

encatc

**ANNUAL REPORT  
2005**



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*Report drafted by Giannalia Cogliandro, March 2006*

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## INTRODUCTION

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Established in Warsaw in 1992, the European Network of Cultural Administration Training Centres (ENCATC) is an independent umbrella organization, and the only European organization for 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. Currently, ENCATC has **over 100 members** and operates through **36 countries** including United States, Turkey, and Canada.

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 it is possible to 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; contribute to broad debate on cultural policy

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

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 2005.

This report includes a summary of ENCATC internal operations; an overview of ENCATC policy development; an overview of ENCATC main activities; a session dedicated to our financial highlights; and a final session presenting our membership.

This very ambitious working programme was implemented thanks to the intellectual and financial support of the European Commission and the UNESCO and also thanks to the priceless and invaluable collaboration of the ENCATC Board and of all our members who hosted our events.



### **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 also thank UNESCO for its important support in the realization of the Annual Conference in Potsdam and in the publication of its final report.*

# INTERNAL MATTERS

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## BRUSSELS OFFICE

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B-1000 Bruxelles  
Tel: +32.201.29.12  
Fax: +32.2.203.02.26  
[www.encatc.org](http://www.encatc.org)*

In 2005, the ENCATC Office consisted of two people: Giannalia Cogliandro, ENCATC Executive Director (full time); and David Ocon, Communication Assistant (3/4 time). Ad hoc basis specialised support for policy or activity development was provided by external experts. The design and the update of the website, the accountancy, the ICT maintenance was also provided by external support.

With the objective of actively fostering the mobility of students in Europe, ENCATC hosted in Brussels 3 students: **Matthieu DECRAENE**, student at "Institut d'études Politiques de Grenoble, Master "Direction de Projets Culturels" in France (from March 2005 till July 2005); **Simona MARTINI**, student at the University of Genova, "Master in Management culturale internazionale" in Italy (from August 2005 till October 2005) and **Audray Sorio** from the Institut Libre Marie Haps in Belgium (from November 2005 till December 2005).

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, Kai Theater, etc..) continued offering to ENCATC the opportunity to organise during the whole year 2005 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.

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# GOVERNANCE AT ENCATC

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## GENERAL ASSEMBLY

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The ENCATC annual General Assembly, GA, is a statutory body, which generally meets once a year and which is open to all ENCATC 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 2005 ENCATC Annual General Assembly was organised in Potsdam, Germany (4<sup>th</sup> & 5<sup>th</sup> June 2005).**

In 2005, the General Assembly voted the new ENCATC Board (June 2005- June 2007).

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## ENCATC BOARD

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The ENCATC Board – elected on a two years basis - met **on four occasions** during the year 2005:

- April 2005                      Venice, Italy
- June 2005                        Potsdam, Germany
- September 2005               Manchester, UK
- November 2005                Paris, France

During these Board meetings, new membership applications were discussed, network activities planned, prepared or assessed, and project proposals presented, debated and evaluated. In June 2005, in Potsdam, during the General Assembly **a new board was elected** for the period June 2005-June 2007.

# ENCATC BOARD MEMBERS 2005

Period: January 2005 – June 2005

**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

New Board elected by the ENCATC General Assembly, June 2005

**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



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



LOTTA LEKVALL  
Kulturverkstan, Sweden



JACQUES BONNIEL  
Université Limière Lyon II, France

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## MEMBERSHIP DEVELOPMENT

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**At the end of the year 2005, ENCATC counted 126 members: 80 full members; 40 Associate members; 6 individual members in 36 countries.**

15 new members joined the network since May 2004 (ENCATC General Assembly, Krakow). This good performance shows clearly the growing interest in exchanging best practices and experiences in arts management education and training issues as well as the appreciation of the quality and offer of the training activities designed by ENCATC.

NAME OF THE INSTITUTION/MEMBER	COUNTRY	TYPE OF MEMBERSHIP
<b>Université d'Avignon et des Pays de Vaucluse.</b>	France	Full member
<b>Université de Paris X, DESS Consultant Culture/MASTER Conduite de projets culturels-connaissance des publics, Département de Sociologie.</b>	France	Full member
<b>Université de Haute-Alsace à Mulhouse,</b>	France	Full member
<b>IUP Administration des Institutions Culturelles</b>	France	Full member
<b>Université Catholique de l'Ouest, à Angers</b>	France	Full member
<b>Universidade Lusofona de Humanidades e Tecnologias, Department of Sciences of Communication, Arts and Information Technologies, Lisbon.</b>	Portugal	Full member
<b>The Maria Curie-Skłodowska University, Department for Culture Pedagogy</b>	Poland	Full Member
<b>Oxford Brookes University</b>	UK	Full Member
<b>Hogeschool van Amsterdam, Instituut voor Sociale en Culturele Beroepen ( HvA, ISCB)</b>	The Netherlands	Full Member
<b>University of Buffalo</b>	USA	Full Member
<b>Shenandoah Conservatory</b>	USA	Full Member
<b>Copenhagen Business School<sup>1</sup></b>	Denmark	Associate member
<b>Center for International Studies of Art</b>	Serbia & Montenegro	Associate Member
<b>Cakia Catselli, Artstudio</b>	Cyprus	Individual member
<i>Odekhiren Amaize</i>	Taiwan	Individual member

