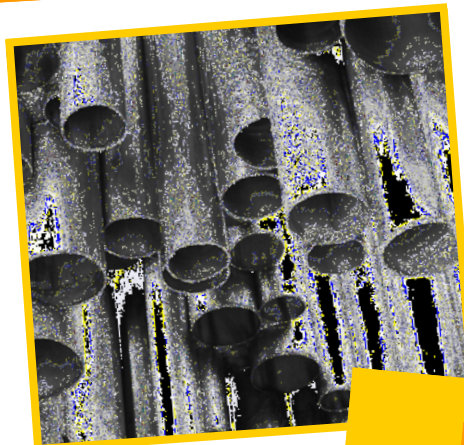


# en c a t c

## ACTIVITY REPORT 2011



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## COVER PHOTOS:

Kent Summer School participants

Musées des Beaux-Arts, Lille, France

YCPR Forum 2011  
© Julius Töyrylä

Sibelius Monument © Jussi Mononen  
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# ACKNOWLEDGEMENTS

Established in Warsaw in 1992, ENCATC is an independent umbrella organization, and **gathers over 100 European higher education 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.**

In 2011, ENCATC's **main activities** included: international advocacy, representation and promotion of vocational training in the field of arts management and cultural policy; an annual conference for approximately 300 members, students and delegates; specialist focused workshops and seminars; training academies; summer schools; research, 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.

Once more ENCATC proved to be the leading European network on Cultural Management and Cultural Policy Education. As proved by our statistics, during 2011, ENCATC was directly involved in the design and implementation of **32 events** and it organized for its members **8 study visits** in Europe. The 3-day ENCATC Annual Conference attracted **312 participants** from **37 countries**. A total number of **1,514 people** attended our events. The number of multipliers who benefited from results directly or indirectly was **5,456,453 people**, in large part thanks to our members being sought for their expertise by radio and television producers. **564 members** actively

engaged in our activities by contributing to the drafting of documents, voicing our interests at major conferences as well as by implementing European projects.

New additions to the working programme in 2011 included the launch of the ENCATC Journal on Cultural Management and Policy, the Cross Atlantic Education Exchange (CAEE) programme, and the 8<sup>th</sup> ENCATC Thematic Area, "Performing Arts Management."

In 2011, ENCATC also realized **16 videos, 27 newsletters, 1 scientific Journal, 2 e-publications, 14 press releases, 9 brochures**, and it managed **2 social media channels, 8 blogs and 3 websites**. Moreover, **our videos were viewed 5,634 times** on YouTube and **163,310 visits** were registered on our website.

This very ambitious working programme was realised by ENCATC thanks to the financial support of the European Commission and UNESCO. It was also possible thanks to the priceless and invaluable intellectual support and active collaboration of the ENCATC Board, our staff and of all our members who hosted and financed our events.

*Cristina Ortega Nuere*  
ENCATC President

*Giannalia Cogliandro Beyens*  
ENCATC General Secretary

# ABOUT ENCATC

## I. WHO WE ARE

ENCATC, is a membership non-profit organisation gathering over **100 members in 40 countries**. It holds the status of associate partner with UNESCO and of observer to the Steering Committee for Culture of the Council of Europe.

ENCATC was established in 1992 to promote transnational educational initiatives in the field of cultural management and cultural policy by providing educators, researchers, students, policymakers and cultural managers with a long lasting forum for debate, staff and student exchange and professional development.

ENCATC encourages its members and young researchers to pursue, publish, present, and disseminate research in arts and cultural management and cultural policy to strengthen the understanding of cultural management and cultural policy issues in the academic, political and professional field.

ENCATC also aims to contribute to future thinking by monitoring trends and developments that affect the future of arts and culture, by supporting businesses and organizations with strategy development by means of scenario planning, and by developing new educational and training curricula, services and business concepts based on these scenarios.

### Our mission

*"To stimulate the development of cultural management and cultural policy in Europe*

*and beyond, engaging and responding to new developments in politics, economics, societies and technology".*

### Our values

**Sustainability:** Importance of research and education for sustainable development of cultural field

**Flexibility:** readiness to respond to changes

**Openness:** to other (institution, country, language) expressed in partnership and exchange. We welcome new approaches with curiosity and interest

### Our objectives

ENCATC's key objectives in 2011 were to:

- **develop and influence policies** throughout policy documents & expertise
- **encourage links and create synergies** between members throughout networking events
- **contribute to the professional development** of staff and students throughout activities and projects
- **promote transnational research** throughout activities and publications
- **foster the mobility** of staff, students, and artists inside and outside Europe throughout a number of mobility programmes

- facilitate the **exchange and access to information** inside and outside the network throughout a number of communication tools
- forge **dynamic partnerships** with major stakeholders throughout strategic alliances in different world Regions

## II. WHAT WE DO

In 2011, to achieve our seven objectives ENCATC worked alongside the following seven complementary strands:

### Advocacy - Developing and influencing policies

By providing expertise and actively contributing to the development and implementation of policies, legislation and programs which are relevant for cultural education and training institutions, ENCATC is a key partner for constructive dialogue with UNESCO, the Council of Europe, the European Commission, the European Parliament and Member States.

To actively contribute to the shaping of their programmes and activities in the field of culture and education in 2001, ENCATC was awarded by UNESCO the status of associate partner and in 2007 the status of observer to the Steering Committee for Culture by the Council of Europe. Since 2008, ENCATC is also an active member both of the European Platform for "Cultural and Creative industries" and "Access to Culture". Since 2011, ENCATC joined the "Alliance 3.3" set up by Europa Nostra to defend the European cultural heritage. Additionally, ENCATC provides the membership with tools to influence and create change within their own organisation and cultural administration of their countries.

### Networking – Sharing and improving knowledge

By providing educators, researchers, students, cultural managers and policymakers with a number of opportunities to meet, exchange experiences,

methodologies, curricula, pedagogy and best practices, ENCATC offers a unique professional forum both to further develop theory and cultural management learning that is rooted into practice and to initiate long lasting partnerships for the development of transnational projects. Every year ENCATC organises a major international Conference for about 200 delegates in partnership with its members and a number of networking events around Europe and beyond.

### Capacity building – Educating professionals and students

By offering its members opportunities to enhance and strengthening their knowledge, skills, competencies and abilities thought seminars, European projects, experts groups and training academies, ENCATC creates opportunities for the establishment of conditions allowing academics, researchers and professionals to engage in the "process of learning and adapting to changes". On an institutional level, ENCATC uses its knowledge and experience as a European network to facilitate other cultural organisations in becoming more established and prominent European players. ENCATC also coordinates a high level pool of experts for a peer to peer learning exchange inside and outside the network.

### Research– Creating a European competitive research area

By carrying out, publishes, presents, and disseminates research in cultural management and cultural policy, ENCATC strengthens the understanding of cultural management and cultural policy issues in the academic, political and professional field. By promoting access to cutting-edge research and publications ENCATC also ensures that research feeds into policy making and decision makers have a better understanding of cultural policy and educational issues and ways to address them. As part of its commitment to cultural policy research and education, since 2008, ENCATC organises in partnership with the European Cultural Foundation the **Cultural Policy Research Award** and an annual **Forum for young researchers**.

Meet the ENCATC team



We are located in the heart of Brussels



**ENCATC Secretary General**  
Giannalia Cogliandro Beyens



**Research Policy Officer**  
Elizabeth Darley



**Assistant to the Secretary General**  
Magdalena Liskova



**Communications Officer**  
Caroline Simpson

**Trainees**

**Mobility– fostering the mobility of students, academics, researchers and cultural managers**

By actively encouraging the mobility of staff and students across the sectors and among countries and by facilitating cross border dissemination of ideas and best practices ENCATC actively contributes both to the achievement of the Europe 2020 objectives and to foster the reform and modernisation of the education and training systems.

**Communication – Building of knowledge societies through information and communication**

By creating, collecting and disseminating information ENCATC improves the quality and efficiency of education and training thought a number of tools including a monthly newsletter, a constantly updated website, blogs, social networks, a Journal and a bulletin. Through engagement with its partners, ENCATC provides a two-way flow of knowledge related to new learning strategies, employment competencies and attributes for future cultural policy makers and managers.

**Cooperation– create dynamic partnerships with major stakeholders**

By sharing with others, ENCATC proves its string belief that meaningful partnerships are the foundation for success and enable people and institutions to make continuous

improvements. Thought its strategic partnerships ENCATC directs its resources and capabilities to projects we consider most important. Among our major partners we count UNESCO, the Council of Europe, the European institutions, the European Cultural Foundation, ESEF, AAE, IFACCA, Interarts, EFA, EUROPA NOSTRA, ELIA, etc..

**III. THE ENCATC OFFICE**

The ENCATC office is based in Brussels close to the European quarter in the very prestigious Flagey building.

The Brussels office carries out policy, human resources, finance, administration and communication work.

The staff informs ENCATC members about upcoming events and development in European cultural policy by publishing a monthly newsletter and sending regular communication announcements and press releases.

As in previous years, on an *ad hoc basis*, specialised support (lawyer, webmaster, translator, etc.) was also associated to the permanent staff for activity and project development.

With the objective to actively contribute to the mobility of students, in 2011 ENCATC hosted 4 students from Belgium, Spain, Italy and the United States. For these students, working in Brussels in the ENCATC office headquarters was a great opportunity to discover the European institutions and cultivate experience in a professional multicultural environment.



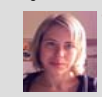
**Vice-President**  
**Gerald Lidstone**  
Goldsmiths, University of London, Institute for Creative and Cultural Entrepreneurship, United Kingdom



**Secretary**  
**Annick Schramme**  
University of Antwerp/ Antwerp Management School, Belgium



**Treasurer**  
**Blanka Chládková**  
Academy of Music & Performing Arts in Brno, Czech Republic



**Board Member**  
**Manuele Debrinay-Rizos**  
ENSATT Ecole Nationale Supérieure d'Arts et Techniques du Théâtre, France



**President**  
**Cristina Ortega Nuere**  
University of Deusto, Institute of Leisure Studies, Spain



**Board Member**  
**Fabio Donato**  
University of Ferrara, MuSeC - Department of Economics, Institutions, Territory, Italy



**Board Member**  
**Jaakko Pitkanen**  
Mikkeli University of Applied Sciences, Finland



ENCATC also played an important role in finding placements for 30 students in other cultural offices in Brussels through its PRAXIS newsletter and Marie-Claire Ricome programme.

Once more, in 2011, ENCATC also had the privilege to rely on the strong commitment and generous time of the voluntary Board and its members.

**IV. GOVERNANCE**

ENCATC has a democratic decision-making structure. The most important decisions are made during the Annual General Assembly (GA).

**ENCATC General Assembly**

In 2011, the General Assembly took place on 14<sup>th</sup> October 2011 in Helsinki, Finland, during ENCATC's 19<sup>th</sup> Annual Conference. The ENCATC Annual General Assembly, GA, is a statutory body, which generally meets once a year and is open to all ENCATC members. During the GA, ENCATC members review, discuss and approve the overall work programme, budget, membership report, strategic developments and membership fees for the

year ahead. In 2011, the General Assembly held board elections and welcomed three new members from Belgium, Finland and France.

**The ENCATC Board**

The ENCATC Board consists of seven people, representing his/her institution, elected by the General Assembly for a two years mandate. The Board is responsible for the network's policy and for the design and implementation of the ENCATC annual working programme in collaboration with the ENCATC Secretary General.

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

In 2011, the Board of Directors met once in Brussels, once in London and twice in Helsinki.

**The ENCATC staff**

A small dedicated and multicultural team

Made up of a multilingual team, the Brussels office in 2011 was composed of four people: The Secretary General, the Assistant to the Secretary General, a Communication Officer, and a Research Policy Officer. During the year, the office staff was assisted by four student trainees studying at ENCATC members institutions.

Who did ENCATC reach in 2011?

**15,705**

ENCATC students and young cultural policy researchers

**53,259**

Publication audience readers

**1,135**

Higher education institutions receiving information from ENCATC

**168,606**

Online followers

**40,153**

Artists

**670**

Researchers and academics at ENCATC member institutions

**248**

Partners in ENCATC activities

**683,483**

Cultural organisation followers

**240,048**

Professionals at International organisations

**405,814**

General public audience

**4,243,132**

Press & Media

**5,453,453**

The number of multipliers who benefited from results directly or indirectly. See the ENCATC impact assessment 2011 for full details.

