

# encatc

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## ACTIVITY REPORT 2012



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Established in Warsaw in 1992, ENCATC is an independent umbrella organization that gathers higher education institutions involved in training for cultural management and cultural policy and general cultural organizations from Europe and beyond. 2012 was an important year as it marked the 20th Anniversary of the network's existence.

In 2012 ENCATC proved once more to be the leading European network on Cultural Management and Cultural Policy Education. Its main activities included: international advocacy, representation and promotion of vocational training in the field of arts management and cultural policy; the 3-day ENCATC Annual Conference attended by 160 members, students and delegates from 34 countries in Europe and beyond; specialised focused workshops and seminars; training academies and summer schools; research, policy papers and publications relating to European and worldwide issues within arts management and cultural policy; 9 study visits; and on-line services including newsletters, social media promotion, and a constantly updated website.

ENCATC was also directly involved in the design and implementation of 30 events in 14 cities in 12 countries, attended by 1,828 participants representing 44 countries. The number of multipliers who benefited from the results and recommendations from these events, either directly or indirectly, was 3,141,562. Moreover, of the total number of participants, 650 were from ENCATC member institutions who were actively engaged in our activities by contributing to the drafting of documents, voicing our interests at major conferences, as well as implementing European projects. ENCATC also realised 16 videos, 30 newsletters, 2 issues of the ENCATC Journal of Cultural Management and Policy, 2 books, 1 e-bulletin, 10 brochures and managed 2 websites, 8 blogs, 8 discussion forums, 4 databases and 3 social media platforms. The ENCATC YouTube channel counted over 5,600 views and the official website had 163,310 visitors in 2012.

This very ambitious working programme was realised by ENCATC thanks to the financial support of the European Commission and the membership of our

members. 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.

In 2012, ENCATC was very active in promoting and strengthening intercultural competences and intercultural dialogue in education. This was reflected in initiatives such as: strands of activities dedicated to fostering cultural policy research; the Cultural Policy Research Award and the Young Cultural Policy Researchers' Forum, addressing major issues related to the diversity of societies, including how to create cross- intercultural research methods and communication strategies; participation in the project Intercultural Cities of the CoE and EC; the Thematic Forum on Urban Management and Cultural Policy of the City, analysing the integration potential of urban and cultural policies combined; and the diversity of the members of the network (from universities, museums, cultural observatories, regional authorities) to ensure a permanent intersectoral dialogue.

2012 was also a strong year for new membership as ENCATC was successful in its goal of getting 20 new members for its 20th Anniversary! All members benefited from their ENCATC membership thanks to more frequent and new opportunities to network and create joint projects, increased quality and quantity of services delivered, greater impact and new channels for the dissemination of activity results, and highly enriching the work of membership through intercultural dialogue.

This important achievement was celebrated in London with an outstanding ceremony attended by ENCATC members and representatives from our main partner institutions: European Commission, UNESCO, European Cultural Foundation, Boekman Foundation and many more!!!

Cristina Ortega Nuere  
ENCATC President

Giannalia Cogliandro Beyens  
ENCATC Secretary General

## ABOUT ENCATC

## MISSION, AIMS, STRANDS & PRIORITIES



### Promoting excellence in arts and culture management and policy education

#### > ABOUT ENCATC

ENCATC is the leading European network on Cultural Management and Cultural Policy education. It is a membership non profit organisation gathering over 100 Higher Educational Institutions and cultural organisations in 39 countries. It holds the status of official partner of UNESCO and of observer to the Steering Committee for Culture of the Council of Europe.

ENCATC is a **long lasting platform** for academics students, researchers, cultural operators, artists, and policy makers as well as the wider public. It was founded to **exchange ideas, to structure and deliver accurate information and facilitate transnational and transectorial partnerships**. ENCATC activities focus on advocacy, networking, capacity building, research, mobility and knowledge transfer.

Through eight thematic forums, a wide range of activities, events and projects, ENCATC contributes to the **professionalization and sustainability of the cultural sector**. It also stimulates innovative thinking by researching 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 curricula, services and business concepts based on these scenarios.

ENCATC actively **encourages the mobility** of educators, students, artists, cultural operators across sectors and among countries because this experience is invaluable for capacity development, for the internationalisation of careers and for the achievement of the Europe 2020 objectives.

ENCATC is a nexus for strategic partnerships among individuals and organisations including international and European institutions, governments, business, civic and academic institutions fostering initiatives that brings diverse disciplines and domains. Representing all disciplines in the arts and culture, over the past ENCATC has established strong partnerships with major international and European institutions, organisations and networks in Europe and worldwide.

#### > ENCATC'S MISSION SINCE 1992

*"To stimulate the development of cultural management and cultural policy education in Europe and beyond, engaging and responding to new developments in politics, economics, societies and technology."*

#### > ENCATC'S AIMS IN 2012

- Promote excellence in culture and education policies
- Create professional opportunities in the field of culture and education
- Facilitate knowledge transfer and faster adjustment
- Making the European research area more competitive

#### > ENCATC'S 5 STRANDS OF ACTIVITY

To achieve our aims in 2012 we regrouped our activities and actions along the following complementary strands of work:

## > How did we accomplish our mission?

ENCATC has 5 stands that guided our actions and activities in 2012



### Developing & Influencing Policies

#### 1. Developing and influencing policies

ENCATC **engages in advocacy actions** through partnerships, advices, policy recommendations, consultations, meetings with institutions and public speeches. Since 20 years, ENCATC is a key partner for constructive dialogue with UNESCO, the Council of Europe, the European Commission, the European Parliament and Member States. Since 2008, ENCATC is an active member both of the European Platform for “Cultural and Creative Industries” and “Access to Culture”. Additionally, in 2011, to press Europe to invest more in cultural heritage, ENCATC joined the Alliance 3.3 and continued to participate in 2012.

#### 2. Networking

ENCATC **provides** educators, researchers, students, artists, cultural operators and policy makers with a number of **opportunities to meet, initiate long lasting partnerships and projects and exchange experiences, methodologies, curricula, pedagogy and practices**. ENCATC **creates bridges** for cooperation between stakeholders from the educational, economic and cultural sectors to prove its strong belief that meaningful partnerships are the foundation for success and enable institutions and people to make continuous improvements.

#### 3. Building capacities

ENCATC **offers its members opportunities to enhance and strengthen their knowledge, skills, competencies and abilities** through a wide range of **activities and projects**. 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**. To foster the **reform and modernisation of the education systems ENCATC manages a number of mobility programs and run a mobility Fund** and publishes the **PRAXIS newsletter**.

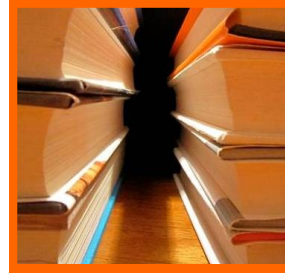
#### 4. Strengthening the European Research Area



### Networking



### Building Capacities



### Research



### Building Knowledge Societies

ENCATC promotes access, publishes and widely disseminates research in cultural management and cultural policy. 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 strengthening the European Research Area ENCATC manages the **Cultural Policy Research Award** and an annual **Forum for young researchers**. It also publishes a **Journal** on cultural management and cultural policy, the **Scholars** and organises an annual **Research Session** for established and emerging researchers on cultural management and cultural policy.