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<sup>1</sup> Previously individual member. In 2005 they asked for the Associate Membership

## INFLUENCING POLICY

### BOLOGNA PROCESS: BUILDING THE EUROPEAN HIGHER EDUCATION AREA

*During the year 2005, ENCATC continued to follow up the Bologna process, through maintaining a continuous debate with its membership, the European Commission, national government, as well as the main actors involved in this process (among others, the Council of Europe, the European Parliament, the European Commission, the European University Association, EUA, the National Union of Students in Europe, ESIB, the European league of Institute of the Arts, ELIA).*

### Issue

The «Bologna process» opens, theoretically, unexpected opportunities for the reinforcement of the European cooperation aspect of cultural management higher education and vocational education. 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 2005



#### \* **Set up of a Bologna working group.**

In order to have a proactive role ENCATC established in March 2005 a working group on Bologna. This WG, composed by the University of Barcelona, University of Grenoble, University of Bratislava, University of Potsdam and Jyväskylä University designed a clear action plan for the year 2005 and beyond.



**\* Submission of a Project proposal: SECEB PROJECT**

Lead by ENCATC, the Bologna Working group **submitted a project proposal** in August 2005 under the Socrates framework programme. The **main objective** of this proposal is to **analyse and evaluate the implementation** of the two-tier degree structure in the field of cultural management and policy education (higher and vocational sector) to generate knowledge, experience and new ideas connected to employability, mobility and quality assurance system. This project aims to meet the Bologna objectives and to actively contribute to the realisation of a Higher Educational Area (Bologna process and Lisbon strategy). This project **was selected by the European Commission in December 2005.**



**\* Organisation of National meetings**

In order to involve all the ENCATC members in this debate but also to collect information at local level several national meetings on Bologna were organised by ENCATC in 2005 in different European countries such as Spain, France, Finland, Germany and UK.

**\* Organisation of a European Workshop on “Enhancing the European Cooperation in the cultural management higher and vocational education area”**

This workshop gathered experts and representatives from international, European and national institutions in order to analyse and evaluate the implementation of the two-tier degree structure in the field of cultural management and policy education (higher and vocational sector) to generate knowledge, experience and new ideas connected to employability, mobility and quality assurance system.

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## THE ROLE OF EDUCATION & CULTURE IN A SHIFTING LANDSCAPE

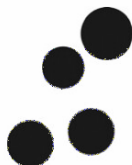
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*In 2005 ENCATC followed very closely the political debate on culture and education involving the European Commission and the Parliament. Special attention was paid to the debate on the future budget for culture and education for the period 2007-2013 as well as to the next generation of EU programmes in education, training, culture, youth and the audiovisual sector the new generation of programmes;*

### Actions in 2005

70 cents for culture



#### **\* Active Support to the 70 cents campaign for culture lunched by ECF and EFAH**

In 2005, ENCATC was very active in spreading information inside and outside the network about the 70 Cents campaign for culture aimed to increase the European budget devoted to culture. Information and documents about this campaign were widely disseminated during the ENCATC events and the campaign logo was added to the layout of the ENCATC Newsletter.

#### **\* Active Support to 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 in 2005; by widely promoting the summit through the ENCATC Website and Newsletters. ENCATC was also selected as Leader of one of the Summit working sessions.

#### **\* Active Support to the Catalyst Conference (UK Presidency of the EU)**

ENCATC played a very active role in the framework of the Catalyst Conference organised in Manchester in September 2005 in the framework of the UK Presidency of the EU by the UK Arts Council and the ENCATC member ISAACS UK, International solutions for Arts and Cultural strategies. The role of ENCATC was to offer to the organisers a platform for discussions during the 2005 ENCATC events; to take an active role during the conference by selecting and providing many of the speakers but also by widely disseminating information about the conference, before and after the event.

#### ***Partners***

Partners in the field include the major European associations acting in the field of education and training such as EFAH, ELIA, ECF, etc.

## 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 2005 included, an **Annual Conference** for approximately 150 members and delegates; an **Annual Conference of students** from ENCATC programmes for approximately 60 students; two **European Workshops**; one **thematic training session**; one **Academy**; two **National meetings** in France; one **Summer school**; **11 Newsletters** and **8 Flashes**. Moreover, many Conferences organised by ENCATC members at national and European level got an active support from the Brussels office.