**A year of great impact**

**ENCATC by the numbers**

From organising events, providing expertise, disseminating information, publishing communication products, reaching out to TV and radio, and developing partnerships, ENCATC's activities have had a ripple effect in the cultural management and cultural policy sector. Here's a look at the network's

**32**

In 2011, ENCATC was directly involved in the design and implementation of 32 events.

**40**

Participants attending ENCATC events represented 40 countries in Europe and beyond.

**1,514**

Participants attending ENCATC events and activities in 2011

**564**

Participants attending ENCATC events represented our member institutions.

In 2011, ENCATC kept nurturing and growing its online community.

Communication channels like Facebook and Twitter saw a follower increase of over 100%. Our website traffic also increased by over 80%.

video views on our YouTube channel **4004**

Facebook followers **893** followers on Twitter **192**

**163,310** visits to the ENCATC website



## VI. MEMBERSHIP IN 2011

### Armenia

Anna Panoian

### Australia

University of South Australia, Adelaide

### Austria

Christian Henner-Fehr Kulturmanagement  
Institute of Culture Management and Culture Studies  
Institute für Kulturkonzepte in Vienna  
KulturKontakt Austria

### Belgium

ICHEC  
Fondation Marcel Hicter  
Observatoire des Politiques Culturelles  
SmartBE Association des métiers de la création  
University of Antwerp

### Brazil

University Federal Fluminense

### Bulgaria

ESSBTI (Ecole Supérieure Spécialisé de Bibliologies et Technologies Informatiques)  
SWU - South West University 'Neofit Rilski'

### Canada

HEC Montreal  
University of Toronto - Scarborough

### Croatia

Prokultura  
University of Dubrovnik

### Cyprus

Kakia Castelli

### Czech Republic

Janacek Academy of Music and Performing Arts  
University Hradec Kralove

### Denmark

Copenhagen Business School

### Estonia

Estonian Academy of Music and Theatre

### Finland

Helsinki Metropolia University of Applied Sciences  
Humak University of Applied Sciences  
Mikkeli University of Applied Sciences  
Novia University of Applied Sciences  
Seinäjoki University of Applied Sciences  
Sibelius Academy  
The Art & Cultural Professionals Trade Union  
Turku University of Applied Sciences  
University of Jyväskylä

### France

AGECIF

Conseil Régional Nord Pas de Calais  
ENSATT, Lyon

ESC Burgundy Business School

IUP Administration des Institutions Culturelles

IUT Michel de Montaigne - University Bordeaux 3

Louvre Museum

Observatoire des Politiques Culturelles Grenoble

Université d'Avignon

Université Catholique de l'Ouest, Angers

Université de Haute - Alsace, Mulhouse

Université Lumière Lyon II

Université Paris VIII

Université Pierre Mendès - France, Grenoble

Université de Savoie

Université Versailles Saint - Quentin

Université de Cergy - Pontoise

NACRE

### Germany

BBW - Akademie für betriebswirtschaftliche Weiterbildung GmbH

Fachhochschule Potsdam

Institut für Kulturkonzepte Hamburg e.V

Institut KMM Hamburg

Pädagogische Hochschule Ludwigsburg

University of Hildesheim

Hochschule Heilbronn, University of Applied Sciences

### Greece

Mesogelako Symvouleftiko Systema LTD

### Hungary

Budapest Observatory

### Iceland

Bifröst University

### Ireland

National University of Ireland at Galway

UCD - University College Dublin

### Italy

Fondazione ATER Formazione

Fondazione Fitzcarraldo

Monti & Taft

University of Bologna

University of Catanzaro

University of Ferrara

Istituto Luigi Sturzo

Libera Università di Lingue e Comunicazione IULM

### Japan

National Graduate Institute for Policy Studies

### Lithuania

Lithuanian Cultural Administration Training

Vilnius Academy of Fine Arts

### Netherlands

Hogeschool van Amsterdam

Kodex Advisory

Kunstenaaars&CO Amsterdam

Utrecht School of the Arts

### Norway

Norwegian School of Management BI

### Poland

ICC - International Cultural Centre in Krakow

Jagiellonian University

National Centre for Culture in Warsaw

The Maria Curie - Skłodowska University Lubin

### Portugal

Catarina Van Pinto

SETEPÉS FORMACAO / EDUCATION

Universidade Lusófona

### Romania

Centre of Professional Training in Culture

**We are a growing network**

**16 new members in 2011**

Our network expanded in 2011 to include 16 new members from 12 countries expanding beyond Europe to include members from: Japan, Singapore, Syria, the United Arab Emirate, the United States. ENCATC increased its geographical presence to include 40 countries.

**Russia**

ICP - Institute for Cultural Programmes  
INTERSTUDIO in St. Petersburg

**Serbia**

Arts Academy Belgrade  
University of Arts in Belgrade

**Singapore**

LASALLE College of the Arts

**Slovakia**

Academy of Music and Dramatic Arts (VSMU)

**Spain**

Diputació de Barcelona. Area de Cultura  
Fundacion Autor  
Pedro Garcìa Cabrera Foundation  
University of Barcelona  
Universitat Internacional de Catalunya  
University of Deusto in Bilbao  
Xabide, Gestión Cultural y Comunicación

**Sweden**

DIK Association  
Nätverkstan  
Södertörn University College Högskola in Huddinge

**Switzerland**

Université de Genève  
Universität Zürich

**Syria**

The Syria Trust for Development

**Turkey**

Cekul Foundation  
Istanbul Bilgi University  
Cultural Policy and Management Research Centre (KPY)

**Ukraine**

Centre for Cultural Management

KusiCreavision

**United Arab Emirates**

Odekhiren Amaize  
Higher Colleges of Technology

**United Kingdom**

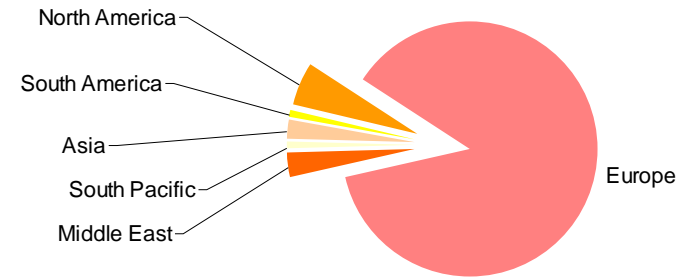
Anglia Ruskin University  
City University in London  
Geoffrey Brown  
Goldsmiths, University of London  
London South Bank University  
Queen Margaret University  
University of Leeds  
University of Kent  
University of Warwick  
University of the Arts London

**United States**

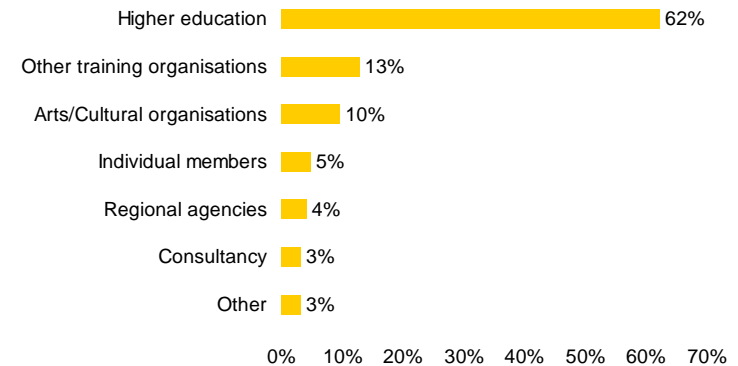
Columbia College Chicago  
Constance DeVereaux  
J. Dennis Rich  
Southern Methodist University  
University at Buffalo



**ENCATC MEMBERSHIP BY GEOGRAPHICAL REGION**



**WHO DO ENCATC MEMBERS REPRESENT?**





# 7

## ENCATC STRANDS

*provide the framework for the network's actions and activities. They represent our priorities and organise all of the events, projects, and interventions realized by the ENCATC in 2011. These "individual" strands are in fact interconnected, influencing and strengthening the overall aims of ENCATC.*



# ADVOCACY

ENCATC provides expertise to the design and implementation of international, European and national policies, legislation and programs which are relevant for cultural education and training institutions. The network is a key partner for constructive dialogue with the European Commission, UNESCO, the Council of Europe, the European Parliament and Member States. Additionally, ENCATC collaborates with other cultural networks and associations to have a stronger united voice in the creation and influence of cultural policy. Thanks to the network's active communication services and channels, ENCATC keeps members informed on cultural policy developments the national, European and international level. This provides over 100 members in 39 countries with knowledge and information necessary to influence, stimulate and formulate change within their own organisations.

## I. PROVIDING EXPERTISE AT THE EU LEVEL

ENCATC has established itself as an important partner for constructive dialogue with European institutions and regularly contributes to the European policy debate. ENCATC actively supports the European Commission in achieving the European Agenda for Culture's three strategic objectives: Promotion of cultural diversity and intercultural dialogue; Promotion of culture as a catalyst for creativity; and Promotion of culture as a vital element in EU external relations.

In 2011, ENCATC concentrated its energy

to support the EU cultural agenda and objectives in 5 main areas: participation in the European Platform on the "Potential of Cultural and Creative Industries"; participation in the European Platform "Access to Culture"; support of the European Heritage Alliance 3.3; support of the European Commission's Agenda 2020; and expertise contributions at EU meetings and conferences when called on by EU officials.

## Unlocking the potential of cultural and creative industries

In 2008, ENCATC was selected by the European Commission to join the Platform on "Potential of Cultural and Creative Industries." ENCATC has been an active member of this European Platform providing expertise to platform members that include more than 40 European organisations representing hundreds of thousands of cultural and creative actors from all fields. The aim of this platform is to unlock the potential of the European cultural and creative industries and deliver recommendations designed to be implemented by decision-makers at the EU, national and local level. The endeavor is to create the optimum conditions in Europe to ensure cultural and creative industries can deliver their full potential in cultural, economic and social terms.

In 2011, ENCATC continued to support the platform through a continuous debate with its members, the European Commission, national governments, as well as main actors involved in this issue. ENCATC assisted in the preparation of ad hoc



meetings, plenary sessions, and the co-organisation of a one-day workshop.

## Workshop on education, skills and professional training for CCI professionals

22 September 2011  
Brussels, Belgium

On 22 September in Brussels, ENCATC co-organised with six other PCCI platform members a one-day workshop on education, skills and professional training with the aim to identify best partnership practices between CCIs and the educational sector from different artistic and creative disciplines. The platform knows it is essential for artists, managers and creative professionals to keep their knowledge and skills up-to-date in a constantly changing profession. The 50 workshop participants represented authors, artistic creators and practitioners alike from the arts and cultural sector. The discussion turned around the changing roles of artists and creators, the perceived "mismatch" between the needs and responsibilities of the cultural labour market and education, and the importance of continued professional development and lifelong learning. The workshops resulted in two key messages for the European Platform and major stakeholders: "Artists and creators are the creative capital of Europe. Use it!" and "Towards shared responsibilities. Scrap the 'mismatch'!" The outcomes and recommendations of this workshop were integrated into a final 2011

report sent to policy makers and main stakeholders.

In 2011, the platform published a summary report of workshops and recommendations designed to encourage dialogue and exchange between public decision makers and sectoral operators, but also to identify practical solutions to key issues relating to culture and creation. Recommendations resulting from the platform's thematic workshops were presented during the 2011 European Culture Forum that took place in Brussels on 20-21 October. ENCATC also gave visibility to the platform's discussion outcomes and recommendations through the network's various communication channels.

Read more about the recommendations:

<http://ec.europa.eu/culture/our-policy-development/documents/workshops-recommendations.pdf>

## Improving access to culture

ENCATC has been an active member of the "Access to Culture" Platform since it was created in June 2008 in the framework of the structured dialogue process launched by the European Commission – Directorate General for Education and Culture. This Platform has structured its work under three working groups: Audience Participation, Creativity & Creation, and Education & Learning. The Platform's mandate is to produce concrete political recommendations on how to enable, sustain and increase participation in culture

**ENCATC has a voice in Europe & beyond**

**Influencing policy beyond Brussels**

From the north of Africa, to the Middle East, all across Europe, and to Asia, ENCATC and its members provide expertise to influence policy and developments in the field of cultural management and cultural policy.