#### 5. Building knowledge societies

ENCATC transforms information into knowledge. It creates, collect and disseminate information inside and outside the network through a number of tools including a **monthly newsletter**, a constantly updated **website**, **blogs**, **social networks**, a **Journal**, **publications (ENCATC Book Series)** and an **e-bulletin**. Since its creation, ENCATC has significantly improved access to worldwide bibliographies on arts and cultural management and cultural policy.

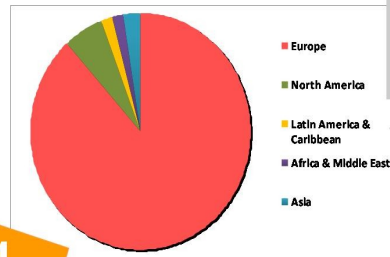
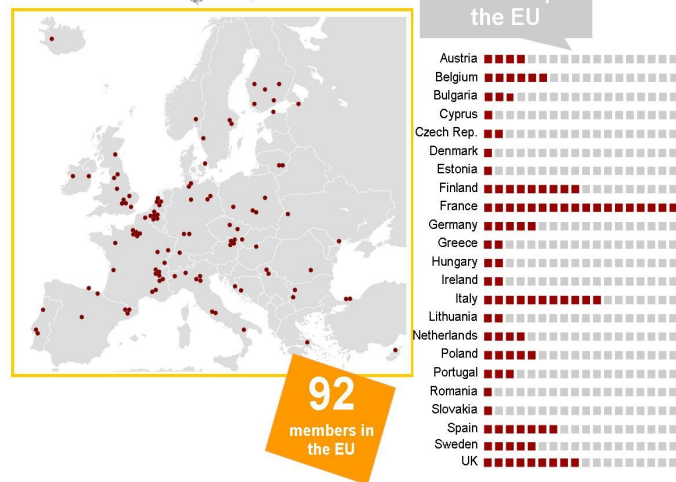
## > LOOKING AHEAD: ENCATC STRATEGIC PLAN 2013-2017

In 2012 ENCATC began drafting its strategic plan for 2013-2017. It is based on:

1. **Professionalize the sector and make it sustainable** by offering high quality learning programmes
2. **Internationalize the careers** of academics, researchers, students, artists and cultural operators by offering them tailor made mobility programmes and networking events
3. **Build strategic partnerships to overcome the crisis** by bringing together representatives from education, cultural industries and business sectors in a number of activities and projects

## > Who were our members in 2012?

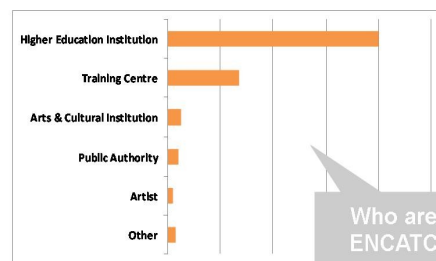
ENCATC members represent higher education institutions, training centers, arts and cultural organizations, public authorities providing education and training in cultural management and cultural policy



21 New members in 2012

### Membership outside the EU

- Armenia
- Brazil
- Canada
- Croatia
- Iceland
- Japan
- Norway
- Russia
- Serbia
- Singapore
- South Africa
- Switzerland
- Syria
- Turkey
- Ukraine
- UAE
- USA



29 members outside the EU

121 Membership total

### ENCATC MEMBERS BY COUNTRY IN 2012

#### Armenia

Anna Panoian

#### Austria

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

#### Belgium

ICHEC Brussels Management School  
 Fondation Marcel Hicter  
 Ministère de la Communauté Française Wallonie-Brussels / Observatoire des Politiques Culturelles

SmartBE Association des métiers de la création

University of Antwerp

BOZAR, Centre for Fine Arts of Brussels

#### Brazil

Centre for Advanced Studies in Integrated Conservation, Federal University of Pernambuco

#### Bulgaria

ESSBTI (Ecole Supérieure Spécialisé de Bibliologies et Technologies Informatiques)  
 SWU - South West University 'Neofit Rilski'  
 Foundation for Urban Projects and Research (FUPR)

**Canada**

HEC Montreal  
University of Toronto - Scarborough

**Croatia**

Prokultura - Observatoire des politiques culturelles

**Cyprus**

Kakia Castelli

**Czech Republic**

Janacek Academy of Music and Performing Arts in Brno

Theatre Faculty of Academy of Performing Arts

**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 (TAKU)

Turku University of Applied Sciences

University of Jyväskylä

**France**

AGECIF

Conseil Régional Nord-Pas de Calais

Ecole Nationale Supérieure des Arts et Techniques du Théâtre (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 (UVSQ)

Cécile Doustaly - Université de Cergy Pontoise

Group EAC: Ecoles d'arts et de culture

**Germany**

BBW - Akademie für betriebswirtschaftliche Weiterbildung GmbH

Fachhochschule Potsdam

Institut für Kulturkonzepte Hamburg e.V

Institut für Kultur-und Medienmanagement Hamburg (KMM)

Pädagogische Hochschule Ludwigsburg

**Greece**

Mesogelako Symvouleftiko Systema LTD

Panteion University

**Hungary**

Budapest Observatory

Pázmány Péter Catholic University

**Iceland**

Bifröst University

**Ireland**

National University of Ireland at Galway

UCD - University College Dublin

**Italy**

Fondazione ATER Formazione  
 Fondazione Fitzcarraldo  
 University of Bologna  
 University of Catanzaro  
 University of Ferrara  
 Istituto Luigi Sturzo  
 Libera Università di Lingue e Comunicazione IULM  
 City Council of Genoa, City Development and Culture  
 Melting pro. Laboratorio per la cultura  
 SDA Bocconi School of Management  
 Politecnico di Torino

**Japan**

National Graduate Institute for Policy Studies

**Lithuania**

Lithuanian Cultural Administration Training  
 Vilnius Academy of Fine Arts

**Netherlands**

Cultuur-Ondernemen/Culture-Entrepreneurship  
 Hogeschool van Amsterdam  
 Kodex Advisory  
 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  
 Adam Mickiewicz University of Poznan, ROK  
 AMU Culture Observatory, Institute of Cultural Studies

**Portugal**

Catarina Van Pinto  
 SETEPÉS FORMAÇÃO /EDUCATION  
 Universidade Lusófona de Humanidades e Tecnologias / Instituto Politécnico do Porto

**Romania**

Centre of Professional Training in Culture

**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)

**South Africa**

University of the Witwatersrand

**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  
 Universitat de València  
 Fundacion Iberoamericana de las industrias culturales y creativas (FIBICC)

**Sweden**

DIK Association  
 Nätverkstan  
 Södertörn University College Högskola in Huddinge



Karlstad University  
Lunnevals folkhögskola

**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)  
Istanbul Moda Academy

**Ukraine**

Centre for Cultural Management  
KusiCreaVision NGO  
Youth Unit of Artists at the NGO "KATKA"