The exchange of experience and know how within and outside the network often leads to the development of many **transnational cooperation projects** such as CCC, EURO CULT21 and SECEB.

In 2005, ENCATC also **published the book**: "*Does it make sense? Cultural management and the question of values in a shifting landscape*".

## Networking together

The 13<sup>th</sup> ENCATC Annual Conference "**Culture Management and the question of values in a shifting landscape**" took place on the 02-06 June 2005 in Potsdam, Germany. –



Organized by ENCATC in close cooperation with the Fachhochschule Potsdam this major event **attract over hundred professionals from more then 35 countries in Europe, USA, Australia, Canada, Latin America, Asia, Africa.**

This Conference was about Culture Management and the question of values in a shifting landscape: "When we look at the arts and arts management of the last years we are able to observe to developments: Arts management is on a good way to establish high international standards in handling the arts. We are so busy with finding always new and more effective tools that we often forget to ask the simple question: Why are we doing all that? The number of artists, initiatives and projects is steadily uprising and exceeds far beyond the supporting possibilities and capacities of public attention. One task for arts managers is to promote the arts and to achieve subsidies. As the offer of art is bigger than the pool of money and attention, arts managers have to establish priorities: Which art form, which project, which company should be supported? In an international context this question becomes even more complicated. Supporting criteria normally consider artistic, social, economic and pragmatic criteria. Do we have common criteria in Europe? **What are the values** behind these criteria? When we look at arts managers they normally have one main reason motivating their action. We are able to name 3 types: 1) The development agent sees culture as an essential means of economic growth and urban development; 2) The champion for the arts wants to promote and to make art possible. He organises, takes care for financing and marketing. 3) The passionate arbitrator wants to mediate, he is a net worker and mediating between positions, art forms etc. He works in different contexts and often in projects. Therefore he cannot refer to the same norms and standards all the time but always has to invent project-orientated criteria. When we try to understand the motivation of all 3 types we have to ask again: **What are the values** behind their motivation?"

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 first Student meeting of ENCATC programmes organised in Krakow in May 2004, in 2005 along with the Annual Conference and General Assembly of ENCATC in Potsdam, ENCATC organised **its 2<sup>nd</sup> meeting of students of ENCATC members' programmes**. This meeting **gathered a group of over 60 students, coming from 18 different universities and institutions**. The core of the students' meeting was the exchange between students: exchange of experiences, of knowledge, of contacts, of projects and interests. The magic word for this weekend should be interaction. The students were not "recipients" but "participants"; they took part and were involved in the process going on.

Under the title: **"Tampering With Boundaries - The Cultural Manager"** the students aimed to tinker with boundaries, to mess around with borders, to manipulate limits, to displace frontiers... shortly: to tamper with boundaries...

The idea was that as a cultural manager the students are always acting as a mediator between artist and recipient, between publicity and institution, between policy and culture, between art and commerce ... *"Within this duty, we are touching boundaries: financial, personal, national, religious, social, moral, cultural... A border is a line that divides two things from each other. Or is it a zone, a space "in between", where ideas or attitudes clash? Within my borders, can I be sure to be understood? Is progress the process of crossing borders? Which roles do borders play for cultural managers in the context of the changing Europe?"*

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 Fachhochschule Potsdam.

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 ensured via the ENCATC website: <http://www.encatc.org/students>

# EUROPEAN PROJECTS


## PROMOTE NEW FORMS OF GOVERNANCE IN THE CULTURAL SECTOR

### EUROCULT21


<p><b>Context</b></p>	<p>The promotion of new forms of European Governance is one of the European Commission's strategic priorities (White paper (COM (2001) 428) as well as a real need/challenge at local level.</p> <p>In 2001 the EP adopted a resolution in Cultural co-operation in the EU. In this document the institution calls for the setting up of a European Observatory of Urban Policies to monitor cultural cooperation of the MS and Community cultural policy. "</p> <p>At present the work undertaken at the local level in these fields is not disseminated and discussed widely enough. The basic difficulty is that concepts and categories, which are used, are not necessarily identical or even similar throughout Europe. It is therefore difficult to access comparable information. Therefore, Local information will remain unused unless a transnational mechanism is set in place to join efforts. Policy analysis for culture is key in building the society of knowledge and the City of Tomorrow.</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 EUROCULT21 project. This innovative project aims to develop a new optimised cultural management tools as well as at creating a long-lasting forum where cities can develop and exchange best practices, ideas on future plans, policies and scenarios - The Urban Cultural Profiles Exchange project is a new European thematic network.</p>
<p><b>Challenge</b></p>	<ul style="list-style-type: none"> <li>• <b>To promote discussion, identify challenges, exchange best practices and diffuse knowledge</b> 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).</li> <li>• <b>To identify new research and funding needs on urban cultural policy in the years to come.</b></li> <li>• <b>Innovative cultural strategies in collaboration with</b> other European cities and University centres.</li> <li>• <b>To develop, monitoring, updating, evaluation and forecast methodologies</b>, in order to inscribe urban cultural planning in a permanent dynamics. This question is also linked to the question of the</li> </ul>