## How do ENCATC's actions match those of the EU's cultural agenda?

### 1 EU Strategic Objective: Promotion of cultural diversity and intercultural dialogue

**ENCATC:**

Our diverse network has representatives from 40 countries worldwide, 23 in Europe. We foster intercultural dialogue through the exchange of information, practices, curricula and knowledge about issues important to culture, cultural management and cultural policy education.

### ENCATC invited to join Access to Culture's advisory board

July 2011  
Brussels, Belgium

Recognising ENCATC for its continuous contribution of high quality expertise and its strong position with EU policy makers, in July 2011 the Platform "Access to Culture" members elected ENCATC's Secretary General, Giannalia Cogliandro Beyens, to be member of the Platform's advisory group. As part of the platform's advisory board, ENCATC attended two meetings in 2011 to define the platform's future strategy.

The ACP's working group "Education and Learning" put out a study on "Untraditional Creative Partnerships – Seven wonders of Arts and Culture in Education." ENCATC contributed to this study that presents seven best practice examples of untraditional creative partnerships between learning and culture. The research undertaken stems from the first paper prepared by the working group earlier in 2010 that gathered 60 examples. ENCATC also provided expertise to the drafting articles for the platform, one on the impact of digital policies on education and access to culture and a second that mapped

and diverse avenues of artistic expressions at all levels.

In 2011, ENCATC attended ad hoc meetings, plenary sessions and working group meetings organised by the platform's secretariat. In addition, ENCATC member Anne Krebs, from the Louvre Museum in Paris and chair of the ENCATC Thematic Area "Museums in Europe", was invited twice to the platform's Working Group of Member States Experts Open Method of Coordination meetings attended by members from the 27 EU countries. She was asked to share her expertise and the results of the Thematic Area's 2011 publication "Museums and Municipalities" which outlines the key findings, synergies and differences between the missions of museums and their municipalities. ENCATC also provided expertise on how the economic crisis may help cultural organizations to make key choices, create innovative approaches for audience development and how to provide cultural heritage operators with key principles and concrete methods for implementation in order to better develop an active and consistent policy for cultural inclusion and diversity.

To learn more about the "Museums and Municipalities" recommendations given during the OMC meetings, visit the ENCATC website:

[www.encatc.org/museums-and-municipalities/?page\\_id=11](http://www.encatc.org/museums-and-municipalities/?page_id=11)

### 2 EU Strategic Objective: Promotion of culture as a catalyst for creativity

**ENCATC:**

We strongly believe in promoting access to culture and a wider participation in culture that can serve as a catalyst for creativity. ENCATC is an active member of the European Platform on the "Potential of Cultural and Creative Industries" and the European Platform "Access to Culture."

### 3 EU Strategic Objective: Promotion of culture as a vital element in EU external relations

**ENCATC:**

Our network is expanding to reach institutions in Asia, the Middle East and North America. By strengthening our international membership we serve to disseminate and promote European cultural values and stimulate exchange with non European members.

resources and publications on this topic. Both products will be presented and published in 2012.

Read more about the platform's study on untraditional creative partnerships:

[www.access-to-culture.eu/upload/Docs%20ACP/UNTRADITIONALCREATIVEPARTNERSHIPS2012formatted.pdf](http://www.access-to-culture.eu/upload/Docs%20ACP/UNTRADITIONALCREATIVEPARTNERSHIPS2012formatted.pdf)

### European Heritage Alliance 3.3

In July 2011, ENCATC joined the newly launched "European Heritage Alliance 3.3." Gathering more than 25 European and International networks and organisations active in the wider field of cultural heritage, this new Platform coordinated by Europa Nostra aims to put cultural heritage prominently into the European agenda and to secure necessary funding for it. The name of this newly created Alliance refers to the article 3.3. of the consolidated version of the Lisbon Treaty of the European Union which stipulates that "[The Union] shall respect its rich cultural and linguistic diversity, and shall ensure that Europe's cultural heritage is safeguarded and enhanced." The participating organisations and networks bring together Europe's civil society organisations, historic cities and villages, museums, heritage professionals and volunteers, (private) owners of collections of artifacts, historic buildings and cultural landscapes,

educators, town planners, etc., representing a very large constituency composed of tens of millions of Europe's citizens.

ENCATC was among the organisations and networks represented at the Alliance's constitutive meeting organised by Europa Nostra in July 2011 in Amsterdam. ENCATC organising a forum workshop on volunteering during the Europa Nostra plenary, 8-11 June 2011 in Amsterdam and attended Alliance 3.3 ad hoc meetings and provided expertise to the platform.

ENCATC participated in meetings organised by the Alliance and agreed to prepare a joint position paper on the contribution which Europe's cultural and natural heritage brings to a series of topical agendas of the European Union, and in particular the Agenda 2020, the Digital Agenda, the Sustainability Agenda, the Creative Europe Agenda, the Research & Innovation Agenda, the Climate Change Agenda and the Territorial Cohesion Agenda of the Union.

### European Agenda 2020

Europe 2020 is the EU's growth strategy for the coming decade. In a changing world, the EU wants to become a smart, sustainable and inclusive economy. These three mutually reinforcing priorities should help the EU and the Member States deliver high levels of employment, productivity and social cohesion.

For its contribution to the Europe 2020



strategy, ENCATC organised a cultural policy debate in Brussels in July 2011. This was the first year ENCATC organised a policy debate in partnership with CIVA, the Centre International pour la Ville, l'Architecture et le Paysage, located in Brussels.

Results from this policy debate were disseminated to ENCATC members via the ENCATC Newsletter along with an online video of the keynote speech. Due to the great success of this debate, ENCATC and CIVA decided to continue collaborating together to organise a yearly policy debate in Brussels that would bring to the forefront for the most pressing issues confronting the cultural sector.

**Policy Debate  
"Opportunities of Crisis"**

**6 July 2011  
Brussels, Belgium**

Entitled "Opportunities of Crisis: Managing the impact of the financial crisis in Europe, designing innovative strategies and forecasting possible futures" the purpose of this debate was to discuss what the crisis ultimately means for policy-makers, leaders and managers in the cultural sector, and how cultural organisations can best adapt in this new changing environment.

Organised in cooperation with ENCATC member, the University of Antwerp, the lively debate included nine invited speakers representing educators, cultural operators, arts managers and policy makers. The event's keynote speech was delivered by the European Commissioner for Trade, Karel De Gucht's. He spoke on the Europe 2020 strategy of smart, sustainable and inclusive growth as a tool for confronting global economic challenges and how the cultural sector should reach out to other disciplines for new opportunities in this time of crisis.

**The EU calls on ENCATC and ENCATC responds!**

2011 was quite a year for advocacy at ENCATC. In addition to its contribution to European Platforms, their OMC meetings and workshops, ENCATC and its members were asked to share their expertise and knowledge on key EU cultural issues at other major EU meetings and conferences.

From online public consultations on the future of the Culture Programme and invitations to attend EU Culture Sectoral Council and Stakeholder Consultation meetings, ENCATC was an active contributor to the European policy debate. The network's input during these meetings helped to shape EU policy and express the values of ENCATC's members. ENCATC was asked for its opinion on issues such as the proposal to set up an "EU Level Sector Skills Council in the field of Culture", funding of EU cultural projects, and the future of the EU Cultural Programme. ENCATC members were also solicited for their expertise and selected to be jury members to select the European Capitals of Culture in Slovakia 2013 and Spain 2016.



**European Culture Forum**

**20-21 October  
Brussels, Belgium**

ENCATC was strongly represented at the 2011 European Culture Forum which took place on 20-21 October in Brussels. In addition to the participation of ENCATC President Cristina Ortega Nueres and ENCATC Secretary General Giannalia Cogliandro Beyens, three ENCATC Members were invited to speak in their capacity as experts in the cultural field.

Anne Krebs from the Louvre Museum was a key speaker in first panel on "Digitalisation—How to fully exploit opportunities?" Ms. Krebs also took the opportunity to promote the White Paper "Museums and Municipalities" which was drafted in the framework of the ENCATC Thematic Area "Museums in Europe" which she has chaired since 2008.

ENCATC Board Member Gerald Lidstone, Director of the ICCE Institute for Creative and Cultural Entrepreneurship at Goldsmiths, University of London participated in the second panel on "Which skills for culture in a globalised and digitized world?" Professor Lidstone presented to the audience the determinants of employability as well as a taxonomy of graduate attributes.

Pier Luigi Sacco, Dean of the Faculty of Arts, Markets and Heritage at IULM University Milan and then a new member of

ENCATC, intervened in the third panel focused on "Culture—a smart investment for European regions?" Professor Sacco discussed the non-markets channels of culture for smart growth. He looked at the direct and indirect impact of culture, and how they can affect the social well-being, thereby describing culture as social software.

ENCATC's active participation and contributions to ad hoc EU meetings and conferences were communicated via the monthly ENCATC Newsletter and Digest to ENCATC members and over 3 000 followers comprised of policy makers, academics, professionals, cultural operators and cultural management students. Related news and photos was made available on the ENCATC website and through its social media channels for public consultation.

**II. PROVIDING EXPERTISE TO PROFESSIONALISE THE SECTOR**

As of 2011, ENCATC had 19 years of experience has a European and International cultural network. To transfer its knowledge and contribute to the professionalization of the cultural sector, ENCATC provided expertise to two young networks looking to establish themselves: Future Religious Heritage Association and a second one, the Asia Pacific Network for Cultural Education and Research (ANCER), looking to build a network of higher education institutions in Asia.

**III. PROVIDING AD HOC EXPERTISE IN EUROPE AND BEYOND**

ENCATC members were solicited for their expertise in specific fields of culture, but also for their expertise in cultural management curricula. In 2011 ENCATC was also asked to provide expertise to other cultural organizations. ENCATC members travelled to Belgium, Egypt, France, Jordan, Italy, Lebanon, Morocco, the Netherlands, Singapore, Slovakia and the United Arab Emirates.

**Let's enlarge the dialogue**

**Going beyond the voice of the cultural sector**

ENCATC invited Karel De Gucht, the European Commissioner for Trade to give the opening speech at the policy debate in July 2011. ENCATC believes it is vital to bring different sectors together to discuss key issues and cooperate to find solutions to common challenges.

**International Meeting on Management Action and Culture**

**24-26 October 2011  
Rabat, Morocco**

ENCATC's President, Cristina Ortega Nuere, was invited to speak on panel for "Cultural Action: Society, Identity, Gender" in a panel with Guillermo Escribano,

Cultural Counsellor of the Spanish Embassy in Rabat Morocco. For her intervention, Ms. Ortega Nuere spoke on "Cultural Action Abroad. New challenges of cultural policies: Cultural Observatories." This international conference brought together a number of specialists from both sides of the Mediterranean. The conference aimed at gathering contributions of joint actions to strengthen and build a professional knowledge platform that would support the creators, workers, professionals, managers and researchers in the world of action and cultural management.