**United Arab Emirates**

Higher Colleges of Technology

**United Kingdom**

Anglia Ruskin University  
City University in London  
Geoffrey Brown  
Goldsmiths, University of London  
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  
Carnegie Mellon University  
Boston University



**ENCATC Brussels Office**

**2** Full-time experienced staff

**1** Half-time administrative support

**7** Trainees

**> How did we accomplish so much?**

ENCATC was able to implement its ambitious 2012 working programme thanks to:

**7**

**ENCATC Board members**

**6**

**ENCATC Ambassadors**

**121**

**ENCATC members in 39 countries in Europe and beyond**

**9**

**Thematic Area Chairs**

## > Who was on the ENCATC Board in 2012?

						
<b>Cristina ORTEGA</b> University of Deusto, Spain	<b>Manuele DEBRINAY-RIZOS</b> ENSATT, France	<b>Gerald LIDSTONE</b> Goldsmiths, University of London, United Kingdom	<b>Annick SCHRAMME</b> University of Antwerp, Belgium	<b>Fabio DONATO</b> University of Ferrara, Italy	<b>Jaakko PITKANEN</b> Mikkeli University of Applied Sciences, Finland	<b>Blanka CHLÁDKOVÁ</b> JAMU, Czech Republic



					
<b>François COLBERT</b> HEC Montréal, Canada	<b>Dennis RICH</b> Columbia College Chicago, USA	<b>Claire GIRAUD-LABALTE</b> Université Catholique de l'Ouest, France	<b>Donato GIULIANI</b> Conseil Régional Nord-Pas de Calais, France	<b>Ihor SAVCHAK</b> Center for Cultural Management, Ukraine	<b>Didem ÇAKAR</b> Çekül Foundation, Turkey

## > Who were ENCATC ambassadors?

## > Who were our supports and partners in 2012?

ENCATC continues to be a nexus for strategic partnerships among individual, national, European and international institutions



## > Who did we collaborate with in 2012?

ENCATC was also partners with other cultural organizations to implement its activities. In 2012 ENCATC had an additional 37 partnerships in 12 countries

Asia House (UK) ▪ A Soul for Europe (DE) ▪ Académie royale de langue et de littérature françaises de Belgique (BE) ▪ Art2Work (BE) ▪ Association Marcel Hicter (BE) ▪ The British Council (UK) ▪ Centre International pour la Ville, l'Architecture et le Paysage - CIVA (BE) ▪ Cockpit Arts (UK) ▪ Confucius Institute (UK) ▪ European Festivals Association (BE) ▪ Europa Nostra (BE) ▪ Euro Topics (DE) ▪ European House for Culture (BE) ▪ European Union National Institutes for Culture - EUNIC (BE) ▪ FelixMeritis (NL) ▪ Flanders Fashion Institute (BE) ▪ Flemish Government (BE) ▪ Future for Religious Heritage (BE) ▪ Goldsmiths, University of London (UK) ▪ Helsinki Metropolia University of Applied Sciences (FI) ▪ International Festival of Theatre Schools ENCOUNTER (CZ) ▪ Janacek Academy of Music and Performing Arts (CZ) ▪ Koninklijke Vlaamse Academie van België (BE) ▪ Master in Cultural Management of University of Ferrara –MuSeC (IT) ▪ Monocle Magazine (UK) ▪ Permanent Representation of the Republic of Slovenia to the European Union (SI) ▪ Prokultura Split (HR) ▪ Sadler's Wells Theatre (UK) ▪ Stephen Lawrence Centre (UK) ▪ Stiftelsen Riksbankens Jubileumsfond (SE) ▪ Tate Modern (UK) ▪ Transit Projectes (ES) ▪ Trinity Laban Conservatoire of Music and Dance (UK) ▪ University of Antwerp (BE) ▪ Université Catholique de l'Ouest (FR) ▪ University of Kent (UK) ▪ Utrecht School of the Arts (NL)

## > What key areas did we work in?

In 2012 ENCATC continued its 8 Thematic Areas that represent the interests of our members and stakeholders



Museums in Europe



Performing Arts Management



Understanding Heritage



Monitors of Culture



Urban Management



Arts and Health



Europe International



Creative & Cultural Industries

## > What kind of activities did we offer?

Throughout the year ENCATC organised an Annual Conference, seminars, study visits, policy debates, roundtables and learning academies.

In 2012, ENCATC organised 30 activities and events in 14 cities in 12 countries that attracted more than 1,800 participants from 44 countries!

7 Study visits were organised to some of London's flagship cultural institutions. And 2 study visits were organised in the framework of the Summer School in Fashion Management.

**30**  
Activities & events

**9**  
Study Visits

**1**  
Academy on Cultural Relations & Diplomacy

**2**  
International conferences

**5**  
Seminars

**1**  
Policy Debate

In addition to the ENCATC Annual Conference "Networked Culture" held in London from 12-14 September, ENCATC also co-organized the "Brussels Conversations" in partnership with the European House for Culture members.

*... and much more!*

## > How many beneficiaries did we impact?

Through our direct contact with members and stakeholders and thanks to dissemination through the communication channels of our partners and radio programmes, in 2012 ENCATC was able to reach millions of educators, academics, researchers, cultural operators, policy makers, students and the general public.



Ivan Walsh CC BY 2.0

<b>1,217,222</b>	Cultural operators & stakeholders
<b>1,150,040</b>	Press & media
<b>264,932</b>	International & European organisations
<b>175,448</b>	Online followers
<b>120,165</b>	Researchers & academics
<b>40,153</b>	Artists
<b>30,897</b>	Early career / young cultural policy researchers
<b>129,198</b>	General public
<b>8,372</b>	ENCATC members & students
<b>4,000</b>	Mailing databases
<b>1,135</b>	Higher Education institutions

# 3,141,562

Source: ENCATC Impact Assessment 2012

## > Why was 2012 an important year?

In 2012 ENCATC celebrated its 20<sup>th</sup> Anniversary. Since its creation in 1992 the network has grown to reach hundreds of members in Europe and across the globe. The 20th ENCATC Annual Conference, "Networked Culture" was a joyous occasion to celebrate this landmark event. Here are some highlights from the event, but to learn more see pages 19-23.



"ENCATC has been a real central story, first at the European level and later on worldwide."

- Osmo Palonen  
Sibelius Academy Continuing  
Education Centre (Finland)

Board member  
1999-2001/2003-2005



"What I really like are the many thematic areas in our network."

- Hermann Voesgen  
Fachhochschule Potsdam  
Kulturarbeit (Germany)

Board member 2001-2007



"I was one of the core founders. At that time we were really isolated actually, there were not so many European wide-range training programs, and we thought that was really important to make something together."

- Jean-Pierre Deru  
Fondation Marcel Hicter (Belgium)

Board Member 2003-2007

"I was lucky to attend the Annual Conference as an ENCATC intern. Not only did I take part in all the activities, but I also have some new insights for my own research. I had the opportunity to follow Rod Fisher's talk on Cultural Diplomacy. It was inspiring and gave me the missing puzzle for my Master thesis."