	improvement of the urban governance, and specially the new place of cultural policies.
<b>Actions 2005</b>	<ul style="list-style-type: none"> <li>• <b>Barcelona, 20-21 January 2005:</b> ENCATC Participation in the Scientific &amp; Management Committee meeting in Barcelona (SP);</li> <li>• <b>February 2005:</b> ENCATC Contribution to the final draft Policy and Research recommendations and to the final Integrated Report.</li> <li>• <b>Barcelona, 15-16 March 2005:</b> ENCATC Participation in the Final Event in Barcelona</li> <li>• <b>April 2005:</b> organisation of the project follow up meeting in Brussels and active participation in the dissemination of the project outcome</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Contribution to the project Web-page and Newsletters</li> <li>• Contribution to the Scientific &amp; Management Committee meeting</li> <li>• Contribution to the Policy Recommendations on cultural policy and researches.</li> <li>• Contribution to the setting up of Common cultural indicators</li> <li>• Contribution to the drafting of the Final project compendium</li> <li>• Final Financial and Content Report</li> </ul> <p>Documents available at: <a href="http://www.encatc.org/activities/index.lasso">http://www.encatc.org/activities/index.lasso</a>)</p>
<b>Partners</b>	<p><i>Leader: Eurocities</i></p> <p>Partners: ENCATC, Municipality of Helsinki; Barcelona, Hagen, University of Hagen, Athens, Athens Training Centre, Stockholm, Huelva, Liverpool, Birmingham, Leipzig, Jena, Tarnow, London, Malmö, University of Weimar, Venice, University of Venice, Gdansk, Dusseldorf, Aarhus, Leeds, Bologna.</p>

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

	<p><b>Synaxis Baltica</b></p>
<p><b>Short description</b></p>	<div data-bbox="472 450 794 692" data-label="Image"> </div> <p>This is a project gathering arts management and cultural policy education and training institutions from 9 countries around the Baltic Sea. It concerns <b>the organisation of an Annual Academy for students of ENCATC programmes</b> 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> <div data-bbox="472 1240 810 1491" data-label="Image"> </div> <p>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".</p> <p>The 3<sup>rd</sup> 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>This project is <b>supported by</b> 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>
<b>Challenge</b>	<ul style="list-style-type: none"> <li>• To <b>exchange information and knowledge</b> in the field of cultural management and policy;</li> <li>• To <b>participate in training opportunity</b> that discusses cultural management and policy issues relevant to the hosting country and <b>analyses specific contemporary cultural trends of the region, as well as of Europe at large.</b></li> <li>• To form <b>international project teams</b> and to work with students from different cultural backgrounds</li> </ul>
<b>Actions 2005</b>	<ul style="list-style-type: none"> <li>• <b>Fourth Academy</b>, Stockholm, Sweden.</li> </ul> 
<b>Deliverable</b>	<ul style="list-style-type: none"> <li>• 2005: ENCATC participation to the <b>Academy in Stockholm</b>, Sweden</li> <li>• <b>Academy Report &amp; Evaluation</b></li> </ul> <p>Reports and information available at:  <a href="http://www.encatc.org/activities/index.lasso">http://www.encatc.org/activities/index.lasso</a></p>
<b>Partners</b>	ENCATC, Unesco, Nordic-Baltic Platform of Cultural Management, the Lithuanian and Latvian National Commission for Unesco.
<b>Project coordinator</b>	Ann-Sofie Köping (Ann.sofie.koping@sh.se)

## **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** open to members and delegates*

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### **DESIGNING AN EDUCATIONAL PROGRAMS IN CULTURAL ENTREPRENEURSHIP**

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	<b>ENCATC Academy</b>
<b>Context</b>	<p>More and more artistic and cultural productions are carried out by private enterprises. New art forms are very often started by activities of private people, who have personally bearded the risk.</p> <p>On the other hand state and municipal cultural Arts organisations expect very often that their employers should work in an entrepreneurial way.</p> <p>Governments have been lately interested in Cultural industries, because it is a sector in the economy that is growing. When many traditional branches of industry and trade diminishing. So there is a need to build up educational programmes in Cultural Entrepreneurship or to include new modules in the existing ones.</p>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• To <b>find some models to design a training module or</b> an Educational Program in Cultural Entrepreneurship.</li> <li>• To recognise what kind of <b>skills are needed in the cultural business area</b>.</li> <li>• To find ways <b>how to build the connection</b> from education to cultural companies and business organisations.</li> <li>• To <b>define the basic elements and subjects in the content of the program</b>.</li> <li>• To <b>introduce didactic options</b> in the teaching and learning of Cultural Entrepreneurship.</li> <li>• To introduce <b>some good practices</b> in the training of Cultural Entrepreneurship.</li> </ul>