**Where did ENCATC provide expertise in 2011?**



**1. BELGIUM**

**26 January - Brussels //** EU Sectorial Council Meeting "An EU Level Sector Skills Council in the field of Culture"

**16 February - Brussels //** Culture in Motion Stakeholder Consultation Meeting

**8 March - Brussels //** Working group of Member States experts (OMC)

**10 March - Brussels //** Access to Culture

Education and Culture Working Group Meeting

**April - Brussels //** Meeting with Future of Religious Heritage network

**14 June - Brussels //** Working Group of Member States Experts (OMC)

**7 July - Brussels //** ENCATC and University of Antwerp Policy Debate "Opportunities of Crisis"

**19 September - Brussels //** Meeting with

Future of Religious Heritage network

**22 September - Brussels //** Platform on the Potential of Cultural and Creative Industries: Workshop on Education, Skills and Professional Training

**20-21 October - Brussels //** European Culture Forum

**27 October - Antwerp //** Eurocities Cultural Forum

**30 November - Brussels //** EUNIC Conference "Getting Smaller: Perspectives on a Shrinking Europe"

**19 September - Brussels //** Council Meeting with Future for Religious Heritage Association

**18 December - Brussels //** European Parliament at the ICD Annual Academic Conference on Cultural Diplomacy 2011

**2. EGYPT**

**March - Alexandria //** European policy on culture and Creative and Cultural Industries and presentation of ENCATC at l'Université Senghor d'Alexandrie

**3. FRANCE**

**21 March - Angers //** Meeting to discuss current and future cultural and external relation strategy for the Univesrité Catholique de l'Ouest

**3-4 May - Strasbourg //** 10<sup>th</sup> Plenary Session of the Steering Committee for Culture

**15-16 December - Paris //** "Arts in Times of Crisis" Conference

**4. GERMANY**

**13-16 February - Potsdam //** "To Culture with Love. Management 2011" Conference

**5. ITALY**

**01 December - Ferrara //** Report: "Mali Cultural" on RAI 3 Television

**6. JORDAN**

**1-2 June - Amman //** International Symposium "Mobility Around the Mediterranean"

**7. LEBANON**

**June - Beirut //** European policy on culture and Creative and Cultural Industries and presentation of ENCATC at Saint Joseph University

**8. MOROCCO**

**24-28 October - Rabat //** International Meeting on Management Action and Culture

**9. NETHERLANDS**

**8-9 June - Amsterdam //** Europa Nostra European Heritage Congress and Liaison Meeting

**7 July - Amsterdam //** EuropaNostra European Heritage Congress and Liaison Meeting and European Heritage Alliance 3.3

**10. SINGAPORE**

Meetings with the ANCR network.

**11. SLOVAKIA**

Slovakian European Capital of Culture

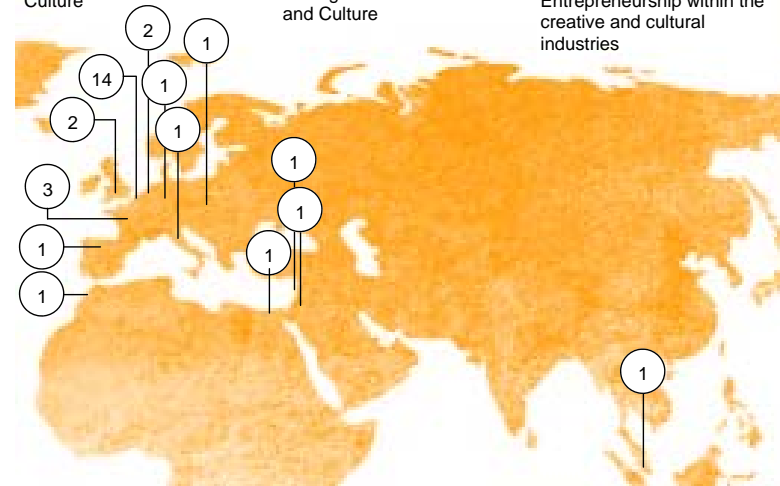
**12. SPAIN**

**28 June //** Spanish European Capital of Culture

**13. UNITED KINGDOM**

**30 June - London //** EUNIC Cultural Diplomacy Seminar

**10 November - London //** Making Change: Social Entrepreneurship within the creative and cultural industries



# NETWORKING

ENCATC provides educators, researchers, students, cultural managers and policymakers with a number of opportunities to meet, exchange experiences, methodologies, curricula, pedagogy and best practices. We offer a unique professional forum to further develop theory and cultural management learning that is rooted into practice. The results of these meetings and exchanges contribute not only to improving knowledge, but also initiate long lasting partnerships for the development of transnational projects.

## 19<sup>th</sup> ENCATC Annual Conference "Culture Forecast"

12-14 October 2011  
Helsinki, Finland

Over 300 academics, researchers, students, arts and culture decision makers, community leaders, cultural operators and artists, from over 39 countries participated in the 19<sup>th</sup> ENCATC Annual Conference "Culture Forecast" from 12-14 October in Helsinki. It was a privilege for ENCATC to bring together many interesting people to share their ideas, research, curricula, methods, projects and working realities.

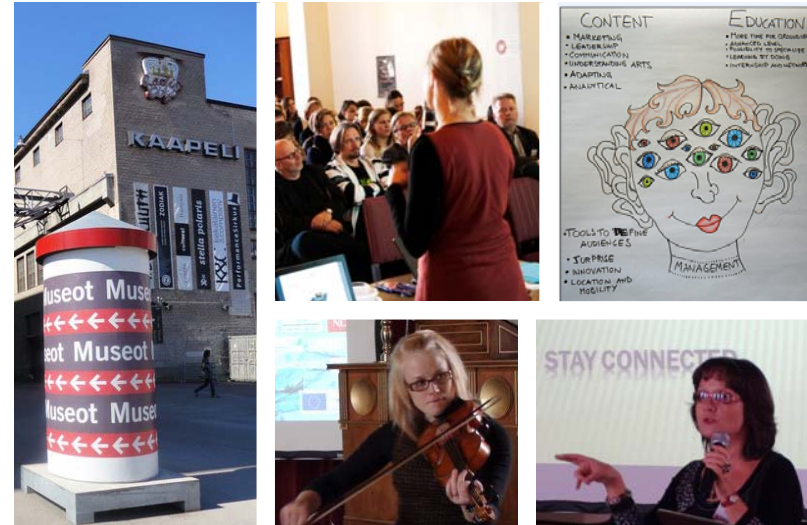
This major international event was co-organized by five Finnish Universities of Applied Sciences (HUMAK, Metropolia, Novia, Mikkeli and Seinäjoki) with the support of three local organisations (Cupore Foundation for Cultural Policy Research,

TAKU Art and Culture Professionals Trade Union and To Culture With Love). This collaboration resulted in a diverse 3-day programme that included the grand opening reception at Helsinki's city hall, the Cultural Policy Research Award Ceremony, 3 keynote speeches, contributions from 17 invited speakers and experts, 6 seminars, 6 cultural study visits, 5 parallel research sessions, 2 parallel working group sessions, 1 project presentation session, 1 networking dinner, and rich artistic programme.

### Opening Reception

The 19<sup>th</sup> ENCATC Annual Conference was officially opened by ENCATC President Cristina Ortega on the evening of Wednesday 12 October at the beautiful Helsinki City Hall. She was joined by the Acting Cultural Director of the City of Helsinki, Mr. Veikko Kunnas. Mr. Kunnas, warmly welcomed the international audience in attendance and was accompanied by Professor Pekka Vartiainen, Head of the local Finnish team organising the conference.

The official opening of the conference was a grand occasion to announce the winners of the Cultural Policy Research Award and the Mark Schuster Prize for comparative cultural policy research. After the opening remarks and ceremonies, ENCATC members were treated to a cocktail reception hosted by the City of Helsinki to meet and network in a relaxed and convivial atmosphere.



### Transferring Knowledge

One of the main aims of the ENCATC Annual Conference is to provide members and conference participants the opportunity to learn from experts and discuss hot issues within the vast field of cultural management. To this end, conference organizers invited 3 keynote speakers and organised 2 parallel working group sessions that divided conference participants into more than 8 groups to exchange ideas, perspectives and best practices with one another.

The 2011 Annual Conference welcomed three keynote speakers and cultural experts: Dr. Saara L. Taalas from the Linnaeus University of Sweden; Dr. Lidia Varbanova from Concordia University in Canada; and Dr. Katri Halonen from the Helsinki Metropolia University of Applied Sciences in Finland. Each keynote speaker shared their expertise with conference participants and brought new perspectives to three important issues:

- "From global hype to local participation - Creative economy re-visited"
- "Cultural Networking: Sustainable Strategies and Innovative Actions"
- "How do cultural intermediaries see the future of cultural production?"

ENCATC organised two parallel "Future Workshops" giving participants the opportunity to dive further into the three conference themes: Culture and Cities; New Audiences; and Networking in the Cultural Field. Groups were instructed to choose one theme and discuss how it will influence the future work of cultural managers. Keeping in mind the European Union's 2020 Agenda for culture and its objective for innovation as a stimulant for job growth, workshop participants were asked to make a portrait of the cultural manager in 2020 and explore how education should evolve to meet the needs of cultural managers in the future.

The groups reconvened for a final plenary session chaired by Dr. Kati Halonen to conclude the "Future Workshops" and to share final results. From the discussion emerged a holistic picture of the cultural manager, a person acting with one's whole personality, one that does not get stuck on individual tasks and takes responsibility for the overall process. The role of the 2020 cultural manager will be to bring people together, network and create synergies within and outside the cultural sector (i.e. healthcare), and facilitate a stronger role for cultural audiences through community engagement. As for the need to adapt education practices, conference participants encouraged cultural management education



to continue as a life-long learning process to adapt to new challenges and learn new competences.

The combination of interesting interventions from the keynote experts and the lively exchanges during group sessions meant conference participants were confronted with many new perspectives and ideas that encouraged deep reflection. Keynote speeches and outcomes from the working group sessions were made available online to conference participants and the general public either thanks to video recordings or the ENCATC Annual Conference Report.

### Seminars & Study Visits

A new piece of information combined with an existing concept can spark a new train of thought and lead to innovative practices. This is the aim behind the ENCATC Annual Conference seminars and study visits. Participants meet new cultural operators and thinkers from around Europe and beyond, visit unfamiliar cultural venues, and expand their perspectives and explore new concepts.

The 6 seminars were co-produced with the ENCATC Thematic Area chairs, chaired by long standing ENCATC members with years of substantial expertise in their Thematic Area field. Seminars were organised around Arts and Health, CCIs and Heritage, Cultural Sustainability, Cultural Observatories, and Cultural Diplomacy and Cooperation. To learn more about these seminars, see page 39.

ENCATC organised 6 study visits in Helsinki on the afternoon of Wednesday, 12 October. Participants could visit the Korjaamo Culture Factory, the Suvilahti Cultural Center, YLE – the Finnish National Public Service Broadcasting Company, the

Helsinki Music Center, Helsinki's Design District and the Arabus Business Incubator for innovation, technology and art. These study visits aimed to encourage participants to engage with local cultural operators, stimulate inter-disciplinary dialogue and learn about the local cultural organisers and artistic scene in Helsinki.

### Involving Students: Tomorrow's cultural managers

This year ENCATC chose to integrate the Annual Student Conference with the main ENCATC Annual Conference. Conference organizers thought it was important to bring in the opinions and experiences of students to learn about their perspectives and expectations as they will soon begin their careers as cultural managers. Organisers also saw this as an opportunity to involve local students in the planning of the Annual Conference. A total of 14 cultural management students from the five organizing universities participated in a course entitled "Planning and implementation of an international conference". This was to give students a "hands-on" experience, acquire practical skills of conference production, planning and organising resulting in the organisation of the 6 study visits. Students felt it was very useful for their future in the fields of cultural management or event management and to grow their own professional networks.

### Parallel Research Events

The 19<sup>th</sup> ENCATC Annual Conference was the setting for the 2<sup>nd</sup> ENCATC Annual Research Session was made up of 25 presentations divided into 5 parallel



sessions. In addition to this Research Session, the ENCATC Annual Conference was the umbrella for a series of other research events taking place in Helsinki. These included the 5<sup>th</sup> Young Cultural Policy Researchers Forum, the 8<sup>th</sup> Cultural Policy Research Award Ceremony and the 1<sup>st</sup> Mark Schuster Prize for Comparative Cultural Policy Research Ceremony.

ENCATC integrated these events into the Annual Conference programme with the aim to stimulate networking between young researchers attending the YCRP Forum and ENCATC members participating in the ENCATC Research Session and Annual Conference. We take a specific interest in supporting the young research community and work with other institutions like the European Cultural Foundation to realize such goals to create successful exchanges between established and young researchers. The young researchers were invited to attend the ENCATC opening reception and ceremonies. Both target groups benefited from the cross disciplinary, cross cultural and cross generational exchange that result from bringing all these research events under one umbrella.

To read more about these research initiatives, see page 40.