- Mayra Lopes, ENCATC Trainee from Brazil and studying at the University of Deusto





"Thank you so much ENCATC for all the joy, happiness, and improvement in my professional life which I owe to you."

- Lidia Varbanova  
John Molson School of Business,  
Concordia University (Canada)

Board Member 1996-2000

"Besides the lectures and the interesting themes, linked to my working field in cultural project management and training, what I most enjoy from the conference is the warm and friendly atmosphere. Meet old colleagues, make new encounters... if you want to challenge your networking skills it's an easy place to start. At the end I always come out with new ideas and a load of visiting cards."

- Antonia Silvaggi  
MeltingPro (Italy)

new ENCATC member in 2012





"I would like to thank ENCATC for the great time I had in London! The keynote speakers were very inspiring and the study visits in the East London provided me with a lot of perspectives on urba/cultural revitalisation, creative industries and community development."

- Olha Kotska  
Centre for Cultural Management  
(Ukraine)

## STRAND 1 DEVELOPING AND INFLUENCING POLICIES



Xaf CC BY 2.0

ACTIVITY IMPLEMENTED IN 2012	DETAILS
<p data-bbox="177 752 469 819"><b>European Platform Access to Culture</b></p> 	<p data-bbox="549 752 1466 992">ENCATC has been an active member of the <a href="#">Access to Culture</a> 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 &amp; Creation, and Education &amp; Learning. The Platform’s mandate is to produce concrete political recommendations on how to enable, sustain and increase participation in culture</p> <p data-bbox="549 1010 1466 1099">In 2012, ENCATC’s General Secretary, a member of the Platform’s Advisory Group, held an active role to mediate and advise the spokesperson, the WG leaders and secretariat on the Platform’s overall strategy.</p> <p data-bbox="549 1117 1466 1178">Furthermore, ENCATC provided concrete input to the work done by the Platform and by the OMC group “Access to Culture” by:</p> <ul data-bbox="549 1196 1466 1563" style="list-style-type: none"> <li>▪ Attending all the meetings;</li> <li>▪ Drafting of an article on behalf of the working group “Education and Learning - Platform access to culture – on “the Education and access to digital culture: The current situation and future directions for European culture”, Dec 2012;</li> <li>▪ Sharing knowledge, information and best practice with members of the Platform and the OMC group;</li> <li>▪ Actively participating in the drafting of an evaluation for the platform;</li> <li>▪ Providing expertise at two meetings of the OMC Group Access to Culture (one presentation of one policy paper and one best practice).</li> </ul>
<p data-bbox="156 1615 496 1756"><b>European Platform on the potential of the cultural and creative industries</b></p> 	<p data-bbox="549 1615 1466 1765">Since 2008, ENCATC has been an active member of the European Platform on the potential of the cultural and creative industries. During the year 2012, ENCATC continued to follow up on this Platform’s activity through a continuous debate with its members, the European Commission, national governments, as well as the main actors involved in this issue.</p> <p data-bbox="549 1783 1166 1812">Concretely, ENCATC contributed to the platform by:</p> <ul data-bbox="549 1830 1466 2069" style="list-style-type: none"> <li>▪ Co-shaping the agenda and attending all the meetings;</li> <li>▪ Actively participating in the drafting of an evaluation for the platform;</li> <li>▪ Sharing knowledge and information with members of the Platform thus giving them access to cutting edge information on articles, research and publications on this topic. (The dedicated ENCATC blog and Google Group on cultural industries was relevant for the achievement of this goal.)</li> </ul>



## UNESCO



In 2012, after an open competition, ENCATC was granted the title of UNESCO partner NGO. Holding this status, ENCATC in 2012 had the opportunity to make a written contribution to the UNESCO Consultation of Members States as well as of intergovernmental organizations (IGOs) and international nongovernmental organizations (NGOs), on the preparation of the draft medium-term strategy for 2014-2021 (37 c/4) and the draft programme and budget for 2014-2017 (37 c/5).

ENCATC was also invited to attend the UNESCO international Conference of NGOs in December 2012 in Paris for a presentation and discussion to draft the resolution and to draft the collective contribution to the drawing up of draft 37 C/4 and draft 37 C/5).

## Council of Europe



ENCATC has a longstanding relationship with the Council of Europe. The network has long held the status of "Observer" to the Council of Europe's [Steering Committee for Culture](#) - a status bequeathed to only four NGOs in the world.

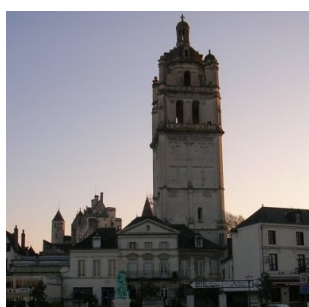
On 14-16 May 2012 in Strasbourg, France, ENCATC actively participated in the Steering Committee for Culture meeting also with the other **47 Member States**.

## European Commission and Creative Europe



In response to the European Commission's proposal in 2012 for the [Creative Europe](#) programme (2014-2020), ENCATC wrote [one policy paper](#). In order to provide an overall view of the arts cultural sector's response to this programme, ENCATC also collected more than [15 position papers](#) written by cultural and regional authorities representing a wide range of interests across the sector.

## Platform European Heritage Alliance 3.3.

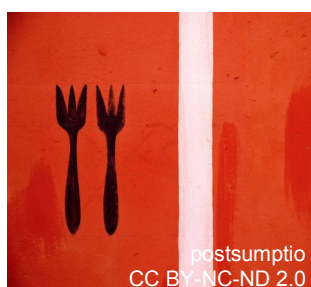


The [European Heritage Alliance 3.3](#) was launched in June 2011 by **27 European and International networks and organisations** active in the field of cultural heritage. It brings together Europe's civil society organisations, historic regions, cities, towns and villages, museums, (private) owners of historic buildings, cultural landscapes and collectors of artifacts, educators, town planners, heritage professionals and volunteers.

In 2012, ENCATC continued to work together with members of the Alliance to promote the untapped potential of Europe's cultural heritage – responding to an urgent need to obtain explicit recognition within EU policy priorities of the crucial contribution cultural and natural heritage can and does make to realising Europe's potential, economically, environmentally, socially and indeed culturally.

ENCATC was an active contributor to the drafting of the project, "Cultural Heritage Counts for Europe" together with the members of the Alliance 3.3 on cultural heritage. (This project was selected for funding in 2013-2014.)

## ENCATC Lunchtime Talks



**11 June 2012 // Brussels, Belgium**

*This event is part of a series of inspiring lunch talks started for the first time by ENCATC in 2011.*

The Lunchtime talks on **"Fostering Cooperation between Culture, Education and Business Sectors"** was a closed roundtable, organised by ENCATC to bring **13 representatives** from **4 countries** representing the interests of the cultural, education and business sectors to identify concrete synergies and actions that could be initiated and implemented together in the next three years.

### Policy Debate:

#### “Responding to the crisis with culture: Towards new models of governance for the cultural sector”



6 July 2012 // Brussels, Belgium

This Policy Debate focused on the economic crisis and its impact on the current models of governance and management of the cultural sectors in Europe was attended by **59 artists, researchers, representatives** of European and national public institutions, consultants from **17 countries**. The debate strove to find solutions for the development of an activity in the creative sector could participate in building a common project.