<b>Actions 2005</b>	<b>08 – 11 September:</b> Organisation of a <b>3 days Training for Trainers Academy</b> in Helsinki
<b>Deliverables</b>	 <ul style="list-style-type: none"> <li>• <b>3 days Workshop:</b> Presentations on 1) Designing of an Educational Program for future Cultural Entrepreneurs; 2) Different didactic ways and options to teach Cultural Entrepreneurship; 3) Research reports that could help designing a new curriculum; 4) Good practises in teaching Cultural Entrepreneurship and examples of existing programmes.</li> <li>• <b>Visits</b> to cultural small business enterprises and interviews of the entrepreneurs.</li> <li>• <b>Academy Report</b> (<a href="http://www.encatc.org/activities/index.lasso">http://www.encatc.org/activities/index.lasso</a>)</li> <li>• <b>Project proposal</b> submitted the 1<sup>st</sup> November 2005 under the Socrates program by the Sibelius Academy in Helsinki. The project was drafted in cooperation with ENCATC. Partners involved were selected among the participants of the ENCATC Academy.</li> <li>• <b>Project proposal</b> submitted in November 2005 by the Center for the Humanities, University of Lviv in Ukraine under the TEMPUS Programme. The project was drafted in cooperation with ENCATC. Partners involved were selected among the participants of the ENCATC Academy.</li> </ul>
<b>Methodology</b>	Traditional lecture; Project learning; Case studies; organisational research; and different visits to local arts organisations.
<b>Target group</b>	Course leaders, professors and teachers of Arts and cultural management programs.
<b>Partners</b>	<b>ENCATC, Sibelius Academy, Helsinki (FI)</b>
<b>Place</b>	<b>Sibelius Academy, Helsinki (FI)</b>

**RETHINKING THE INTERACTION BETWEEN CULTURE, ART AND CITY AND THE  
PROCESS OF IMPLEMENTING URBAN POLICIES**

**ENCATC Thematic Workshop**

**Context**



It appears


that cultural operators are called on to manage structures characterised by the fact that they are interdisciplinary/multidisciplinary, transversal and physical spaces of multiple actions.

The city's policy falls within a process of global development (extending beyond cultural development, joint actions with the social, economic and political sectors that fall within the definition of urban or tourism policy, or of communicating a general image of a city and its "*interland*"). **The city has a duty to be European and international.**

Within this framework, the cultural operators who are called on to manage this kind of institution are induced to acquire new skills. The meeting seeks to draw attention to this process of redefining skills and thus the acquisition of knowledge (training).

**Challenges**

- To rethink the **interaction between culture, art and city** and the processes of implementing urban policies;
- To allow the participants to **reposition the role of urban policies** within a European context;
- To enable the cultural operators to enlarge their understanding of the **relationships between policies and urban interventions** and enable them to meet cultural operators who are confronted by parallel situations in other European cities;
- To **identify the tools** that will enable a proactive management of the

	<p>issues linked with the reality of their being transversal and interdisciplinary, and with the multiple territorial identifications of urban cultural spaces;</p> <ul style="list-style-type: none"> <li>To set up a <b>network for the cultural operators</b> from the French Community of Belgium (CfWB) with cultural administrators and managers coming from several European countries.</li> </ul>
<b>Actions 2005</b>	<ul style="list-style-type: none"> <li><b>Identification of the cultural and policy functions</b> of cities within the CfWB and in Europe;</li> <li>Presentation of the set of themes, analyses and issues by an outside contributor who has carried out several research-actions in Europe;</li> <li>Presentation of <b>Comparative study of current urban policies</b> and actions using case studies presented by participants from the CfWB and other European countries;</li> <li>Presentation of <b>methodological tools</b></li> <li><b>Visit to centres</b> of culture used for cultural creation, circulation and intervention.</li> </ul>
<b>Deliverable</b>	<ul style="list-style-type: none"> <li><b>3-4 March:</b> 2- days workshop in Brussels, Belgium</li> <li><b>Final Report:</b> <a href="http://www.encatc.org/activities/index.lasso">http://www.encatc.org/activities/index.lasso</a></li> </ul>
<b>Target group</b>	 <p>Cultural <b>administrators and managers</b> active in implementing actions and partnerships within the city. Cultural operators who hope to enlarge their activities and integrate into them a European cultural co-operation dimension. This Workshop will provide the opportunity to bring together cultural operators from the French Community of Belgium, the LEAD network (Linked Euroregion Arts Development assembling cultural operators from the Nord-Pas de Calais, from Kent, from West Flanders and from Hainaut) and members of the ENCACT network (European Network of Cultural Administration Training Centres).</p>
<b>Partners</b>	ENCATC, 'Fondation Marcel Hicter' and LEAD Network
<b>Place</b>	Brussels