### Supporting local artists

Continuing a tradition of supporting local artists, the ENCATC Conference invited artists to participate in the conference's cultural programme. ENCATC members and conference participants were treated to performances from local artists such as the musical group MALTTI, a traditional Finnish folk and rhythm music band, and musical duo Niillas Holmberg and Roope Mäenpää,

who entertain with a unique style, mixing their cultural and musical backgrounds. The cultural programme also included a visit to Cartes Flux 2011, an international festival of new media arts consisting of short films, installations and performances. Finally, attendees were welcomed by Marianna Kajantie, Deputy Director of Culture for Helsinki to a private film viewing of "Ambush" (Rukajärven tie) at Bio Rex, Finland's only historically restored cinema.

### Conference Outcomes

The main result of the Annual Conference is the ENCATC Final Report Publication and the second edition of the ENCATC Journal of Cultural Management and Policy to be published in 2012. The aim of the Final Report publication is to reflect the activities of the ENCATC Conference, to share findings and ideas resulting from the exchanges and debates with eminent politicians, academics, and cultural operators around the topics tackled during the event. By publishing the Final Report, ENCATC strives to enhance the debate on cultural management and cultural policy, and to further contribute to boosting creativity and innovation in Europe through education and culture. Finally, it serves as a source for up to date material ENCATC members and major stakeholders can use as a reference document in their professional and academic work.

To read the final Annual Conference report, visit our website:

<http://www.encatc.org/pages/index.php?id=201>

## ENCATC supporting the artistic mobility

### Young Finnish musicians perform

To prove its strong commitment in fostering the mobility of European artists and to offer these artists the possibility to present their works to a larger European audience, ENCATC invited musicians MALTTI and musical duo Niillas Holmberg & Roope Mäenpää to perform during the ENCATC Annual Conference.

**ENCATC Annual Conference 2011 in numbers**

**40** Countries represented

**6** Study visits to cultural organisations across the Finnish capital provided participants with new insights and fresh ideas.

**312** Participants travelled to Helsinki in 2011 to attend the 19<sup>th</sup> ENCATC Annual Conference.

**5** For the 2<sup>nd</sup> edition of the ENCATC Annual Research Session, 5 parallel sessions were organised in Helsinki. 25 internationally renowned and upcoming experts in cultural management and cultural policy presented papers.

**25** Internationally renowned and upcoming researchers in cultural management and cultural policy presented papers.

**6** Cultural seminars co-produced with the ENCATC Thematic Area chairs and included guest experts who shared their knowledge and experience for the benefit of all participants.



**encatc**  
CONFERENCE NEWSLETTER  
ISSUE N° 1 - July 2011



**7** Online video interviews

**1** Annual Conference Report

**2** Special edition newsletters

**3** Keynote speeches from experts to lead participants in the conference themes



**Dr. Katri Halonen** on the Cultural Manager of 2020



**Dr. Lidia Varbanova** on Sustainable Cultural Networking



**Dr. Saara L. Taalas** on the Creative hybrid economy

**1** Gallery visit

**A rich artistic programme to delight participants**

**2** Musical performances from MALTII and Niillas Holmberg & Roope Mäenpää

**1** Special film screening at Finland's only historically restored cinema.



# BUILDING CAPACITY

ENCATC offers its members opportunities to enhance and strengthen their knowledge, skills, competences and abilities through seminars, experts groups and training academies. In these environments, academics, researchers, professionals and students are encouraged to engage in the process of learning and adapting to change.

Since 2007, ENCATC also coordinates a high level pool of experts for peer to peer knowledge transfers inside and outside the network through eight Thematic Areas covering a range of topics in the wide field of cultural management and cultural policy.

## I. TRAINING FOR PROFESSIONALS

ENCATC is not only focused on offering its members the opportunity to learn how to better prepare the next generation of cultural managers, but is also committed to providing training and skill development for cultural professionals already active in the labour market. This commitment not only professionalises the sector but also makes it more sustainable.

When ENCATC organises training opportunities, it is important that skills and knowledge gained are transferred to more than just those who attended. Participants are encouraged to share their acquired knowledge and experiences through such activities with their superiors, colleagues, trainees and/or students. For its part, ENCATC conducts interviews with participants and expert contributors in order to widely disseminate information about the

training sessions through its media and communication tools.

### ENCATC / University of Kent Summer School

17-22 July 2012  
Brussels, Belgium

The first International Art Professionals Summer School, organised by the University of Kent, School of Arts, in partnership with ENCATC, took place in July 2011 in Brussels. The program attracted twelve cultural professionals from Europe, Australia and Asia, currently working in theatre, dance, opera, museums and cultural festivals. It was an intensive week of presentations, workshops and group discussions on key issues in arts management including: European cultural policy frameworks, economic sustainability, entrepreneurship, fundraising and fundraising ethics, audience research and development, and models for cultural programme evaluation. Participants welcomed the practical focus of the summer school and the chance to discuss new practices and thinking in the sector. The programme also included an excursion to the Ghent Festival and a tour of the BOZAR Centre for Fine Arts in Brussels with its Director, Paul Dujardin. Finally, the summer school was an excellent opportunity for young/early career cultural managers to network and establish partnerships.



## II. EUROPEAN PROJECTS

In 2011, ENCATC was involved in one European project and the continued promotion of previous projects. Through participation in these European projects, ENCATC fosters exchanges with new partners on practice and research. ENCATC plays an important role in the dissemination of project outcomes and results. Its vast network of members and followers in Europe and beyond is an added value to these projects, raising their visibility to an international level.

ENCATC knows the exploitation of project results is a necessity to ensuring a project's sustainability long after it has officially closed. As a network of academics, educators, trainers and cultural operators, ENCATC's membership base is in constant reflection and debate about key issues explored in these European Projects thus ensuring that project results are revisited, discussed and exploited.

### CREA.M Creative Blended Mentoring for Cultural Managers

December 2011 - October 2013

CREA.M, *Creative Blended Mentoring for Cultural Managers*, officially kicked off in December of 2011 with its first partner

meeting in Rome. CREA.M aims to map the skills and competences needed in the cultural sector by elaborating a creative blended mentoring system deployed into learning outcomes to foster creativity, entrepreneurship, and intercultural competences for cultural managers. CREA.M is targeted at professionals of the cultural sector, who have experience but can't find solid placement in the labour market nor have access to C-VET.

The project will run for a period of 24 months, from December 2011 until November 2013. The project's final results will be disseminated during an international conference to be held in October 2013 in Brussels. The CREA.M consortium of eight partner organisations includes three ENCATC members: Istituto Luigi Sturzo, University of Deusto and Goldsmiths, University of London. Their involvement serves as further proof that ENCATC plays an important role not only as a communication provider in these types of projects, but also as a provider of expertise.

The project also serves the European Agenda's 2020 objective to boost jobs in the cultural sector. CREA.M will contribute to job growth by helping cultural managers update their skills and competencies so they can find stable employment or create their own job opportunities. All of this is made possible thanks to CREA.M's support from the European Commission's Leonardo da Vinci programme which funds innovative projects in the field of vocational education training.



### Artists Moving & Learning

1-2 June  
Amman, Jordan

Although the European project "Artists Moving & Learning" ended in 2010, this doesn't mean that ENCATC's work is done. In 2011, ENCATC continued to communicate and promote the project's findings outlined in the project's European report.

In Amman, Jordan on 1-2 June 2011, the "Artists Moving and Learning" report was present by Xavier Landabidea from the University of Deusto, a member institution of ENCATC and a project partner, at the Symposium exploring "Mobility Around the Mediterranean". This Symposium, which aimed to expand on and develop a renewed understanding of contemporary mobility with a special focus on artistic mobility, was an attempt to respond to the evident shortage in literature on mobility as a tool for learning, dialogue, and artistic exchange and as a new-old paradigm around the Mediterranean basin. For this occasion, the "Artists Moving and Learning" report was translated into Arabic and represents an important milestone for ENCATC and the "Artists Moving and Learning" project partners to reach a new audience.

"Artists Moving & Learning" (October 2008 - October 2010) was financed by the European Commission under the framework of the Lifelong Learning Program.

Download full publication on the project-dedicated website:

[www.encatc.org/moving-and-learning](http://www.encatc.org/moving-and-learning)

### E=MU<sup>2</sup> Museums & Municipalities

27 October  
Antwerp, Belgium

ENCATC Member Anne Krebs, Head of research and studies of the Louvre museum in Paris was invited to the EURO CITIES Culture Forum and expert meeting which took place in Antwerp, Belgium on 27 October to present the White Paper from the Museums and Municipalities policy analysis grouping.

Whereas the Forum was open to representatives and officers from the cities, the restricted meeting was reserved for elected politicians as well political advisors. The politicians' discussion focused on relations between cities and museums.

High profile attending this meeting included vice Mayors from Antwerp (Belgium), Nantes (France), Vilnius (Lithuania) and Tampere (Finland). Speaking to mayors from around Europe was key to getting the project results in the hands that could most benefit and exploit from the project findings. The White Paper was drafted in the framework of the ENCATC Thematic Area

[www.encatc.org](http://www.encatc.org)



"Museums in Europe". To read the recommendations in English or in French, visit the ENCATC website.

[www.encatc.org/pages/index.php?id=189](http://www.encatc.org/pages/index.php?id=189)

### III. ENCATC PROJECTS

ENCATC offers a unique Bibliography on Arts Management and Cultural Policy. This database helps members and students to find useful texts and articles in different area such as Arts funding, Arts festivals, Cultural industries, etc. So far in 2011, this database included more than 950 publications and is growing. One of the major resources for teaching all areas of Arts Management and cultural policy is texts, books reports, and articles. All university courses compile bibliographic reading lists for their students. As a resource large lists themselves are useful but also can become a challenge to negotiate. They become more useful if there is some guidance from teachers as to which might be a priority. By pooling its resources, ENCATC's bibliography database gains considerable value.

### IV. ENCATC THEMATIC AREAS

With the aim to better structure the transfer of knowledge, methodologies, experiences and comparative research programmes taking place within the network, ENCATC launched 6 Thematic Areas in 2007. Each

Thematic Area addresses a specific topic, selected after a wide consultation amongst ENCATC members and thus they represent the interests and priorities of the network. By the end of 2011 the ENCATC Thematic Areas had grown to 8 with the addition of the "Performing Arts Management Thematic Area. The other 7 Thematic Areas are:

- Creative Industries & Arts Management
- Understanding Heritage
- Monitors of Culture
- Museums in Europe
- Europe International
- Urban Management and Cultural Policy of Cities
- Arts and Health.

The Thematic Areas are open to non-members from external bodies and institutions, i.e. organizations with expert knowledge or legitimacy in the area addressed. Throughout the year, Thematic Area chairs were active in organising seminars, publishing articles and reports, providing expertise, and facilitating the transfer of practices, knowledge and methodologies. Each year, they hold an annual meeting and co-produce major seminars and study visits in the framework of the ENCATC Annual Conference.

To learn more about the ENCATC Thematic Areas and to receive weekly updates visit the ENCATC website.

<http://www.encatc.org/pages/index.php?id=126>

### Join the discussion

ENCATC Thematic Areas now have Google Groups

Following your favorite ENCATC Thematic Area (TA) just got that much easier. Join the discussion through the TA Google Groups to receive weekly updates, share experiences, enhance collaboration, keep in touch with peers, aid research, make new contacts, and announce events. More information can be found on the ENCATC website.

[www.encatc.org](http://www.encatc.org)



### Creative Industries & Arts Management

Chair: Lotta Lekvall, Nätverkstan, Sweden

Europe is watching a new industry take form and figures from the EU Commission show that the cultural and creative sector is growing. Cultural industries and the creative sector are substantially contributing to European GDP and employment thanks to creativity and innovation stimulating regional and local development across Europe. If culture is a motor for growth and is economically important, how should municipalities, regions and states act to support and develop this growing sector? How should infrastructure around art and culture be built to offer possibilities for a growing and vivid cultural life? And how are we to view a cultural sector that is to be both economically viable and retain its artistic integrity? How is an education designed for the 21<sup>st</sup> century in content, methods, pedagogies and schedule-designing? And what is our responsibility as educators and trainers with regard to future cultural entrepreneurs?