The expert debate panel included: Fabio Donato, University of Ferrara (Italy); Donato Giuliani, Regional Initiative's Project, Nord-Pas de Calais (France); Gerald Lidstone, Goldsmiths, University of London (United Kingdom); Lise Lyck, Copenhagen Business School (Denmark); Jaakko Pitkänen, Mikkeli University of Applied Sciences (Finland); and Annick Schramme, University of Antwerp (Belgium). Professor and economist Fabio Donato, who has also co-written an article with Professor Lluís Bonet for the ENCATC [Journal of Cultural Management and Policy](#) entitled “*The Financial Crisis and its Impact on the Current Models of Governance and Management of the Cultural Sector in Europe*” ([Vol. 1, Issue 1](#)), had this to say: “*This is mainly an ethical crisis tied to behaviours and tied to values. [...] During the last ten years we keep on considering culture as an engine for economy, a function or instrument for something else. We need culture first of all for our capabilities and our values.*” The debate panel also discussed the role of creative education, European solidarity, the impact of the crisis at the regional and local level, and the need to change governance and management model of cultural organisations. One panelist summed it up best with a quote from Einstein, “*The thinking it took to get us into this mess is not the same thinking that is going to get us out of it.*”

This event was also an excellent networking opportunity for participants from around Europe, but also from as far as away as Hong Kong, Kazakhstan, Palestine, Singapore, Thailand and the United States to expand their professional contacts since participants were not only The policy debate was organised by ENCATC and hosted by CIVA, Centre International pour la Ville, l'Architecture et le Paysage in Brussels.

To learn more about this policy debate, see ENCATC [Digest Issue N° 6, page 5](#).

### Providing Expertise



As a network of Higher Education institutions, cultural institutions, regional and municipal authorities, ENCATC was solicited to **provide expertise** at major international conferences and events.

In 2012, ENCATC Board members, ENCATC Ambassadors and experts shared their knowledge and expertise at **47 events in 20 countries** in Europe and beyond including China, Georgia, Singapore, the United States, Taiwan, and Turkey.

**STRAND 2****NETWORKING: PROVIDING EDUCATORS, RESEARCHERS, CULTURAL MANAGERS AND POLICY MAKERS WITH OPPORTUNITIES TO MEET, SET UP PARTNERSHIPS AND PROJECTS**

ACTIVITY IMPLEMENTED IN 2012	DETAILS
<p><b>20<sup>th</sup> ENCATC Annual Conference</b> <b>“Networked Culture”</b></p> 	<p><b>12 September 2012 // London, UK</b></p> <p>From 12-14 September in London, ENCATC celebrated its 20<sup>th</sup> anniversary with its Annual Conference “Networked Culture”. Over <b>160</b> ENCATC members, academics, researchers, cultural operators, policy makers and students from <b>34 countries</b> in Europe and beyond participated in the <b>3-day event</b> to listen to experts on the three conference themes of cultural networking, cultural and external relations, and cultural and creative industries.</p> <p>This outstanding international event aimed to reflect on three key themes: <b>Cultural and Creative Industries, Cultural and External Relations, and Networking</b>. In order to look and respond to a changing global environment with innovative thinking and practices, we wanted to create opportunities to listen to expertise from leading experts in their fields, policy developments from EU representatives, real-life experiences from cultural operators, theory from academics and emerging trends from researchers. The conference’s ambitious programme included <b>3 keynote speeches, 3 debates, 5 cultural seminars, 6 parallel research sessions, 7 study visits, 2 teaching methodology sessions, 4 project presentations, and numerous case studies</b>. The wealth of knowledge and expertise offered in this diverse and exciting programme aimed to facilitate reflection and exchange on topics that matter most to those engaged or impacted by arts and cultural management and policy education.</p> <p>This initiative was implemented by ENCATC in partnership with Goldsmiths, University of London. The event was organised under the patronage of UNESCO and with the support of the European Commission.</p> <p>Read the <a href="#">20<sup>th</sup> ENCATC Annual Conference Report “Networked Culture”</a>.</p>
<p><b>Annual Conference Seminar:</b> <b>“From the State to the Commercial, New Models of Cultural Relations and Diplomacy”</b></p> 	<p><b>13 September 2012 // London, UK</b></p> <p>Governments around the world invest millions to promote their language and culture to others, but are they always the most effective in reaching their target audience? Are there more effective avenues to accomplish such a task? Could actions taken by the independent/private sector be more effective in cultural relations and diplomacy than those undertaken by government bodies?</p> <p>Gerald Lidstone, chair of the ENCATC Thematic Area, “Europe International” and Director of the Institute for Creative and Cultural Entrepreneurship (ICCE) was joined by his colleague, Rod Fisher, Director of International Intelligence on Culture, to lead the seminar entitled “From the State to the Commercial, New Models of Cultural Relations and Diplomacy” to answer such questions. The seminar aimed to explore the role current cultural relations and diplomacy and how it can be employed most effectively. To provide further insight, two experts were invited to share their experiences with state vs. private actions and how they see cultural relations and diplomacy in this context.</p> <p>To read a full description of the seminar and main outcomes and recommendations, consult the <a href="#">2012 ENCATC Annual Conference report</a>, page 15.</p>

### Annual Conference Seminar:

#### “The Cultural Dimension of the Olympic Games”



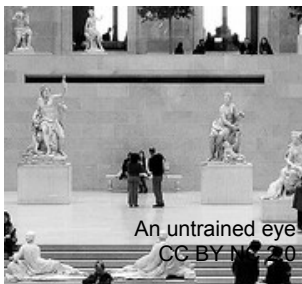
**13 September 2012 // London, UK**

This seminar, co-produced by ENCATC Thematic Areas “Monitors of Culture” and “Urban Management and Cultural Policy of Cities”, aimed to explore and discuss questions relevant to the role of cultural policies in the context of a global mega-event like the London Olympic Games. Chairs, Cristina Ortega from the University of Deusto and Svetlana Svetlana Hristova, SWU-South West University 'Neofit Rilski' were joined by Beatriz Garcia, Head of Research at the Institute of Cultural Capital, University of Liverpool, United Kingdom who shared her expertise in evaluating the impact and added value of the London 2012 Olympics and Paralympics. For this seminar she shared her knowledge with seminar participants on the Olympics as a mega event and catalyst of change, and also gave some references to other events, suggesting to learn from each other – as neither of them are perfect nor have the perfect formula.

To read a full description of the seminar and main outcomes and recommendations, consult the [2012 ENCATC Annual Conference report](#), page 17.

### Annual Conference Seminar:

#### “Digital interpretative resources for Museums and Galleries”



**13 September 2012 // London, UK**

What do we actually know about the role and use of technological devices as interpretative tools in museums and galleries? Are they building a different image visitors have of these places and the collections they house? By developing such tools what are the main objectives? Will their existence and use improve accessibility and enlarge the audience?

