEPT AND METHODOLOGY TO THE MEDITERRANEAN AREA

	<i>EUROPEAN PROJECT</i>
Short description	<p>The proposal of transfer the Nordic-Baltic Platform of Cultural Management training concept and methodology to other areas, such as South-East Regions ¹ or Mediterranean countries was discussed and deeply analysed by the ENCATC Board several times in the past 3 years. However, this ambitious idea never comes to an end due to the lack of time and financial resources.</p> <p>After the 11 of September, at European level, the intercultural dialogue between the two sides of the Mediterranean sea started to be a very important political objective: the 2005 was celebrated as the “Year of the Mediterranean”; the year 2008 will be the “Year of the Intercultural Dialogue”, the new EU cultural and education programmes 2007-2013 mention as eligible criteria for funds the objective of fostering the intercultural dialogue.</p> <p>At national level, in this geographical area we can assist to the design and implementation of an increasing number of new training programmes on cultural management. This new framework brings new challenges for future cultural managers and for the training and educational sectors. The need of new expertises is crucial for the sustainable development of this area.</p> <p>The Mediterranean area is very complex and rich. Many countries would be the object of our project. However, in a first pilot phase of the project, we suggest to limit our interest and actions to the following countries: Italy, France, Spain, Portugal, Greece, Malta and Cyprus.</p>
Challenge	<ul style="list-style-type: none"> • Strengthen theory and practice of cultural management • Ensure an interdisciplinary and integrated approach to arts management education/training • Share experiences from other countries’ and other professional sectors • Support the emergence of new professional profiles in the cultural and artistic sectors • Encourage cooperation between trainers, researchers and managers active in the arts and culture • Create new partnerships with art organizations and cultural industries
Actions	<ul style="list-style-type: none"> • Mapping the sector by identifying the needs and existing offers in the field of interest and by investigating if the current education/training possibilities fit employment criteria. • Conduct a survey on existing curricula and other learning/teaching opportunities; • Provide relevant information about the new policy development on culture and education through the ENCATC webpage and Newsletter • Serve as a data collector and a contact facilitator in the area
Target area	<ul style="list-style-type: none"> • France; Spain; Italy; Portugal; Greece, Malta e Cyprus

¹ ENCATC project proposal for the transfer of the NBP training concept and methodology to the South East region to the European Council, year 2002.

Target group	<ul style="list-style-type: none"> • Arts / Cultural managers (corporate sector) • Cultural administrators (public sector) • Cultural / Artistic event organizers / Cultural producers • Participants in courses of arts management and cultural administration.
Timetable	<ul style="list-style-type: none"> • January 2006 - December 2006
Results in 2006	<ul style="list-style-type: none"> • Directory on existing curricula and other learning/teaching opportunities.
Partners	ENCATC in close cooperation with University of Barcelona and Jagiellonian University
Long terms objectives	<ul style="list-style-type: none"> • Function as a laboratory for new initiatives related to the arts management and cultural administration • Constitute a resource centre for the arts and cultural constituency, as well as for cultural policy makers • Draft a project proposal • Researches

FACILITATE THE DISCUSSION ON CULTURAL TOPICS AT EUROPEAN AND INTERNATIONAL LEVEL

	<i>ENCATC GLOSSARY</i>
Context	<p>In international cultural cooperation communication is difficult because although people speak a foreign language, they do not know the specific terms for cultural work/management.</p> <p>A glossary facilitates communication and makes professional interchange possible. Glossaries for other fields (f. ex. economy) already exist, but one for cultural work/management is still crucially missing.</p>
Challenge	<ul style="list-style-type: none"> • To facilitate the linguistic part of the international cooperation, save time when looking for terms, provide specific terminology, support professional work and discuss on a high level.
Actions	<ul style="list-style-type: none"> • select the relevant terms for cultural work/management for the glossary • explain and translate the relevant terms • To explain the relevant terms a lot of investigation is necessary • proofread all the explanations <p>publish the glossary in the internet</p>
Timetable	January 2006 – November 2006
Results in 2006s	Project proposal submitted to Leonardo and to the Ministry of culture in Slovakia.
Partners	ENCATC, University of Potsdam, University of Bordeaux, City London University and University of Barcelona, French Minister of Culture.
Next steps	Translate the terms included in the Dictionary in other languages