**ENHANCING THE EUROPEAN COOPERATION IN THE CULTURAL MANAGEMENT  
HIGHER AND VOCATIONAL EDUCATION AREA**

<b>ENCATC Thematic Workshop</b>	
<b>Context</b>	 <p>The «Bologna process» opens, theoretically, unexpected opportunities for the reinforcement of the European cooperation aspect of cultural management higher education and vocational education.</p> <p>In order to help network members to better understanding the challenge of this process, in 2003, ENCATC organised in Brussels, a major workshop to look into the future challenges that we all are facing in relation to the implementation of the Bologna process. One of the most important outcome of this workshop was the discovery that, today, ENCATC is the only platform at European and national level where universities and professionals have the possibility to open discuss and exchange their experiences, best/bad practices, problems and concerns in relation to the implementation of the Bologna process.</p>
<b>Challenge</b>	<ul style="list-style-type: none"> <li>• to analyse what is it possible to harmonise in Europe; what can we concretely share among us</li> <li>• to work together on how do concretely our programmes need to be re-organised,</li> </ul>
<b>Actions 2005</b>	<b>Workshop in Brussels</b>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• <b>Workshop</b></li> <li>• <b>Final Report</b> <a href="http://www.encatc.org/activities/index.lasso">http://www.encatc.org/activities/index.lasso</a></li> </ul>
<b>Partners</b>	ENCATC in close cooperation with the University of Barcelona, University of Grenoble, University of Bratislava, University of Potsdam and Jyväskylä University. With contributions from ESIB, EURYDICE, UEA and ELIA
<b>Place</b>	<b>Brussels</b>

**MOBILITY, INTERCULTURAL COMPETENCE, CULTURAL COOPERATION IN THE AGE OF DIGITAL SPACE. NETWORKING AND VIRTUAL NETWORKING AS LEARNING EXPERIENCE**

**Practical Training**

**Context**

The development in the last years of an increased number of artistic projects based on intercultural competences, the need for mobility and the reshaping of a cultural cooperation space (within Europe and beyond Europe) calls for a specific professional response from what we can broadly call 'the cultural operators' (mediators, organisers, producers, artists-managers...).

Recent studies commissioned by European organisations and the EU are bringing forward mobility as a key issue for the development of a European and international space for the arts, respectful of diversity, but also creator of shared professional standards. In these studies, lack of information and understanding of the value of mobility by culture sector professionals are cited as primary obstacles to their employment in other countries.




On the other hand, the intersection between virtual and real networks, the 'material' and the 'digital' space of dialogue (de-materialised space) produces new forms of facilitating exchange and connecting realities. Instruments like portals and websites, artistic experiments produced in cyberspace are becoming a 'culture' in themselves. Communication, information, selection of information; art, forms, media, interfaces, are all submitted today to the virtualisation of the traditional dimensions of time and space.

Mobility , inter-culturalism and co-operation are redefined by the 'interactive cultural space'.

There is a need to learn about this re-definition and invent, use and disseminate new training contents about these matters.

Many cultural organisations in Europe, amongst which IETM , have recently initiated cultural portals, data bases and online information resources dedicated specifically to cultural mobility and cooperation. *On The Move* ,

	<p><i>OCPA, ACRONIM, MARCEL</i> are some of them. Instruments for development at the service of IETM members and European and international cultural community (artists and managers) these 'digital tools' are appropriated laboratories for a reality check of the shift from tradition to broader ways of understanding mobility.</p>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• enable participants to gain a dynamic understanding of notions related to material and virtual spaces of mobility and interaction</li> <li>• develop awareness about the role of cross fertilisation of know how, competences and professional behaviours determined by inter-cultural exchange</li> <li>• accompany the identification and the building of adapted instruments and methods that will be in tune with the dynamics of the present artistic and cultural international environment.</li> <li>• facilitate the understanding of the specific character of cultural portals (amongst which OTM), as examples but also as a pretext to bring the community of active 'cultural actors' to the heart of interactive digital tools</li> </ul>
<b>Actions 2005</b>	 <p><b>Workshop in Helsinki, 8 September 2005</b></p>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• <b>Workshop</b></li> <li>• <b>Final Report</b> <a href="http://www.encatc.org/activities/index.lasso">http://www.encatc.org/activities/index.lasso</a></li> </ul>
<b>Partners</b>	ENCATC, IETM, Sibelious Academy, European Cultural Foundation
<b>Place</b>	Helsinki



## ***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.

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### **EUROPEAN COMMISSION & PARLIAMENT**

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ENCATC is one of the European organisations belonging to the EU budget line 15 04 01 03. This budget line was created with the aim to support permanent activities of bodies pursuing an aim of general European interest in the field of culture or organisations forming part of the European Union's policy in this area.