The seminar, co-produced by ENCATC Thematic Areas “Understanding Heritage” was led by Anne Krebs from the Louvre Museum and Chair of the ENCATC Thematic Area “[Museums in Europe](#)” and aimed to answer some of these questions using the Louvre as an example and how it uses digital interpretative resources in its spaces. With approximately 60,600 square meters of floor space to display its collections to the public, the Louvre museum uses technology devices to support learning and access. To uncover the potential benefits derived from these tools, over the course of six years, the Louvre conducted 17 studies including interviews, observations and questionnaires.

To read a full description of the seminar and main outcomes and recommendations, consult the [2012 ENCATC Annual Conference report](#), page 19.

### Annual Conference Seminar:

#### “Peer to peer, developing creative entrepreneurship through peer to peer networking”

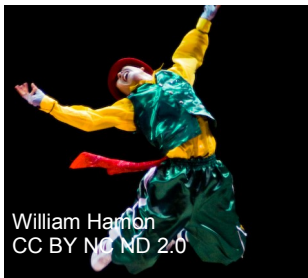


**13 September 2012 // London, UK**

This highly interactive seminar co-produced by the “Cultural and Creative Industries” Thematic Area discussed how creative entrepreneurship can be developed using peer networking in Higher education and in the creative and cultural industries. The agenda focused on group learning, action learning and peer mentoring techniques to help creativity have a greater impact. Why do so many artists give up on their careers too soon? According to Professor Prime, Director of the MA “Creative and Cultural Entrepreneurship” at Goldsmiths, University of London, many artists with a promising career abandon their dream due to frustration, or “burn out” - not a lack of talent. These feelings of frustration stem primarily from money and isolation.

To read a full description of the seminar and main outcomes and recommendations, consult the [2012 ENCATC Annual Conference report](#), page 21.

**Annual Conference Seminar:**  
**“Innovative training approaches and methodologies in performing arts management teaching”**



William Harmon  
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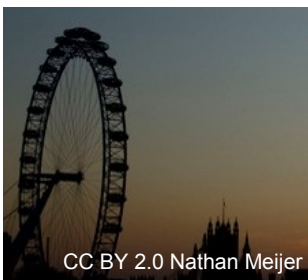
**13 September 2012 // London, UK**

Co-produced with the ENCATC “[Performing Arts Management](#)” Thematic Area, this seminar took a deeper look at the balance between theoretical education and practical projects used to teach performing arts management. The seminar also explored innovative training approaches and innovative educational curriculum.

Discussion brought different perspectives and examples of key elements in the educational process. These views tended not so tied to the organisational platform of study programmes (i.e. whether they are part of large universities or whether they are implemented in the academies together with artistic study programmes), but linked to the historical and geographic context of performing management education. The seminar’s discussion and enriching examples from the participants offered different teaching methodologies in different countries and opened new perspectives.

To read a full description of the seminar and main outcomes and recommendations, consult the [2012 ENCATC Annual Conference report, page 23.](#)

**Annual Conference Study Visits**



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**14 September 2012 // London, UK**

Inviting conference participants to acquire first-hand experience and speak with London-based cultural managers and operators, ENCATC organised seven study visits to some of the city’s flagship cultural centers and players.

These organizations were chosen for their renowned reputation as a key cultural player and to compliment the conference’s theoretical knowledge and examples presented in the framework of the three themes or the themes of the Thematic Area seminars. This was an opportunity to open a dialogue about real practices, methodologies, policies and initiatives being implemented in UK’s cultural field. Furthermore, the study visits were an occasion to network with UK cultural operators, open new perspectives and foster intercultural dialogue and mutual understanding between cultural stakeholders from over 39 countries.

**Annual Conference Study Visits:**  
**British Council**



www.britishcouncil.org

**14 September 2012 // London, UK**

This study visit to the [British Council](#) was chosen for the organisation’s longstanding excellent reputation as a facilitator of intercultural dialogue, international cooperation and a leader in cultural diplomacy working with millions of people in 100 countries. Annual conference participants were able to learn more in depth about the British Council’s policies and actions in cultural diplomacy, ask questions, gain new perspectives, and network with other conference participants from around the world who shared an interest in this topic.

**Annual Conference Study Visit:**  
**Asia House**



BlueAndWhiteArmy  
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**14 September 2012 // London, UK**

Also fitting in to the Annual Conference theme on “Cultural Diplomacy”, the [Asia House](#) was chosen as a study visit since it is the leading pan-Asian organisation in the United Kingdom and exists to build dynamic links with Asia which is important now more than ever. Study visit participants were provided with unique insights into culture, policy, business and education, and how Asia House promotes informed understanding and the mutual exchange of ideas, building stronger relationships between the diverse communities of Europe and Asia.

**Annual Conference  
Study Visit:  
Tate Modern**



**14 September 2012 // London, UK**

Not only is the Tate Modern one of London's flagship cultural institutions that attracts more than 4 million visitors each year. A study visit to the Tate Modern was also chosen to highlight it as an example of how a museum offer technological devices as interpretative tools to their audience. In addition from learning from this leading case study in digital technologies for museums, study visit participants were able to enjoy the UK's collection of modern and contemporary art from 1900 to the present and network with Tate Modern staff overseeing the visit.

**Annual Conference  
Study Visit:  
Stephen Lawrence  
Centre**



**14 September 2012 // London, UK**

A visit was organised to the [Stephen Lawrence Centre](#) as an example of an organisation fostering the cultural education and creative skills. Built in memory of the aspiring architect student murdered by a racist gang, the Centre was designed by architect David Adjaye. Each year it bestows the Stephen Lawrence Prize, established by the Royal Institute of British Architects in Lawrence's memory. Since then, thousands of young people from all over the United Kingdom have attended programmes ranging from evening music courses to long-running basic skills training.

**Annual Conference  
Study Visit:  
Cockpit Arts**



**14 September 2012 // London, UK**

A visit was organised to [Cockpit Arts](#) for its reputation as an award winning social enterprise and the United Kingdom's only creative-business incubator for designer-makers. Since they first started in 1986 they have helped thousands of talented craftspeople to grow their businesses, many of whom have gone on to achieve national and international success. An excellent example of an organisation fostering the cultural and creative industries, this study visit was an interesting opportunity for participants coming from all over Europe and beyond to learn another perspective on how to stimulate this sector and network with London-based CCI professionals.

**Annual Conference  
Study Visit:  
Trinity Laban  
Conservatoire of Music  
and Dance**



**12 September 2012 // London, UK**

[Trinity Laban Conservatoire of Music and Dance](#) is the United Kingdom's only conservatoire of music and contemporary dance. As leaders in music and contemporary dance education, they also provide exciting opportunities for the public to encounter dance and music, and access arts health programmes. Annual Conference participants were invited to learn from their highly expertised and experienced staff and take a tour of their world-class facilities housed in some of London's landmark buildings.

**Annual Conference  
Study Visit:  
Sadler's Wells Theatre**



**12 September 2012 // London, UK**

Chosen because it is the UK's leading dance house, a study visit to [Sadler's Wells Theatre](#) demonstrated its unique dedication to bring the very best international and UK dance to London audiences. This was an opportunity to hear how this London theatre produces, commissions and presents works of the highest standards that cross the boundaries between different art forms resulting in almost 70 productions commissioned and co-produced in the past five years.