IMPROVING THE ACCESS TO RELEVANT MANAGEMENT EDUCATION AND TRAINING INFORMATION

	<i>ENCATC/UNESCO ON LINE INTERNATIONAL DIRECTORY</i>
Background	<p>The conception of developing a wider database on existing training programmes on cultural policy and management across different geographical areas was launched by the International Experts Meeting on "Cultural Policies: Training and International Co-operation" (UNESCO, Paris, November 2000).</p> <p>In order to implement this ambitious idea, UNESCO commissioned the European Network of Cultural Administration Training Centres, or ENCATC, to carry out within the framework of UNESCO's Programme and Budget for 2000-2001 (30C/5, Major Programme III, para.03011) a survey of centres and institutions providing education and training for cultural development personnel, in particular in cultural policies, management, administration, animation and entrepreneurship across the Russian Federation, the countries of Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan), and the countries of the Caucasus (Armenia, Azerbaijan, Georgia). Parallel surveys were launched in Africa, the Arab Region and South-East Asia.</p> <p>The first UNESCO / ENCATC directory was published in June 2003 and made immediately after available on line at: http://www.encatc.org/library/directory.lasso.</p> <p>In the past 2 years a considerable number of new programmes on cultural management and policy was created by centres and institutions providing education and training across Europe (EU 25 member States) , the Russian Federation, the countries of Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan), and the countries of the Caucasus (Armenia, Azerbaijan, Georgia). In on one hand, because many universities had to adapt their offer according to the Bologna process. In the other hand, because the number of students asking for educational or training programmes able to develop their competencies and capacities in the field is highly increasing.</p> <p>A clear proof of the importance and great appreciation of this first directory for universities, students and professionals is the very high number of hits per day on our website (25,6 x day; 180 x week) as well as the fact that the UNESCO / ENCATC survey is the most downloaded document on our webpage.</p>
A new proposal	<p>ENCATC is exploring the possibility to update the existing UNESCO/ENCATC Directory and to also include new important geographical areas: Africa, Canada and North America.</p> <p>Moreover, because the field of this survey is constantly changing, with a considerable number of new programmes being launched every year, ENCATC proposes to set up an on line tool enabling the institutions already present in the directory to upload the necessary changes to their profiles and to the ones who will be created after the publication to add and upload their profiles.</p>
Challenges	<p>To provide complete on line information on available training programmes for cultural development professionals in order to:</p> <ul style="list-style-type: none"> • Allow graduate and post graduate students, as well as practitioners, to

	<p>identify training courses and programmes corresponding to their particular needs;</p> <ul style="list-style-type: none"> • Develop cooperation among training centres within and across the regions • Provide a complete picture of the present situation in training of cultural development specialists in order to allow the identification of gaps and shortcoming in training provision and make recommendations for the development of corresponding programmes. • Identify major trends and new training needs within the field and make policy oriented recommendations.
Actions	<ul style="list-style-type: none"> • Data collection, of existing centres and institutions providing training for cultural development professionals, in particular in cultural policies, management, administration, animation, entrepreneurship, etc. • Development of an interactive internet tool • Promotion of the webpage through postcards
Timetable	<ul style="list-style-type: none"> • July 2006 - December 2006
Geographical scope	Europe, Russian federation, Caucasus,
Target groups	<ul style="list-style-type: none"> • Universities; training and research institutions • Graduate and post graduate students; Researchers • Praticionnaires; • International and European Institutions (UNESCO, Council of Europe, European Commission); • Professional organisations.
Results in 2006s	<ul style="list-style-type: none"> • On line ENCATC/UNESCO Directory 2006.
Partners	Main partners: ENCATC, UNESCO.
Next steps	To enlarge it also to Centres and institutions in Africa, Latin America AC (directory already existing, Arab Countries, Asia, RB+APA.

BUILDING A PLATFORM FOR STUDENTS OF ENCATC PROGRAMMES IN NINE COUNTRIES AROUND THE BALTIC SEA

<i>STUDENTS' PLTFORM</i>	
Background	<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 1st 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> <p>The 2nd 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".</p> <p>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.</p> <p>The 4th Summer Academy took place in Stockholm, Sweden in August 2005. Responsible: Ann-Sofie Köping (Ann.sofie.koping@sh.se)</p> <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>
Challenge	<ul style="list-style-type: none"> • To exchange information and knowledge in the field of cultural management and policy; • To participate in 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. • To form international project teams and to work with students from different cultural backgrounds
Actions	<ul style="list-style-type: none"> • Participation in the International Summer School of Arts in Görlitz-Zgorzelec
Timetable	<ul style="list-style-type: none"> • January 2006 – September 2006
Results in 2006	<ul style="list-style-type: none"> • International Summer School of Arts in Görlitz-Zgorzelec. • Report • Evaluation