This Thematic Area explores and discusses topics related to the cultural and creative industries, entrepreneurship, innovation, cultural management, creative spaces, and artistic work. The aim is to grasp a better understanding of these questions and topics and relate them to education and training. In an attempt to reflect and deepen understanding, the Thematic Area organises seminars and study visits to meet and exchange knowledge, ideas and reflections with other thematic area members in order to learn and stimulate new thinking.



### Understanding Heritage

Chair: Claire Giraud-Labelle, UCO, France

The expansion of leisure time in European countries provides new opportunities for discovering heritage. In addition, the increase of travel and the development of technology and the media make the public more demanding with regard to culture and tourism. To meet this new reality, and to stand against competition, public and private sites must re-think the mediation and education practices they offer to their public(s), come up with appropriate solutions for diverse needs, explore all the possibilities offered by new developments and even support the emergence of new artistic forms. It is necessary to review existing programmes and methods, to include new models and even create specific pedagogical programmes for initial education and continuous training in the heritage sector.

This Thematic Area is a platform for dialogue and exchange between education and training institutions, heritage organisations and researchers. The aim is to achieve increased awareness among the local public and decision-makers of historical sites as a resource for local development; develop high quality training material on mediation and education programmes applied to heritage sites; have this material produced and widely shared and disseminated; and to ensure a number of good practices are identified, documented and promoted.



### Monitors of Culture

Chair: Cristina Ortega Nuere, University of Deusto, Spain

Cultural observatories constitute a recent phenomenon that has arisen in Europe by the end of the 20<sup>th</sup> century. They seem to be the consequence of increasing importance of information, the change of paradigm of knowledge in modern society and the link between decision-making in the design of policies and the development of a contrasted indicators system. It is important to gather and disseminate useful information to organisms in charge of the observation of cultural phenomena and clarify the role and nature of cultural observatories while exploring innovative cultural information systems.

"Monitors of Culture" aims to reflect on the future role of Culture Observatories in Europe. The Thematic Area's members aim to set up a framework for a discussion platform and exchange best practices with the goal of improving the design and the evaluation of culture policies. It is important to promote the role, essence and nature of cultural observatories; to assist in training and education to capitalise cultural observatories; and to support the system, that is cultural policies, in cultural development. Members work to strengthen collaboration between cultural observatories in terms of exchange of information and knowledge and supplies cultural managers active in the field with useful information they can exploit immediately. To assist those actively gathering and interpreting cultural data it is key to understand, recognize and identify what kind of skills and knowledge (methodologies, information systems, etc.) are needed for these cultural managers. Therefore, it is important to introduce didactic options for teaching, learning and executing methodologies for gathering data about cultural supply and demand.



### Museums in Europe

Chair: Anne Krebs, Louvre Museum, France

Traditionally regarded as the custodians of rare or precious objects, and analysed as driving forces for local tourism, museums are today viewed as places where people and communities come together, and also as production centres and drivers for goods and services of all kinds, ranging from cultural products to hospitality services. They even serve as symbols for regions seeking to emphasise their vitality and attractiveness. Furthermore, this movement – for a long time restricted to a few old or dominant countries – is spreading throughout the world, as testified by the large number of museum projects in Asia and the Middle East. Europe has to a large extent been at the forefront of the emergence of this "cultural facility".

The "Museums in Europe" Thematic Area aims to understand the new responsibilities and the new management rules of museums. The transformation in the status and role of museums has obvious consequences for their management and governance. The multiple functions fulfilled by museums, whatever their location, urban or rural, are forcing them to innovate in terms of the wide range of services they offer and in terms of creating new business models. In the light of this new scenario professional and academic stakeholders need to develop new skills. Educational programmes dealing with audiences' policies and mediation are to be permanently updated. A balance must be found between theoretical and practical approaches and shared with cultural operators who can best employ them in the field.



### Europe International

**Chair: Gerald Lidstone, Goldsmiths, University of London, United Kingdom**

There is a need to develop thinking on the cultural relationship between Europe and the rest of the world, to move the thinking on from a goal of 'Intercultural Dialogue' to the dialogue being a process rather than an aim. The aim being to use the dialogue to achieve actions that lead to intercultural respect, if not understanding. With regard to policies and competencies, staff and students need to develop competencies and skills to work worldwide across and between cultures, to understand and respect cultural differences in both policy and management. This is best achieved through dialogue with partner organisations institutions and networks in countries outside Europe.

Members of the "Europe International" Thematic Area research existing and emerging networks worldwide concerned with the teaching of international cultural policy and cultural management and where appropriate develop a relationship with them, for example the new Higher Education Cultural Policy network in Japan, UK Cultural Policy and Management Network and the Asia – Europe Foundation. It is important to research and share knowledge of the specific international schemes and funding to facilitate international exchange of the arts of member EU and related countries – to encourage inclusion within curricula and discussion and analysis. Through symposia the role of national cultural agencies are examined in a European and international context, agencies such as the Institut Français, Goethe Institut, British Council, Instituto Cervantes, Romanian Cultural Foundation, and the OMNI Foundation Bulgaria.



### Urban Management and Cultural Policy of Cities

**Chair: Svetlana Hristova, South-West University, Bulgaria**

Cities are increasingly seen as sites in which new forms of identity can be created and co-exist – for example through the promotion of innovative design and new architectural developments, culture-led urban regeneration and creative management of public space. There is a current process of rescaling governance and growth and the potential role for cities as a driving force for social change in a new 'European society', where Europe is becoming a community of cities and not of nations. Therefore, the dynamics of European cities in a range of contrasting contexts, related to various forms of inclusion-exclusion, requires closer attention in order to understand contemporary processes of socio-cultural change and the potential for managing such change in the urban environment.

Against the background of this new urban reality, this Thematic Areas aims to organise a creative core of scientists and practitioners in the area of urban management and cultural politics of the city for sharing professional experience, exchange of information and developing of joint projects of common concern. The aim is to raise awareness of civil society and relevant institutions about the possibilities for urban regeneration policy and the potential of urban environment as a factor of social integration of various disadvantaged groups living with the city limits. There is furthermore a clear need to create a bridge between academics and urban policy-makers by involving them in academic and research programmes, and be sensitizing them to existing innovative practices and shifts in urban planning and regeneration.



### Arts and Health

**Chair: Pia Strandman, Helsinki Metropolia University of Applied Sciences, Finland**

The field of arts and health is viewed as a growing sector in meaning-intensive production and creative economy with beneficial cultural, social, employment and economic results. There is every hope that this context also can offer job opportunities for the artistic community. Those who can build bridges are in high demand as there is an obvious need and financial pressure for finding and developing new and more effective working methods.

The "Arts and Health" Thematic Area deals with activities, which fall into the borderline area of art and culture as well as social services and health care. Activities in this field combine the culture/art field, social services and health care and cover a wide range of approaches. Arts/cultural managers and coordinators have important competencies to offer in order to enrich the cooperation with the social and health sector: such as project planning, funding and marketing. In addition to experienced professional arts/cultural practitioners within this interdisciplinary field, there is a need for creative but humble attitudes and understanding a wide comprehension of various approaches. In partnership working, a common area has to be found. In beneficial art activities the aims and objectives are shared. It may be said that in the context of arts and health there are four main areas which need to be studied further and which are explored in this Thematic Area: those of applied art and culture itself, interdisciplinary team work and co-operation, management, and finally education/training and research. So far most of the research conducted in the area is evidence-based.



### Performing Arts Management

**Chairs: Svetlana Waradzinova, VSMU, Slovakia & Blanka Chadlakova, JAMU, Czech Republic**

Performing art (music, theatre, dance) management tertiary education is offered by two types of main shareholders. First, there are big universities providing performing art management specialisations or study modules as a part of their art management, cultural policy, art administration, economics and administration study programmes. The strength lies in their research capacity and academic staff. However, these programmes demonstrate a weakness in their communication with the professional environment of the performing arts and mass education. Second, there are art schools and academies at the university level who offer programmes focused on management of their core artistic disciplines. For these academies and arts schools, their strength is in their close connectivity with the professional field; however their weakness is they lack the demanded research capacity. For the future development and educational quality of performing art programmes both are important: influence of the professional sphere and a strong research capacity.

To respond to this need, the "Performing Arts Management" Thematic Area identifies new training needs and educational and managerial skill requirements (within the new/reshaped Europe) of the professional sphere and employers in Europe. Members discuss how to incorporate development of professional environment into study programs and profiles, design appropriate curricula in performing arts and incorporate needs of professional environment into research activities, collect national specifics of performing arts management and offer diverse view within the Europe (of course the entrepreneurial for both shareholders etc.), develop teaching methodology, and strengthen the mobility issues in the performing arts.



### Annual Thematic Area Meetings, Seminars and Study Visits

**14 October  
Helsinki, Finland**

Once per year the ENCATC Thematic Areas come together for an annual meeting and co-produce seminars and organise study visits in the framework of the ENCATC Annual Conference.

In 2011 at ENCATC Annual Conference in Helsinki, the Thematic Area chairs co-produced 6 seminars open to conference participants and Thematic Area members. The themes centred on: "Culture does Good!", "The Ant-Hill: The ecology of

cultural industries and cultural heritage", "Cultural Sustainability of a City in Precarious Times", "Building Together the Agenda for Performing Arts", "Monitors of Culture: Creativity is Healthy", and "From Cultural Diplomacy to Cultural Cooperation". Seminar participants were joined by 6 cultural experts invited to share their knowledge and contribute to lively discussions. Each seminar also had corresponding study visits to take participants onto the terrain and engage with local cultural organisers and discover the artistic scene in Helsinki.

This was the 4<sup>th</sup> time the Thematic Areas have had an annual gathering. Growing each year, these seminars have become important building blocks of the ENCATC Annual Conference and will continue to be an integral part of our Annual Conferences in the future.

### 1. BELGIUM

**08 March - Brussels** // Presentation of White Paper "Museums and Municipalities in Europe"

**01 October - Brussels** // Launch of the Performing Arts Management Thematic Area

**27 October - Antwerp** // Presentation of the White Paper "Museums and Municipalities in Europe"

Where did ENCATC's Thematic Areas organise events in 2011?

### 2. CROATIA

**22 September - Split** // Colloque "Le patrimoine et les Politiques publiques: Quelle gouvernance, quels enjeux?"

### 3. FINLAND

**18 February - Helsinki** // Mapping of cultural management training in arts and health

**12 October - Helsinki** // Annual ENCATC Thematic Area study visits

**14 October - Helsinki** // Seminar: "The Ant-Hill: The ecology of cultural industries and heritage"

**14 October - Helsinki** // Seminar: "Cultural sustainability in a city of precarious times"

**14 October - Helsinki** // Seminar: "Building together the agenda for the Performing Arts Management Thematic Area"

**14 October - Helsinki** // Seminar: "Creativity is healthy"

**14 October - Helsinki** // Seminar: "From cultural diplomacy to cultural cooperation?"

### 4. ITALY

**01 April - Ferrara** // Debate on "Public and private management of cultural heritage: An international comparison"

**30 May - Ferrara** // "Understanding Heritage" Conference

### 5. PORTUGAL

**27-30 September - Coimbra** // Annual Symposium on Animation of Public Space through the Arts: Innovation and Sustainability

### 6. SLOVAKIA

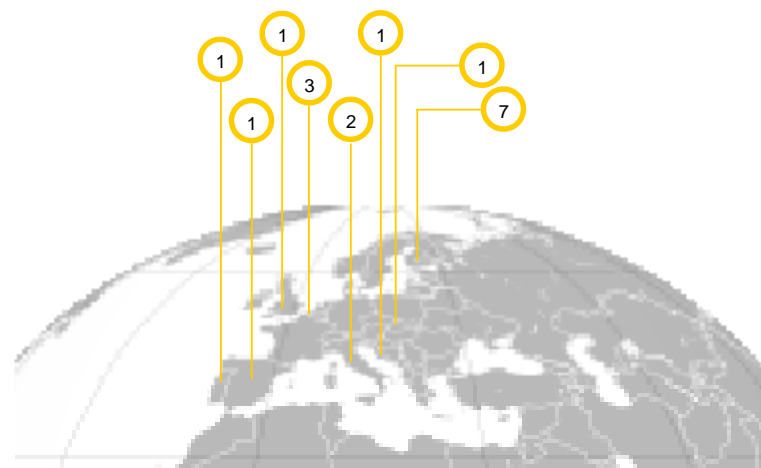
**18 March - Bratislava** // International Seminar: "EUNIC and Cultural Diplomacy of the Smaller States"

### 7. SPAIN

**16-20 October - Bilbao** // Tuning Academy Seminar: "Tuning Russia"

### 8. UNITED KINGDOM

**London** // Launch of a new research forum "International Cultural Relations Multidisciplinary Forum"



## RESEARCH

ENCATC supports, produces, publishes, presents and disseminates research in cultural management and cultural policy, thus strengthening the understanding of cultural management and cultural policy issues in the academic, research, political and professional spheres. By promoting access to cutting-edge research and publications, ENCATC also ensures that research feeds into policy making by providing decision makers with a better understanding of cultural policy and educational issues and ways to address them. ENCATC also prides itself on its commitment to support emerging cultural policy researchers who are making early contributions to the field and will become tomorrow's experts.