**Conference:  
"Heritage and Public  
Policy of Education"**



**1 October 2012 // Hvar, Croatia**

Implemented in partnership with ENCATC member Prokultura- Split, this conference brought together **46 participants** representing the interests of local authorities, educators and heritage, to explore the relationship between the cultural and the educational sector, share practical issues and, foster collaboration in order to enhance synergetic efforts to promote the values of heritage in the cultural, educational and tourist sector.

Discussions during the conference accentuated the importance of exploration and interpolation of heritage related content in school curricula. In this context, one of the main goals of the Prokultura association is to explore and introduce new methods and knowledge into the existing educational system, in order to educate students with more knowledge about their heritage and identity. Roundtable participants also recognized the role of local heritage as a strong factor of international affirmation and its potential to boost economic development. At the time of this event, the latter was extremely important as Croatia was in the final stages to become part of the European integration project. Experts in attendance also stressed the important role of the local community in this context. In conclusion, it was agreed that cultural policies cannot be built without a continuous dialogue and joint effort between government, local authorities and professionals in their respective field of culture, education and economics.

To learn more about this conference, please refer to ENCATC [Digest N°8, page 7](#).

**Brussels Conversations  
2012 Conference  
"Cultural Coalition for a  
Citizens' Europe"**



**16-17 November 2012 // Brussels, Belgium**

Gathering **90 EU representatives, policy makers, researchers, academics, cultural operators, and artists from 15 countries**, this **2-day** conference discussed the future of the European project and the citizen's role in making it a reality. The cultural backgrounds of European citizens are an integral part of a cultural process that will mark the change from national to European solutions to the complex issues surrounding contemporary life and their practice will lead to a new balance of power between the citizens and powerful stakeholders. The debate moved beyond the theoretical-legal-philosophical discussion and showed that citizenship and its cultural component is something we should practice in our daily lives. It also emphasized that arts and culture do not only bring "added value" to citizenship and governance, but are the core, the driving force, which allow and push us to re-evaluate these concepts, thus strengthening democracy and human rights. Finally, the discussions established a link between culture and citizenship and the crises that are currently affecting Europe: financial, economic, social, environmental, as well as a "loss of direction."

To read more about this conference in the ENCATC [Digest N°9, page 7](#).

Watch [6 video interviews](#) with a selection of panelists to hear their point of view on the status of citizenship in Europe today and the role of culture in this context.

**European Project:  
European House for  
Culture**



**January - December 2013 // Brussels, Belgium**

The [European House for Culture](#) is a cultural organisation initiated by the European Festivals Association (EFA) in 2008. ENCATC is one of the founding members of the House.

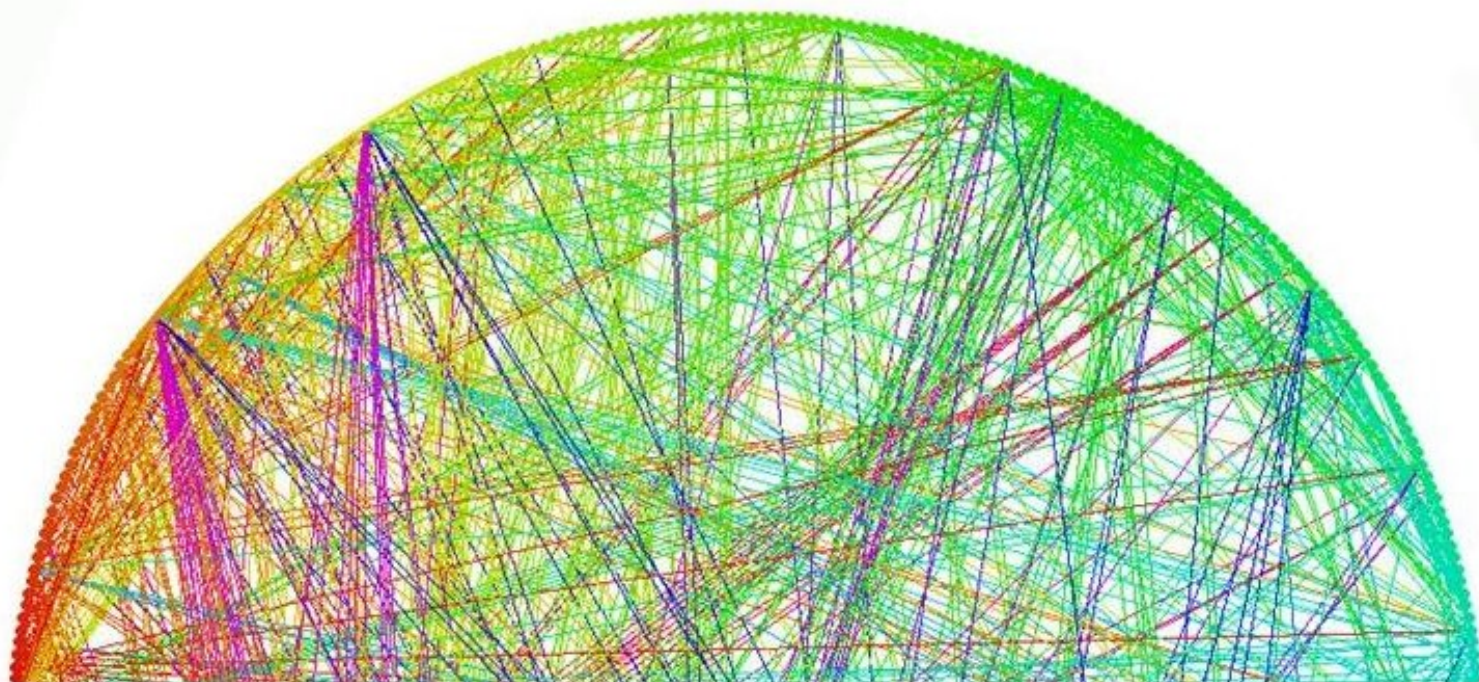
The mission of the European House for Culture (EHfC) is twofold: to be a House of Welcome – a meeting and working place for networks and initiatives which relate to the cultural sector; secondly, the House aims to give the cultural sector in Europe a visible space in order both to facilitate networking among the cultural organisations sharing the same space and to facilitate a stronger voice of the cultural sector in the European decision-making process.

In 2012 ENCATC continued to be an active member by attending monthly breakfast meetings and partnering for the Brussels Conversations Conference 2012 “Cultural Coalition for a Citizens' Europe”. For more information on ENCATC's involvement in this co-organised event, see page 23.