**ESTABLISHING A ADATABASE OF EUROPEAN CULTURAL MANAGEMENT AND
ADMINISTRATION STAGE & WORK PLACEMENTS**

<i>ENCATC DATABASE</i>	
Context	<p>Work placements and internships are an increasingly common feature of the growing number of training programmes of our members and also becoming more popular form of personal professional development for individual managers and administrators.</p> <p>As more and more educators introduce a European dimension in their curricula, they also encourage their students to look for their internship in another European country. Also the students themselves recognise the need and value of a working experience in another country than their own for their future career development. Cultural cooperation within Europe is an element of cultural life that cannot be ignored by any organisation in cultural sector and therefore the demand for employees with European experience is constantly increasing.</p> <p>Clearly, particular problems are created in cross-frontiers placements in the area of information. A European internship database would be a valuable and useful tool that would enable them to find and arrange their internship placement successfully, and the potential hosting organisations to present themselves and their placement offers to a larger public.</p>
Challenge	<ul style="list-style-type: none"> • Allow graduate and post graduate students, as well as professionals, to identify placements and internships in different countries corresponding to their particular needs; • To develop an on line European cultural database, available on the ENCATC webpage, on work placements and internships
Actions	<ul style="list-style-type: none"> • Create a space on the ENCATC webpages where students can place their announcements and where potential hosting organisations present themselves and their placement offers • Identification of the most suitable financing source / funding programme for the construction of pilot database.
Timetable	<ul style="list-style-type: none"> • January 2006- December 2006
Results in 2006	<ul style="list-style-type: none"> • Survey on needs required by the employees conducted in cooperation with Trans Europe Hall; TEH • Strategic Partnership with Trans Europe Hall • First design of the webpage to be realised in 2007
Partners	ENCATC, Trans Europe Hall, Performing Arts Employers Associations league Europe, Pearle

**TOWARDS INNOVATIVE SOLUTIONS FOR THE SKILLS AND COMPETENCES
NEEDED BY FUTURE MANAGERS OF COOPERATION PROJECTS**

	EUROPEAN PROJECT
Context	<p>It is important to remember that the cultural/arts sector, is a significant source of employment in Europe. Around six millions extra jobs will be created in the cultural industries during the next ten years. A recent study of the creative industries in Vienna, for example, indicated the cultural sector, broadly defined, employed approximately 14% of all individuals in employment (Osterreichische Kulturdocumentation, Mediacult, Wifo: An analysis of the Economic Potentiel of the Creative Industries in Vienna, 2004).</p> <p>Secondly, this field is undergoing huge changes: globalization has transformed cultural creation and production (especially, but not only, in multimedia and audio-visual activities) as well as cultural habits and consumption patterns. The cultural sector operates in a European arena and it is evident that, increasingly, cultural projects will have to be organised on a collaborative basis across frontiers. This follows both market and cultural policy logic.</p> <p>Thirdly, arts and cultural education programmes in Europe have been extremely shy and slow to answer to these strategic challenges and this has not been helped by the fact that the processes which are transforming culture are imperfectly understood. Europe is therefore in danger of lacking the skilled cultural managers able to run transnational co-operation projects, which today, and in future will be a key element of success for the knowledge base of the European workforce.</p>
Challenge	<ul style="list-style-type: none"> • To produce a comprehensive review of skills and competences needed by future managers of cooperation projects, • To analyse various innovative methodological approaches that have been adopted in recent years to enable cultural managers to acquire those skills, • To develop standards for the field, <p>To organize a European seminar to debate the key issues and propose innovative European solutions for the sector.</p>
Actions	<p>In 2006:</p> <ul style="list-style-type: none"> • Participation, as subcontractor , in the implementation of the project survey by providing the contact list of its members; by insuring a sufficient number of answers by its members; • Dissemination of the project's outcomes inside and outside the network.
Results in 2006	<ul style="list-style-type: none"> • Survey • Dissemination of project outcome within and outside of the network
Timetable	January 2006 – June 2007
Partners	<p>Project leader: Fondation Marcel Hicter.</p> <p>Project partners: Cupore, Helsinki (cultural research center), International Intelligence on Culture, London (cultural research center) and Evremathia, Athens (training center). This project is supported by the EU's programme Leonardo da Vinci.</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.