### I. A NETWORK ACTIVE IN HIGH QUALITY RESEARCH

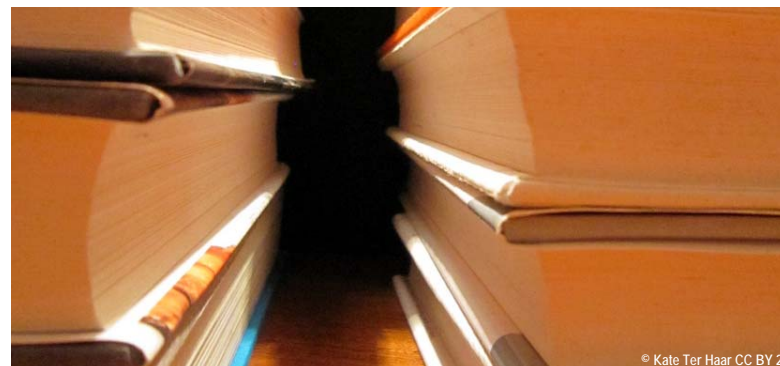
For many years, ENCATC has proven to be able to attract well established researchers and or experts in the field of cultural management and cultural policy and bring to its activities new talent from all over Europe and beyond. To stimulate and provide greater visibility to this area, ENCATC launched in 2010 an Annual Research Session. The major result of this event was the publication of the first ENCATC Journal of Cultural Management and Policy in 2011.

#### ENCATC Journal of Cultural Management and Policy

14 October  
Helsinki, Finland

ENCATC launched the prototype for the first issue of the online ENCATC Journal of Cultural Management and Policy during the 19<sup>th</sup> ENCATC Annual Conference in Helsinki in 2011. The objective of the ENCATC Journal is to stimulate the debate on the topics of cultural management and cultural policy among scholars, educators, policy makers and cultural managers. The Journal is based on a multidisciplinary perspective and aims to connect theory and practice in the realm of the cultural sector. This new publication also aims to be a platform for multidisciplinary debate and new perspectives among researchers.

In its first edition, the ENCATC Journal is composed of 7 articles from 10 authors on a wide range of different cultural fields: culture and creativity, cultural management, cultural policies, marketing, local development, entrepreneurship, and education applied to the cultural sector. The Journal's editors include four ENCATC members: Jacques Bonniel from University Lumière Lyon II (France), François Colbert from HEC Montréal (Canada), Fabio Donato from the University of Ferrara (Italy), and Cristina Ortega Nuere from the University of Deusto (Spain). The Journal counts among its international Advisory Board 15 members from 8 countries as well



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as several guest reviewers, who are established experts in their respective cultural fields.

#### International Conference on Arts and Cultural Management, AIMAC

3-6 July  
Antwerp, Belgium

ENCATC was closely involved in the 11<sup>th</sup> International Conference on Arts and Cultural Management (AIMAC 2011) which took place in Antwerp, Belgium, on 3-6 July 2011. The conference was organised by ENCATC member, the University of Antwerp's master programme in Cultural Management in collaboration with the Antwerp Management School. This biennial research conference provides a forum for exchange of insights and perspectives in the field of arts and cultural management. In addition, ENCATC had a strong presence at the conference with 7 members on the conference's Scientific Committee and 8 ENCATC member institutions present papers. More than 200 participants attended the AIMAC conference – 20% of them representing ENCATC.

In the framework of the AIMAC 2011 Conference, ENCATC also organised a major policy debate "Opportunities of Crisis". Participants had the opportunity to listen to Karel De Gucht, European Commissioner for Trade and the discussion

panel of 9 experts debate on what the economic crisis ultimately means for policy-makers, leaders and managers in the cultural sector, and how cultural organisations can best adapt in this new changing environment. For more information on the debate, please see page 20.

#### 2<sup>nd</sup> Annual ENCATC Research Session

14 October 2011  
Helsinki, Finland

The 2<sup>nd</sup> ENCATC Annual Research Session took place in Helsinki on 14 October in Helsinki. Due to the high number of quality article submissions, the ENCATC Research Session was divided into five parallel thematic sessions. Altogether 25 papers were presented by researchers in 14 countries (Belgium, the Czech Republic, Finland, France, Germany, Italy, Japan, the Netherlands, Russia, Serbia, Spain, Ukraine, the United Kingdom, and the United States.) To offer young researchers to possibility to mingle with established experts and researchers, 6 of the 25 Research Session presenters were participating in the Young Cultural Policy Researchers Forum. The ENCATC Research Session provides an environment for researchers to share their work with their peers, take feedback and answer questions.



## II. SUPPORTING EMERGING RESEARCHERS

Since its establishment, ENCATC has been committed to helping young researchers at the beginning of their research career by establishing a network of young researchers in cultural policy in Europe and also introducing them to established researchers who are members of ENCATC. Since 2008 ENCATC was honoured by the European Cultural Foundation to manage two major research initiatives: the Cultural Policy Research Award and the Young Cultural Policy Researchers Forum.

In July 2011, ENCATC recommended 3 previous CPRA winners to the European Commission for an expert meeting on the impact of culture/cultural policies on regional and urban development organised by the DG Culture and Education /OECD. CPRA winners Sophia Labadi (2008), Davide Ponzini (2009) and Claire Bullen (2010) were invited to present their perspectives and expertise.

### 8<sup>th</sup> Cultural Policy Research Award Ceremony

12 October 2011  
Helsinki, Finland

On the evening 12 October, during the Official Opening of the 19<sup>th</sup> ENCATC

Annual Conference, the 2011 Cultural Policy Research Award Ceremony was held. The Award's 7 high-profile international jury members and the 6 CPRA finalists took to the stage at the Helsinki City Hall to hear the announcement of the 10 000 EUR Award winner.

Designed to foster academic and applied cultural policy research and to explore issues at stake in contemporary Europe, the CPRAward aims to contribute to new competence building among young scholars in comparative cultural policy research.

The winner of the 2011 CPRA was Alekandar Brkic, a PhD student at the University of Arts in Belgrade, Serbia. The 10 0000 EUR Award will allow Mr. Brkic to carry out and publish his winning project proposal entitled "Cultural Policy Frameworks (Re)constructing National and Supranational Identities: Balkans and European Union." The research will use comparative analysis and the "integrated" policy research approach to explore cultural policy tools that were used for the purpose of (re)constructing new national identities in three former Yugoslav states (Serbia, Croatia, Macedonia), and compare them with the cultural policy tools of EU in support of supranational identity of the union, focusing on France, Netherlands and Germany, with the aim of revealing cultural frameworks that support the construction of both type of identities, national and supranational, and exploring similarities and differences between them.

The Cultural Policy Research Award was launched in 2004 by the European Cultural Foundation (ECF) and the Riksbankens

Jubileumsfond and is developed in partnership and with ENCATC.

To read the publications of previous Award winners visit the ENCATC website.

<http://www.encatc.org/pages/index.php?id=22>

### 5<sup>th</sup> Young Cultural Policy Researchers' Forum

11-12 October 2012  
Helsinki, Finland

The 5<sup>th</sup> YCPR Forum brought together 56 selected researchers, students, academics and cultural policy experts who gathered in Helsinki on 11-12 October 2011 to meet their European colleagues, share their experiences, analyse topical research issues regarding content and methodology and discuss important questions (e.g. issues related to education and training, availability of scientific journals, access to networks of researchers and conferences). It was positioned alongside the 19<sup>th</sup> ENCATC Annual Conference "Culture Forecast" and the Cultural Policy Research Award (CPRA) Ceremony. This is the third time that these three important events have been fully integrated together and it marks an important step in the growth and development of ENCATC in its support and commitment to cultural policy research and education.

2011 was record year for the number of YCPR Forum applications with a total of 70 young researchers having applied to attend. To ensure high quality discussions and to keep workshops small only 40 young researchers were invited to Helsinki. They ranged in age from 24 to 38 and represented 20 nationalities. Over the one and a half day event, participants attended plenary sessions, workshops, an informal networking dinner, the opening of the ENCATC Annual Conference and ceremonies for the CPRA and the Mark Schuster Prize.

The Young Cultural Policy Researchers Forum is an initiative of the European Cultural Foundation in partnership with ENCATC.

### Mark Schuster Prize Ceremony

12 October 2012  
Helsinki, Finland

Immediately following the announcement of the CPRA winner, the first Mark Schuster Prize was awarded to Thomas Perrin (France) from PACTE-Grenoble University and IUEE-Barcelona, one of the 6 CPRA finalists. The 1000 EUR prize was contributed by Professor Lluís Bonet (University of Barcelona) and Mark Schuster's family. To prove the capacity of ENCATC to spotlight the next generation of high quality researchers, Thomas Perrin was awarded the merit prize for the 2011 EU Committee of the Regions' Doctoral Thesis Competition

Mark Schuster (1951-2008) was a distinguished researcher whose work concentrated on mapping the cultural policy landscape. He was Professor of Urban Cultural Policy at the Massachusetts Institute of Technology and was a public policy analyst who specialised in the analysis of government policies and programmes with respect to the arts, culture and urban design. Dedicated in his memory, the Mark Schuster Prize recognised the best recently published paper on comparative cultural policies presented by a young researcher. It was integrated into the CPRA Package that already included the CPRA and the YCPR Forum.

# MOBILITY

ENCATC strongly believes every experience abroad brings new perspectives, expands networking circles, and fosters intercultural dialogue and cultural respect. For educators, researchers and cultural managers mobility within and beyond the cultural management and cultural policy communities is vital for continued development and expansion of curricula, fostering transnational education programmes, creating long-term partnerships and encouraging mutual understanding, trust and tolerance. For students, professional experience in another country has endless benefits; not only do they put into practice knowledge and skills acquired during their studies, but training and working abroad introduces them to a wider labour market, its constraints, duties and opportunities all while offering new perspectives and ways of working.

ENCATC works to promote transnational learning mobility through a wide variety of programmes, tools and research at the service of our members. In addition to these programmes and tools, the geographical diversity of our events invites members to travel and meet with their colleagues from across Europe and the rest of the world. In 2011 ENCATC was directly involved in the design and implementation of 32 events. Over 1 500 participants representing 39 countries attended. All of these efforts to have proven to be a great success, helping educators, researchers, cultural managers, artists and students from across sectors and countries to expand their horizons and acquire new skills that will be needed for the jobs of tomorrow.

## Promoting mobility

Our events in over 15 European cities

Amsterdam, Netherlands

Antwerp, Belgium

Barcelona, Spain

Berlin, Germany

Bilbao, Spain

Bratislava, Slovakia

Brussels, Belgium

Coimbra, Portugal

Ferrara, Italy

Genoa, Italy

Helsinki, Finland

Itrre, Belgium

London, United Kingdom

Paris, France

Rome, Italy

Split, Croatia

Vienna, Austria

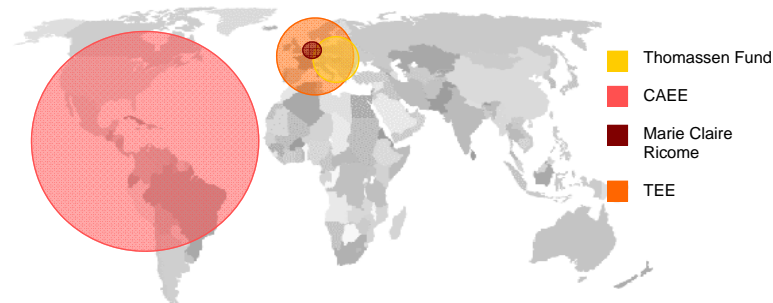
## I. MOBILITY PROGRAMMES

### Thomassen Fund

To assist individuals and/or organisations who may not have the financial means to do so, ENCATC set up the Thomassen Fund in 1999. This fund is intended to help institutions facing financial difficulties by providing travel grants or matching grants to pay membership fees. Since its inception, the Thomassen fund has awarded over 150 grants in 18 countries. In 2011, the fund once more provided support to institutions facing financial hardships. Ensuring these institutions are able to remain part of the network allows them to exchange experiences, improve their skills and competences, develop curricula and new educational tools, create projects and build relationships with ENCATC's diverse membership base.