In 2005, ENCATC cooperated closely with the EC as **main partner of the Eurocut21** European project.

2005 was also a crucial year for the discussions and establishment of the next generation of EU programmes in education, training, culture, youth and the audiovisual sector. The network paid an **active role in representing the views of its members and the sector** within this important debate. ENCATC closely followed the legislative process linked to the establishment of the next generation of EU programmes in education, training, culture, youth and the audiovisual sector at Council, European Parliament and Commission level. The network also explored the possibility of organising in the first part of the year 2005 a public hearing to represent the views and the needs of the sector to the newly elected European Parliament (Culture and Education Committee).

This action was not successful due to the number of organisations who asked for the same possibility.

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### **UNESCO**

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

In 2005, UNESCO actively supported ENCATC in the organisation of the Annual Conference in Potsdam, by helping ENCATC in shaping the content of this event and by identifying the most appropriate high level speakers for each of the panels. The Conference was placed under the patronage of UNESCO.

In 2005, ENCATC took also an active role in the framework of the International Convention on the Protection of the Diversity of Cultural Contents and Artistic Expressions by closely following the debate and by updating its members on regular basis.

In December 2005, ENCATC submit to the attention of the UNESCO Division of Cultural Policies and Intercultural Dialogue **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. This project proposal **was selected** by UNESCO in March 2006 and received a financial support.

As major partner in the **UNESCO World Summit on Culture/Arts Education** (March 2006, Portugal,) ENCATC was invited to attend the working meetings organised by UNESCO in Paris and Portugal as well as to lead one of the workshop of this important Summit.

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## COUNCIL OF EUROPE

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In 2005, there was a regular information exchange between the Council of Europe and ENCATC. Moreover, ENCATC representatives were regularly invited to attend Council of Europe main events as well as CoE representatives were invited to attend and actively participate to the ENCATC Annual Conference in June 2005.

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## EUROPEAN CULTURAL FOUNDATION

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

In 2005, ENCATC actively cooperated with the European Cultural Foundation by attending several project meetings organised by the European Cultural Foundation in the framework of the LAB project 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 was very active **in informing its members** about this new project and he also attended one of the project meetings.

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 2005 (Amsterdam and Paris) by the ECF providing this group with its strong experience in the field. It will also plaid 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.

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## OTHER ORGANISATIONS & EUROPEAN NETWORKS

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In 2005, ENCATC also continued its cross-cooperation with major European and International networks active in the field of culture or education such as **EFAH, IETM, Pearle, CEREC, ERICARTS** and **CIRCLE, IFACCA**, etc. In particular ENCATC explored the possibility to foster the cooperation and mobility in Europe through the activation of the inter-networking dialogue.

### Issue

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:

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:**

- 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)?

Through the exchange of information and best practice ENCATC has the ambition to start a project aimed to:

- 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.**

## Actions in 2005

In 2005 ENCATC started to identify potential funds for running this project. Working meetings with potential partners were organised.

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## RAISING AWARENESS

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### PUBLICATIONS

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In 2005, ENCATC published the book: "*What Makes a sense? Cultural management and the question of values in a shifting landscape*". This **new ENCATC publication** is the result of a fruitful cooperation between ENCATC and the UNESCO division of Cultural policy and intercultural dialogue in the framework of the Participation programme 2004-2005.

The document contains commissioned articles to major European managers and experts in the field of Cultural management and shows the significance of discussing evolving values and their consequences on nowadays cultural funding. The necessity to evaluate the several notions of values this discussion provides lies in the responsibility of every future professional in the field of culture management. Weighing between the worthiness and applicability of different policies and procedures in this field is evident in the four different chapters of this present publication. The various international participations represent once again the importance of discussing values in the multifarious fields of culture, public and society. Different roles of artists, public institutions, universities, funding systems and others are debated on, and simultaneously a whole new pattern of valuation and criteria is developed and differentiated to possibly refer to in days to come. Thus this very fertile exchange and comparison provides the reader with a whole bunch of criteria to decide on and also to establish priorities to value cultural activities.

This book constitutes an important tool for developing further discussions at political and academic level and for stimulating a new debate on the values behind the motivation of our cultural managers.