DRAWING UP PEDAGOGICAL MEDIATION PROGRAMMES APPLIED TO PATRIMONY

	<i>ENCATC ACCADEMY</i>
Background:	<p>The expansion of free time in European countries offers a good opportunity for the discovery of patrimony. In addition, the growth in travel, and the development of technology and the media makes the public increasingly demanding about what is available with regard to culture and tourism. In order to face up to this new reality and to the competition, public and private sites must think about the mediation that they are offering to to their public(s), come up with appropriate solutions for the diverse needs, explore all the possibilities offered by the developments that have taken place and even support the emergence of new artistic forms without always showing a stronger allegiance to the cultural content than to the technical.</p> <p>It is therefore necessary to review the existing programmes and methods, to include new models and even create specific pedagogical programmes for initial and continuous training.</p> <p>Confident in its 900 year-old history (seven centuries as an abbey, 150 years as a prison), Fontevraud Abbey has been part of the network of cultural meeting centres for 30 years, and the site is particularly dedicated to the them of 'Patrimony and multimedia'. Fontevraud is one of the major sites of the Loire Valley, a UNESCO World Heritage Site since November 2000. Given its patrimonial wealth and its vocation, and the questions posed by the renewal of what can be offered in the way of visits and experimentation with a multimedia guide (PDA), the Fontevraud site emerges quite naturally as a place of reflection and exchange for an ENCATC Academy on this subject.</p>
Challenge :	<ul style="list-style-type: none"> • To find models to enable the conception of a pedagogical model or a pedagogical mediation programme applied to patrimony • To determine the types of qualifications required in the domain of mediation (in particular, the conception of what can be offered in the way of visits of patrimonial sites for a heterogenous public) • To find the means of establishing the link between education, patrimonial sites and the cultural and tourist institutions. • To define the basic elements and pedagogical content of the programme.

	<ul style="list-style-type: none"> • To introduce didactic options into the teaching of mediation applied to the patrimony • To introduce some good practices into training in mediation applied to the patrimony.
Actions:	30 March – 2 April: Organisation of a three-day training course intended for trainers, at the Université catholique de l'Ouest (France);
Timetable	<ul style="list-style-type: none"> • January 2006 – April 2006
Results in 2006:	<ul style="list-style-type: none"> • Three-day workshop in Fontevraud • Study Visit of the abbey, the village (and other patrimonial sites related to the Loire depending on the time and objectives set) • Publication in FR and EN • On line Bibliography
Target groups:	Junior lecturers, professors and teachers working in mediation, etc.
Partners:	ENCATC, Université Catholique de l'Ouest (France – Catholic University of the West), UNESCO World Heritage Center, Europa Nostra,
Place	Fontevraud Abbey
Long term perspective	<ul style="list-style-type: none"> • Research • Joint programme

**IMPROVING THE QUALITY OF THE RELATIONS BETWEEN MUSEUMS'
PROFESSIONALS AND THEIR DIVERSE AUDIENCES**

	<i>ENCATC THEMATIC WORKSHOP 2006</i>
Context	<p>Audiences' policies are now recognized as a real speciality inside the field of heritage and the arts, especially museums.</p> <p>From university to audiences' services, a wide range of professionals are now involved by studying, implementing policies, evaluating the links between institutions and audiences.</p> <p>Audiences' policies cover a wide range of academic matters (art, sociology, economics, marketing, psychology, museum studies...), and a wide range of services and job opportunities (audiences marketing, mediation, and studies).</p> <p>Relations between cultural institutions and audiences are moreover to be constantly enhanced, unique in time, space and context. Therefore, professionals specialised in audiences policies finally need to develop technical, intellectual and above all personal skills. Educational programs dealing with audiences' policies and mediation are to be permanently updated. A balance must be found between theoretical and practical approaches.</p>
Challenges	<ul style="list-style-type: none"> • To exchange information and knowledge in the field • To legitimate professional skills, • To develop learning and training programs in that field for students and professionals • To improve the quality of the relation between museums professionals and their diverse audiences <p>To contribute to the development of collaborations between searchers, practitioners, stakeholders: the bridge between theory and the audiences' everyday life is always under construction.</p>
Actions	<ul style="list-style-type: none"> • Working meeting in Bratislava (May) • Working meetings Paris (April) • Working meeting in Lille, (November) • Working meetings Brussels (December)
Timetable	January 2006 – December 2006
Results in 2006	<ul style="list-style-type: none"> • Workshop Agenda
Target group	<ul style="list-style-type: none"> • ENCATC members • Professionals/praticionnaires from museums • Representatives from UNESCO, ICOMOS and Council of Europe.
Partners	ENCATC in co-operation with UNESCO, Fondazione Fitzcarraldo, Musée du Louvre / Direction des publics, service des études et de la prospective, Nord pas de Calais Region.
Next steps	<p>Publication</p> <p>Project proposals linking actors from the education and museum sector</p>