### Cross Atlantic Education Exchange (CAEE)

To strengthen ties with academics, researchers and cultural managers in Europe, the United States and Canada, ENCATC developed the Cross Atlantic Education Exchange (CAEE) initiative in late 2011. This initiative aims to bring attention to cross Atlantic mobility and knowledge transfers in order to encourage further exchanges and synergies between the two continents. In 2012 under CAEE, ENCATC will be promoting its activities to a wider North American audience and giving more visibility to our American members in Europe.



The idea to develop CAEE came about after ENCATC's President, Cristina Ortega Nuere, was in Boston, USA to present the network at the Association of Arts Administration Educator's Annual Conference. For years ENCATC has understood the importance of being more than a European network. With members in over 39 countries, the diversity of our membership base is one component that makes us a strong network. CAEE will expand its coverage as our membership grows to include Central and South America.

### Marie Claire Ricome mobility programme

Launched in 2001, the Marie Claire Ricome mobility programme assists for students wishing to have a placement in Brussels or wanting to meet key cultural players and policy makers in the European capital, by providing some financial support to make this a reality. Today ENCATC is recognised as one of the most active organisation in placement in Brussels for the cultural sector.

### Trans Europe Express (TEE)

In partnership with ENCATC member, Université Catholique de l'Ouest in Angers, France, TEE was launched in 2009 with the aim to give international experience to cultural management students. Students prepare a 10 day tour in another European city to meet with cultural operators and professionals, establish contacts and organise study visits to deepen their understanding around a chosen theme. Taking the European Union's 2011 European Year of Volunteering as their inspiration, 19 cultural management students began preparing their itineraries,

meetings, and visits to one of 8 European cities to have a better understanding of youth engagement and volunteering in the cultural sector. TEE blends practical skills of fundraising and project organisation with a methodological component needed for theme content development and research analysis. TEE students will travel and carry out their fieldwork in January 2012 to be followed by a publication of their findings and experiences.

## II. MOBILITY TOOLS

### PRAXIS Newsletter

ENCATC publishes PRAXIS, a monthly newsletter widely disseminated through our member universities. This information service gathers internship and placement possibilities in a variety of institutions across all cultural sectors Europe and beyond.

### Student visits

ENCATC regularly organises study visits for students from its member or partner organisations who come to Brussels. Students and their professors are welcome to the ENCATC office to meet with staff, learn about ENCATC's activities, and discuss current issues related to networking, cultural management and cultural policy.

## III. RESEARCH & MOBILITY

ENCATC engages in research by taking the lead in a number of EU projects like "Artists Moving and Learning" (2008-2010) and we encourage artist mobility with the support of our member SMARTbe, an association for professional artistic trade and creation who has over 40 000 members.



# COMMUNICATION

ENCATC facilitates access to information inside and outside the network through a number of communication tools including a monthly newsletter, a constantly updated website, blogs, social networks, an online Journal and a bulletin. Building on its monthly newsletter, interviews and other publications, ENCATC is inviting its members to engage, exchange and discuss through these adopted channels.

## Newsletters

Our monthly newsletter offers update-to-date information on European policy development as well as on activities of ENCATC and other organizations. This is a member only service. ENCATC publishes a shorter Digest Newsletter for non-members to keep the public informed of our activities. In 2011, ENCATC also produced two special edition newsletters to promote the 19<sup>th</sup> Annual Conference.

## News Flashes

On a frequent basis, ENCATC members and major stakeholders receive news flashes from the ENCATC office in Brussels. In 2011, ENCATC sent 115 short news flashes about partnership opportunities, publications, grants, calls for papers and interesting events.

## Interviews

ENCATC in Contact is an integral part of the ENCATC newsletter. In each newsletter ENCATC interviews one of its members about their ongoing projects, their view on changes in the field of cultural management

and their expectations of the network. Interviews may also be with key players in cultural policy or other important areas impacting the cultural sector.

## Blogs

In 2011, ENCATC continued its blogs for its thematic areas and introduced a new one on performing arts management. The new layout provides readers with more access to each area's objectives, activities and outcomes. The blogs are intended to promote dialogue within the cultural management community.

## Videos

ENCATC uploaded 15 videos to its YouTube channel. In 2010, our videos were viewed 1 630 times.

These videos also provide ENCATC members, students, educators and stakeholders who are unable to travel to our seminars and conferences to watch interviews with keynotes speakers and to experience out activities at a distance. In 2011, ENCATC produced over 3 hours of content, interviewed 27 people, 2 seminars, 2 keynote speeches and 1 award ceremony. Over the course of the year, ENCATC videos were viewed by 1321 followers.

These videos have become popular with university professors who use them in their classrooms as teaching tools to launch and compliment class discussions.



## ENCATC Website

ENCATC's website is an effective platform used to promote our network, highlight our objectives and missions, and give visibility to our members, projects, thematic areas and activities. In 2011 the ENCATC website had 163 488 visitors.

## Press Releases

ENCATC's PR list has over 4 000 followers who receive information about our events and activities promoted through our press releases. This information is also disseminated to 249 individuals from ENCATC member institutions.

## Printed Publications

ENCATC members are actively publishing the outcomes of their activities. In 2011 we published our Annual Conference publication 2010, the 2010 ENCATC Activity Report, and the first issue of the ENCATC Journal of Cultural Management and Policy.

## Other Publications

We provide, since 2001, an on-line database on existing training programmes in Europe, the Russian Federation, the Caucasus and Central Asia, Latin America, the Caribbean Area and Africa in cooperation with UNESCO, in addition to our regular ENCATC publications.

## Television

2011 attracted the attention of major media to take a closer look at best practices in

sustainable management by seeking input from top experts. Three ENCATC members were sought out for their expertise on the Italian Television station RAI3 for its report "Mali Culturali" that aired on 1 December 2011 to millions of viewers.

## Radio

Giannaia Cogliandro Beyens, ENCATC's Secretary General was interviewed by FuoriAula Radio Network with an audience of over 30,000 listeners.

## ENCATC Communication in 2011

Newsletters	27
Online videos	16
Press Releases	14
Publications	3
Brochures	9
Blogs	8
Websites	2
Social Networks	2

# COOPERATION

ENCATC forges dynamic partnerships with major stakeholders through strategic alliances in different world regions. Meaningful partnerships are the foundation for success and enable people and institutions to strengthen ties, launch new initiatives and reach a wider audience. Through its strategic partnerships, ENCATC directs its resources and capabilities to projects we consider most important. Among our major partners we count UNESCO, the Council of Europe, the European institutions, the European Cultural Foundation, AAE, IFACCA, Interarts, EFA, EUROPA NOSTRA, and ELIA. In 2011 ENCATC continued or forged new partnerships with 64 institutions and organisations in over 20 countries.

## European Union

ENCATC is one of the privileged European networks active at the EU level in the field of education and culture. Through regular interaction with the European Parliament and the European Commission, ENCATC keeps its members informed about the direction of European education and culture policies. In addition to contributing to the development of these policies, ENCATC is also a main partner in European projects funded by the European Commission.

## UNESCO

ENCATC has had strong ties with operational relations to UNESCO since 2000. In November 2011 in Paris, UNESCO reclassified its NGO partnerships following

the approval of new directives adopted by the General Conference during its 36<sup>th</sup> session. Under this new directive, ENCATC was awarded the prestigious Associate Status because the network had proved competence in the field of education and has a record of regular major contributions to framing UNESCO's objectives and implementing its programmes. This new partnership means ENCATC will maintain effective coordination with UNESCO's field units and with the National Commissions for UNESCO in the various countries. This new statutory framework modernises, simplifies and renews the UNESCO engagement for a stronger and more efficient partnership between UNESCO and NGOs and bears witness to UNESCO's determination to be more open to external partners and civil society.

## Council of Europe

ENCATC was launched in 1992 under the auspices of the Council of Europe, in the framework of its "Training of cultural administrators" programme. Since its creation, ENCATC has maintained strong ties to the CoE. The network has the status of observer to the Council's Committee of Culture. In 2011, ENCATC was invited to attend the 10<sup>th</sup> Plenary Session of the Council of Europe's Steering Committee for Culture from 3-4 May in Strasbourg, France.

## European Cultural Foundation

ENCATC has been among the key partners of the European Cultural Foundation since 1999. There is a regular exchange of



information and expertise between ECF and ENCATC, particularly in supporting young cultural policy researchers. The Young Cultural Policy Researchers Forum and the Cultural Policy Research Award are two concrete initiatives organised jointly by the European Cultural Foundation, LabforCulture, Riksbankens Jubileumsfond and ENCATC.

## European House for Culture

ENCATC is one of 10 members participating in the European House for Culture. It is a physical working-meeting-place for networks in Brussels. Members of the House support and advocate on behalf of the arts and culture and believe in international networking. Meetings with the House's other members are held each month. This is an environment for ENCATC to learn what other cultural networks are doing and for ENCATC to promote its own activities. Members can also look to establish partnerships to implement projects and activities where they may lack the resources to do it on their own. ENCATC also attended to check stop meetings (in September and December) as well as several ad hoc meetings on a bilateral basis to build synergies.

## Association of Arts Administration Educators

In 2011, ENCATC continued to promote and reinforce its partnership with its American sister organisation. ENCATC reinforced ties the Association of Arts Administration Educators in the United

States. On 7-9 April 2011, ENCATC's President, Cristina Ortega Nuere, presented ENCATC at the AAAE Annual Conference in Boston, Massachusetts. This was an excellent stage for ENCATC to make itself known to a wider North American audience. The success of this exchange reinforced ENCATC's vision to strengthen ties abroad and resulted in the creation of the Cross Atlantic Education Exchange initiative (see page 44 for more information).

## ENCATC "Happy Hours"

In December 2011, ENCATC launched its first "Happy Hours". This informal evening event offered organisations based in Brussels and working in culture and education an opportunity to meet for mutual exchanges. Following the success of this initiative, ENCATC will organise more "Happy Hours" in 2012 in cooperation with Culture Contact Point Flanders and Culture Contact Point Wallonie-Bruxelles.

## ENCATC EVENTS

Through the implementation and design of our events we are very fortunate to collaborate with over 50 cultural organisations to produce exciting content for our members and major stakeholders. ENCATC greatly values the results of these synergies. ENCATC cooperated with: A Soul for Europe – AEAA – AEC – AIMAC – Association Marcel Hicter – CES – CICC – Confcultura – Cupore – ECF – ECSA – EFA – EUNIC – Eurocities – Europa Nostra – Europe of Culture Forum – European Composers' Forum – European Conference

COOPERATION

of Promoters of New Music – European League of institutes of the Arts – European Music Council – European Theatre Convention – FELIXMERITIS – Fondation Pierre Bergé - Université de Cergy-Pontoise – Goldsmiths, University of London – Helsinki Metropolia University of Applied Sciences – HUMAK – ICOM – ISPA – Kulturny Kontaktny BOD – Louvre Museum - Mikkeli University of Applied Sciences – Musée Rodin – NOVIA - pro KULTURA – Riksbankens Jubileumsfond – Seinajoki University of Applied Sciences – Stad Antwerpen – TAKU – TekneHub - The

Courtauld Institute of Art – The European House of Culture – To Culture with Love – The Henry Moore Foundation – Universitaet fuer Musik und darstellende Kunst Wien – Universitat de Barcelona – Université Catholique de l'Ouest – Universiteit Antwerpen