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### IMPROVE ENCATC EXTERNAL COMMUNICATION AND VISIBILITY

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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, ENCATC continued to: 1) **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. 2) **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. 3) **Update constantly the ENCATC webpage.**

# ENCATC ACTIVITY CALENDAR 2005

<b>5</b>	<i>DATES</i>	<i>PLACE</i>	<i>ENCATC EVENTS</i>
<b>0</b>	January	<b>Barcelona</b> Spain	EUROCULT21, Scientific and Management meeting
	March	<b>Brussels</b> Belgium	"Rethinking The Interaction Between Culture, Art And City And The Process Of Implementing Urban Policies" <b>1<sup>st</sup> ENCATC Workshop</b>
	March	<b>Barcelona</b> Spain	EUROCULT21 Final project event
	April	<b>Paris</b> France	Réflexion sur les conditions de la mise en place du LMD en France <b>1<sup>st</sup> ENCATC National Meeting</b>
	April	<b>Venice</b> Italy	ENCATC 1 <sup>st</sup> Board Meeting
	June	<b>Potsdam</b> Germany	"Culture Management and the question of values in a shifting landscape" <b>ENCATC 13<sup>th</sup> Annual Conference</b>
	June	<b>Potsdam</b> Germany	<b>ENCATC General Assembly</b>
	June	<b>Potsdam</b> Germany	"Tampering with Boundaries – The Cultural Manager" <b>ENCATC 2<sup>nd</sup> Annual Student meeting</b>
	une	<b>Potsdam</b> Germany	ENCATC 2 <sup>nd</sup> Board Meeting
	June	<b>Potsdam</b> Germany	ENCATC 3 <sup>rd</sup> Board Meeting
	August	<b>Stockholm</b> Sweden	Synaxis Baltica ENCATC <b>Students ' Academy</b>
	September	<b>Paris</b> France	Réflexion sur les conditions de la mise en place du LMD en France <b>2<sup>nd</sup> ENCATC National Meeting</b>
	September	<b>Helsinki</b> Finland	"Mobility, intercultural competence, cultural cooperation in the age of digital spaces. Networking and virtual networking as learning experiences" IETM / ENCATC Training for Mobility and Inter-cultural relations
	September	<b>Helsinki</b> Finland	"Designing and educational program in cultural entrepreneurship" <b>ENCATC Academy</b>
	September	<b>Manchester</b> <b>Liverpool</b> England	ENCATC 4 <sup>th</sup> Board Meeting
	November	Paris France	ENCATC 5 <sup>th</sup> Board Meeting
December	Brussels Belgium	Réflexion sur les conditions de la mise en place du LMD en France <b>3<sup>rd</sup> ENCATC National Meeting</b>	
December	Brussels Belgium	Enhancing the European cooperation in the cultural management higher and vocational educational area <b>2<sup>nd</sup> ENCATC Workshop</b>	
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## What is ENCATC?

Established in Warsaw in 1992, the European Network of Cultural Administration Training Centres (ENCATC) is an independent umbrella organization, and **the only European organization for 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**. Currently, ENCATC has over hundred **members** and operates through **36 countries** including **Australia and the United States**.

ENCATC believes that education and training of cultural operators is key to development, improvement and social transformation. The cultural sector is characterized by the immense importance of its human resources over other production factors. It is fundamental to invest in the education and training of those actors.

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

## HOW TO BECOME A MEMBER OF ENCATC?

If you are interested in joining the ENCATC Network, you just have to fill in the Membership Application Form and send it back to ENCATC Coordination Office. You can apply for full, associate, individual or supporting membership.

The applicant may indicate the type of membership required. However, all applications are subject to the review and approval of the Board of the Network.

Together with the duly completed and signed application form, the applicant should also send, a profile of his/her program.

For more details on joining ENCATC feel free to contact our Coordination Office in Brussels (phone: +32 2 201 29.12 or email: [g.cogliandro@encatc.org](mailto:g.cogliandro@encatc.org)). We will be very glad to assist you!!

## MEMBERSHIP SCHEME

### Full members: 450 EURO

Institutions (Educational institutions - colleges, universities -; training organizations; research organisations; agencies; government bodies; business organizations; foundations; professional associations; non-profit organizations) which have at least three years of experience of providing and delivering a publicly-recognized education / training program in the field.

### Associate members: 280 EURO

Institutions, providing and delivering a publicly recognized education and training program in the

field but have not been doing so for a minimum of three years.

Institutions, which are important in the development of the education and training sector. Institutions with related activities (for instance, cultural administrations, other networks).

### Individual Members: 180 EURO

Especially cultural and media managers and practitioners; trainers, lecturers, consultants and researchers in cultural and media management and related fields; students in cultural and media management and related fields; artists; journalists; public administrators; officials; decision-makers.

### Supporting members:

Organisations or individuals, which provide some financial or other support for the Association.

## APPLICATION FORM

*Please fill in and by e-mail or fax to GiannaLia Cogliandro ENCATC Executive Director  
0032.2.203.02.26*

### Type of Membership:

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**Name & Forename:**

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**Name of the Organisation:**

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**Address:**

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**Telephone/Fax:**

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**E-mail & website:**

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**Reasons for applying:**

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**Date & Signature:**