**ENHANCING CULTURAL DIVERSITY IN TRAINING PROGRAMMES AND
EDUCATION**

	<i>ENCATC ACADEMY</i>
Context	<p>Facts from UNESCO show that 175 million people live in other countries than the one they were born in. One in every 10 persons in the developed regions is a migrant. We live in a cultural diverse society. In 2002 UNESCO adopted the UNESCO Universal Declaration on Cultural Diversity, a declaration that states the importance of diversity and understanding of the otherness.</p> <p>How does this affect training and education within the cultural sector? How can a training programme be designed to take into account a cross-border flow of ideas, cultures, religious background and identities? What are the obstacles and what strategies can be used to overcome cultural differences and take into account the students different backgrounds? Are there pedagogical methods to be used and how should these be set up to work more intercultural in classes?</p> <p>The workshop is a case study of the International Project Management Training Programme, Globalverkstan, in Göteborg. The programme gather people from all over the world from NGO:s and the civil society sector to study Project Management. In class people from around 12 different nations are gathered, the idea is for the students to develop the skills they need in project management, but also to exchange ideas and share skills and knowledge.</p> <p>We use the case study to analyse, discuss, reflect and evaluate the work done, but also to look ahead and recognise other methods and strategies that can be used to enhance cultural diversity in Training Programmes and Education.</p>
Challenge	<ul style="list-style-type: none"> • To analyse and discuss cultural diversity in Education and Training Programmes. What are the obstacles? What are the possibilities? • To recognise methods and strategies that take into account diverse cultures in classes, that can handle a cross-border flow of ideas, backgrounds, identities.
Actions	<ul style="list-style-type: none"> • Organisation of a two day case study in Cultural Diversity in Education and Training Programmes in Göteborg, Sweden
Timetable	April 2006 – December 2006
Results in 2006s	ENCATC Academy
Partners	ENCATC in close cooperation with Nätverkstan and other partners with specific knowledge in Cultural Diversity in Göteborg.
Place	Nätverkstan, Göteborg, Sweden
Date	October 2006

**ANALYSIS OF METHODOLOGIES USED BY CULTURAL OBSERVATORIES AND
STATISTICAL CENTRES. GUIDELINES FOR TRAINERS AND RESEARCHERS**

	<i>ENCATC THEMATIC WORKSHOP 2006</i>
Context	<p>Nowadays there is an emerging interest about watching reality in order to improve cultural and tourism policies that will also improve the quality of life of European citizenship. The number of Cultural Observatories and Statistics Centres that are drawing their attention to finding out cultural indicators and creating cultural Information Systems is growing up. Their aim is to be able to record either cultural supply –infrastructures, agents, events- and demand at domestic, European or international level. Consequently, there have been several attempts of mapping cultural reality. However there is a lack of training concerning methodologies on the theme.</p> <p>What is the background of the existing Observatories? What are their aims and objectives? Which are their legal entities? What are the agents that take part? How are they sponsored? What methodologies do they use in order to gather data that analyse cultural supply and demand? What different Cultural Information Systems do they use for turning information into knowledge? What services and products are offered? What experiences and good practices can we look about?</p>
Challenge	<ul style="list-style-type: none"> • To recognise what kind of skills and knowledges (methodologies, information systems, etc.) are needed for cultural managers acting for gathering and interpreting cultural data. • To define the basic elements and subjects in the content cultural data gathering systems. • To introduce didactic options in the teaching and learning of methodologies for gathering data about cultural supply and demand. • To introduce some good practices in the training of the current issues. • To improve the links / connections between the researchers, academic sector and professionals.
Actions	<ul style="list-style-type: none"> • Organisation of a two day workshop in Bilbao, Spain, for about 25 ENCATC members
Timetable	January 2006 – April 2006
Results in 2006s	<ul style="list-style-type: none"> • Workshop • Workshop Reader with Commissioned articles
Partners	ENCATC in close cooperation with the University of Deusto, Barcelona and Regione Emilia Romagna
Place	University of Deusto, Bilbao
Date	23-24 March

**MAKING NEW PATHS – CHALLENGING IN CULTURAL MANAGEMENT
EDUACTION. CASE OF POLAND**

	<i>ENCATC THEMATIC WORKSHOP 2006</i>
Context	<p>Cultural management education within the higher education system is by no means a new phenomenon in Poland and other countries of Central Europe. Many programmes have been established, with various profiles, focusing mostly on management of institutions in public sector.</p> <p>However, <i>cultural management</i> as an autonomous subject of study has not been recognised yet. Until now the studies take a form of various specialisations of a general management or cultural pedagogy studies. This situation is seen by researchers and programme directors as a major obstacle on the way toward fuller education in the field of cultural management. It also impedes development of standard qualifications comparable on national and international level.</p>
Challenge	<ul style="list-style-type: none"> • To analyse and discuss situation within the cultural management education field. • To assess possibilities of development new programmes and/or reshaping existing ones in order to fulfil current training needs.
Actions	<ul style="list-style-type: none"> • Organisation of a two day seminar “Making new paths – challenges in cultural management education. Case of Poland”
Timetable	January 2006 February 2006
Results in 2006s	<ul style="list-style-type: none"> • National meeting • Seminar Report • Policy memo proposal for ministry of culture and ministry of education.
Partners	ENCATC in close cooperation with Jagiellonian University.
Place	Jagiellonian University, Cracow, Poland
Date	27-28 January 2006

**TRAINING CULTURAL MANAGERS IN ITALY:
STATE OF THE ART AND PROSPECTS**

Context	In the most recent years Italy has recorded the rise and diffusion of post-graduate courses devoted to training students and young professionals to cultural management. Although such a diffusion can be favourably judged, since it raises interest upon the long-lasting need for a new approach to museum, site and theatre management, it has generated quite a lot of uncertainty about the desired characteristics of the optimal training path; in fact, the Italian experience suggests that a wide range of options have been adopted, generating confusion on the needed time horizon, on the effective mix of desk vs. field training, on the right combination of heterogeneous disciplines, and other relevant aspects. The small but growing community of academics, practitioners, experts and critics involved in these courses feel the need for a meeting where views, projects, standards and experiences can be critically compared, and guidelines for optimal training can be eventually elaborated and discussed.
Challenge	<ul style="list-style-type: none"> • Analyse and compare the various approaches to cultural management training • Ensure an interdisciplinary and integrated approach to arts management education/training • Share experiences from heterogeneous professional and academic sectors • Support the emergence of new professional profiles in the cultural and artistic sectors • Encourage cooperation between trainers, researchers and managers active in the arts and culture • Create new partnerships with art organizations and cultural industries, both at the national and the international levels
Target area	<ul style="list-style-type: none"> • Italy & The Mediterranean area
Target group	<ul style="list-style-type: none"> • Arts / Cultural managers (corporate sector) • Cultural administrators (public sector) • Cultural / Artistic event organizers / Cultural producers • Participants in courses of arts management and cultural administration.
Actions	<ul style="list-style-type: none"> • Mapping the sector: identify the needs and existing offers in the field of interest. Do the current education/training possibilities fit employment criteria? • Conduct a survey on existing curricula and other learning/teaching opportunities; • Provide relevant information through the ENCATC webpage and Newsletter • Serve as a data collector and a contact facilitator
Timetable	<ul style="list-style-type: none"> • January 2006 – June 2006
Results in 2006	<ul style="list-style-type: none"> • National Conference under the patronage of the European Parliament • REPERTORIO on cultural management training for the Italian sector
Partners	ENCATC in cooperation with ECCOM, ATER, patronage of the EUROPEAN PARLIAMENT Culture Committee
Long term objectives	<ul style="list-style-type: none"> • Function as a laboratory for new initiatives related to arts management training • Constitute a resource centre for the arts and cultural trainers in Italy
Place & time	27 May 2006, Rome, Italy

BUILDING STRATEGIC PARTNERSHIPS

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 & PARLIAMENT



In 2006 ENCATC was very active in **disseminating information** about the new generation of community programme in culture, education and training among its members. Close links were also established with the **DG EAC** and the Commissioner Jean Figel attended the ENCATC Annual Conference organised in May in Bratislava.

ENCATC also actively contributed to gathering of data for the **publication of DG EAC on the Economy of culture**. A written contribution from the network was sent to the Unit responsible for the publication as well as to the consultancy in charge of the research. (Kern Consultancy).

UNESCO



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

In 2006, UNESCO took an **active role in the organisation of the Annual Conference in Bratislava, Slovakia**. 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 will attend this event.

ENCATC submitted in October 2005 to UNESCO a **project proposal** aimed to update and publish on line the publication on Training in cultural policy and management: *International directory of training centres; Europe, Russian Federation, Caucasus, Central Asia, North America*, which is a first volume of a series of publications covering all regions. The project proposal was **approved by UNESCO** and in December 2006 ENCATC managed to open on its website the electronic version of the UNESCO/ENCATC database.

ENCATC was also a key partner in the **UNESCO World Summit on Culture/Arts Education** organised by UNESCO in **March 2006 in Portugal**. During this world conference, the **President of ENCATC has the honour to chair the Workshop on culture and education**.

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 2006, ENCATC continued its regular information exchange between the Council of Europe and ENCATC. Moreover, the Council of Europe was closely involved in the preparation of the Workshop on Mediation and heritage and possibilities of a stronger cooperation in these specific topics to be developed in 2007 were explored and discussed by both institutions.

EUROPEAN CULTURAL FOUNDATION

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

In 2006, ENCATC actively cooperated with the European Cultural Foundation with the status of associate partner in two major projects: the LAB and the Cultural Policy Education Group (CPEG).

The **LAB** is an ECF initiative lunched 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 practise 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 an **associated partner** of this project and he will play an active role in the process of developing the LAB's objectives and of shaping its philosophy and vision.

The **CPEG** is an initiative of the European Cultural Foundation which addresses universities, lecturers, students, scholars, and cultural operators dealing with cultural policy issues and professional education. The initiative is based on the recognition of a growing demand to provide students and professionals in the cultural field with theoretical and practical knowledge on contemporary issues of cultural policy and to develop education frameworks corresponding to this need. CPEG intends to provide an expert platform which tackles all aspects of this young and emerging academic discipline, especially in Eastern Europe and some of its neighbouring regions. Its activities are geared to the development and discussion of cultural policy education and shall promote and enhance academic training opportunities on this subject. **ENCATC, as a partner of this initiative, attended the GPEG meetings** organised in

2006 by the ECF providing this group with its strong experience in the field. It will also play an active role in the process of facilitating the development of mutually sustained quality standards of cultural policy education in Central and Eastern Europe as well as in the dissemination & communication process of this project.

Finally in September 2006, ENCATC was invited to attend and give contributions to the meeting on "mobility" organised by the European Cultural Foundation.

OTHER ORGANISATIONS & EUROPEAN NETWORKS

NETWORKS AS LEARNING EXPERIENCE: IMPROVING CULTURAL COOPERATION AND MOBILITY IN EUROPE THROUGH THE ACTIVATION OF THE INTER-NETWORKING DIALOGUE

	<i>ENCATC European project</i>
Context	<p>Networking in Europe has more than 20 years of existence and during this long path various forms of cooperation and working modes were developed. The network approach, first used in the field of sociology, and later adopted in various other disciplines (political science, economics, computing and organizational research), entered also the field of culture to identify the direct cooperation of exchange between cultural operators and to prove a flexible model of work where direct hierarchy is avoided. There are variety of definitions on what is a network:</p> <p>A preliminary research on the connection between networking and improving cultural cooperation patterns in Europe identifies the following important questions in European cultural networking where answers are still pending:</p> <ul style="list-style-type: none"> • What kind of evolution in cultural cooperation and mobility we see in Europe today as a result of the long existing networking process and growing number of networks? How do the networks encourage mobility and collaboration across borders in Europe? • How and by what means is the mobility of cultural workers, projects and ideas facilitated through the networking process? • How cultural networks could improve their efficiency as a result of better inter-networking programs and initiatives? • How the networking capital of knowledge on cultural cooperation and mobility can be turned into training methodologies? • What could be the pan-European initiatives and programs in relation to engage sustainable actions of networks for improving mobility and cultural cooperation? • What are innovative models of cooperation and self-organisation in the cultural field enhancing mobility (in a post-network age)? <p>In September 2004 ENCATC submitted to the European Commission a project proposal called "<i>Networks as learning experiences</i>". Although this proposal was not granted, the project proposal was very much appreciated by the Commission and ENCATC decided to find alternative ways to fund this idea.</p>

	<p>In 2005 ENCATC set up a formal cooperation with the University of Barcelona and the Jagiellonian University. Two researchers were appointed to identify the factors of success associated with the characteristics of the organizational model currently applied to the cultural networks, as well as the main needs and obstacles that hold back its further development.</p> <p>In 2006, an electronic questionnaire in Spanish and English was developed by the two researchers and the first gathering of data started in June 2006.</p> <p>In 2007 ENCATC is planning to analyse the data collected by the two researchers and produce some policy documents.</p>
Challenge	<ul style="list-style-type: none"> • Foster an interactive a long-term dialogue between cultural networks in Europe and improve mobility of cultural operators within and outside of their respective networks. • Analyze their current activities, services and programs, to identify the gaps and needs in relation to inter-network relations in order to strengthen their efficiency and create better links between them, their Board and members. • Identify means and innovative ways by which European cultural networks play an active role as “learning experiences” in cultural cooperation by mapping their current mobility potential and forecast future changes. • Improve the capacities of cultural operators and artists in cross-boarder international projects and initiatives, with a special emphasis on the involvement of networks and initiatives in the new member states of the EU and beyond. • Outline ways of transformation of accumulated networks’ knowledge on mobility and cultural cooperation into training modules and joined activities. • Define new strategies and curricula development for a better cultural understanding among networks members. • Outline more efficient ways of disseminating results in inter-networking cooperation.
Results in 2006	<ul style="list-style-type: none"> • Drafting of the Questionnaire for data collection on "<i>Models of networks Management in the Cultural sector</i>" • Analysis of the First results
Target group	Cultural networks
Partners	ENCATC in cooperation with University of Barcelona and Jagiellonian University

RAISING AWARENESS

PUBLICATIONS



Mediation in Historical Places

This publication is the result of the ENCATC Workshop on “mediation in historical places” held in Fontevraud on 31st March and 1st April 2006. This event was organised by ENCATC in partnership with the Université Catholique de l’Ouest and in cooperation with EUROPA NOSTRA.

The term ‘mediation’ has become widely used in the cultural and heritage domains, in France for the past fifteen years, to describe that which, in the presence of a third party or via different vectors, produces *the time and the place for an encounter between a public and a work of cultural interest*. However, although the literature on cultural mediation is gradually growing, there is little work being done on the mediation of historical sites. It would be assumed that this term, which has apparently been admitted into France, is making little or no headway across our borders and reveals a remarkable situation.

Sharing Experiences on Cultural Education: Realising the Bologna Process

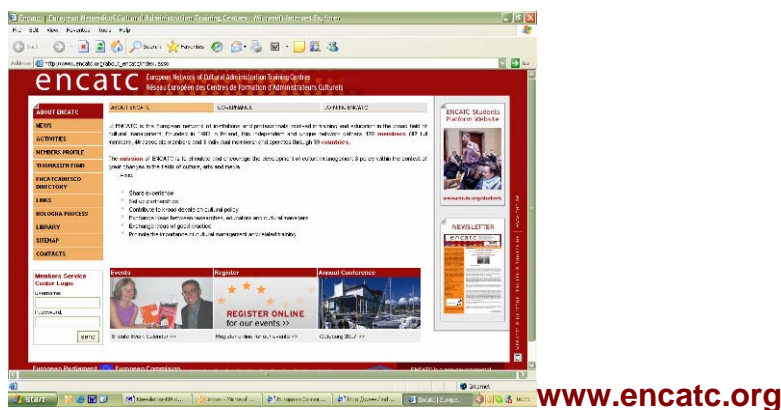


The publication “The Bologna Process and Cultural Education” consists of two main parts: a survey and policy recommendations. The aim of the survey is to give an overview of the existing degree programmes in arts/cultural management and cultural policy in Europe. The survey highlights similarities and divergences between these degree programmes in regard to the implications of the Bologna Process and thereby allows for an analysis and evaluation of the achievements reached up to today. The document makes also policy recommendations on reporting on the main goals of the Bologna Process: **Transparency, Comparability, Mobility and Employability**.

This document is addressed to anyone in Europe directly responsible for the implementation of the Bologna process at national, European and international level. It has the ambition to influence the future debate and decisions on this specific field, to contribute to a better

understanding of the specificity of the cultural management area and to raise awareness of best ways of implementing the Bologna process and overcome the future challenges and risks.

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 about the European policy development, ENCATEC *Update constantly ENCATEC'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.

In 2006, ENCATEC also published 9 issues of the ENCATEC monthly newsletter. This information tool is electronically distributed to a large group of stakeholders. The document provides also news and more detailed background information from European institutions and from the ENCATEC network. A list of conferences, publications, research and other projects is also published.

Brussels, 23.02.2007
GiannaLia Cogliandro
ENCATEC Executive Director