## > What is the reality of networking in today's world?




“ We need to challenge the traditional "egocentric" way we think about our personal and professional networks. In reality we live a tsunami of connections we cannot see. ”

-Dr. Karen Stephenson during keynote speech on “Networking” at the 20th ENCATC Annual Conference “Networked Culture” 12-14 September 2012 in London





## STRAND 3 BUILDING CAPACITIES: OFFERING OPPORTUNITIES TO ENHANCE AND STRENGTHEN KNOWLEDGE, SKILLS, COMPETENCES AND ABILITIES

ACTIVITY IMPLEMENTED IN 2012	DETAILS
<p><b>Setkani / Encounter 2012 Festival</b></p>  <p>© Pavel Nesvadba</p>	<p><b>10-14 April 2012 // Brno, Czech Republic</b></p> <p>For the first time in 2012 ENCATC was a partner of the <a href="#">SETKÁNÍ/ENCOUNTER</a> – an international festival of theatre schools organised at Theatre Faculty of Janáček Academy of Music and Performing Art in Brno. The <b>5-day</b> festival welcomed <b>9 student theatre groups</b> coming from all over the world including arts and theatre schools in South Korea, South Africa, the United States and Colombia who performed to an audience of <b>470 attendees</b>. <b>20 performances</b> were scheduled over the course of 5 days and concluded with the “Marta” Award Ceremony for the best artistic achievements chosen by the festival’s jury made up of leading theatre experts. Organised along side the festival’s theatre performances was a series of interesting workshops on topics such as folklore and non verbal artistic performance.</p> <p>Learn more about the festival in the ENCATC <a href="#">Digest N°4, page 3</a>.</p>
<p><b>Performing Arts Management Workshop</b></p> 	<p><b>11-12 April 2012 // Brno, Czech Republic</b></p> <p>Organised in the framework of the SETKÁNÍ/ENCOUNTER and co-produced by ENCATC <a href="#">Thematic Area “Performing Arts Management”</a>, this workshop gathered <b>33 teachers, lecturers, researchers and students</b> to focus on teaching methodology and research in the performing arts.</p> <p>Participants discussed how to connect theory and practice in the field of arts management as part of the regular curriculum in higher education and contribute the working based methodology used in different countries to educate arts managers. Smaller, parallel workshops were organised to discuss curricula, teaching methods, tools and references used in lectures as well as the profile of the art manager of the 21<sup>st</sup> century and which arts management education courses would best prepare this profile. The groups came together for a final plenary session to present their results and conclusions. The workshop resulted in raising new questions such as how to implement Q-ram (qualification framework) into art management programmes, improve connections of practical student projects with theoretical lectures, and improve evaluation criteria to grade a student’s work.</p> <p>Learn more about this workshop in the ENCATC <a href="#">Digest N°4, page 5</a> and join the discussion on Performing Arts Management on its <a href="#">Google Group</a>.</p>
<p><b>Roundtable</b></p> <p><b>“Understanding Heritage: A case study of Ferrara and the Delta Po”</b></p> 	<p><b>11-12 April 2012 // Ferrara, Italy</b></p> <p>ENCATC held a Round Table “Understanding Heritage: A case study of Ferrara and the Delta du Po” which was co-produced with its <a href="#">“Understanding Heritage” Thematic Area</a>. This event aimed to discuss the importance of understanding heritage landscapes, their value and the specific case of Italy’s Delta du Po.” The Delta du Po is a prime example of how a cultural landscape can have a significant impact in the development of towns and regions. <b>25 participants</b> - a mix of cultural professionals, experts in art history, economics, management, museology and architecture, and university students, attended the event to hear Round Table experts discussed how to govern, manage and promote such landscapes and comparisons were made with France’s Loire Valley, which like the Delta du Po, is a UNESCO World Heritage site.</p> <p>Learn more about this roundtable in the ENCATC <a href="#">Digest, N°4, page 6</a> and join the <a href="#">Google Group</a> to get news about the latest trends and developments in heritage.</p>



## ENCATC / University of Kent International Arts Professionals Summer School



**2-6 July 2012 // Brussels, Belgium**

This Summer School, initiated by ENCATC in partnership with its member, the University of Kent, was an intense week of inspirational learning for **32 creative practitioners, arts managers and cultural project managers** interested in engaging with the current debates and research in the management of visual and performing arts organizations.

Cultural experts and professionals shared their expertise and perceptions of evolving business models in the arts, international collaboration and entrepreneurship, corporate support for the arts, the Creative Europe programme, the role played by civil society, and models of evaluation in arts and cultural organizations. With a diversity of cultural sectors represented and with participants coming from all over Europe, but as far as Hong Kong, Singapore, Thailand, Israel, and Palestine, this was an excellent opportunity to learn about new methodologies, practices, policies not to mention forge new ties for collaboration, projects and partnerships.

Learn more about the [International Arts Professionals Summer School](#).

## Summer School in Fashion Management



**27-31 August 2012 // Antwerp, Belgium**

This **five-day** intensive summer school, organised by ENCATC in partnership with our member, the University of Antwerp, gathered **56 summer school participants from 10 countries** received five days of intensive training in different fields of fashion management. Modules were led by national and international experts, such as Jennifer Craik, Karinna Nobbs and Franscesca Rinaldi. A wide variety of related topics were covered like brand management and communication, emerging trends such as guerrilla marketing and social media communication, fashion-specific problems such as investment, pre-financing and international finance, and marketing concepts such as segmentation, targeting and the marketing mix related to the business of fashion and luxury goods. Theoretical sessions, based on the latest academic research insights, were alternated with practitioner cases and company study visits that gave participants an exciting glimpse into the world of fashion and a behind-the-scenes look some of Belgium's top fashion organisations and businesses. Study visits took participants to Belgian designer Walter van Beirendonck, Delvaux, the oldest fine leather luxury goods company in the world and Van de Velde, which designs, produces and markets luxurious women's underwear for brands such as Marie Jo and Prima Donna.

To read more about the outcomes of the Summer School in Fashion Management, see ENCATC [Digest N°7, page 9](#).

## Conference: "Arts - Health - Entrepreneurship?"



**22-23 October 2012 // Helsinki (FI)**

This conference, organised in partnership with the Helsinki Metropolia University of Applied Sciences and co-produced by the ENCATC [Thematic Area "Arts and Health"](#), focused on the management and entrepreneurship within arts and health projects to answer such questions as: What skills and competencies are needed in the field? What does the field offer to arts/cultural operators? How to solve the challenge of funding and financing? The conference aimed to improve arts management aimed at professionals working in mediating positions between the artists and health sector as well as to provide an international forum for **68 academics, researchers, cultural operators, policy makers** for debating how to turn projects dealing with arts and health into sustainable practices, permanent products and stable employment.

Projects piloting new methods for using art based process to improve wellbeing of clients in social and health care sectors often being with an artist working in a care unit and mediators understanding both artistic and health care interests for co-operation. These projects have shown that in this setting the cultural operator needs to have good skills and specific competencies in order to make projects sustainable and successful.

Participants discussed challenges to improve arts management aimed at professionals working in intermediary positions between the artists and health care units and the specific competences needed when working in inter-disciplinary surroundings. As seen in the piloted arts and health projects a central need is to find ways to enhance creative ideas into sustainable practices and entrepreneurship. The discussion also focus on financing models, client basis and value chain of production as well as service development.

To read the final recommendations of this conference, download the "[Arts – Health – Entrepreneurship?](#)" publication.

### ENCATC Academy on "Cultural Relations and Diplomacy"



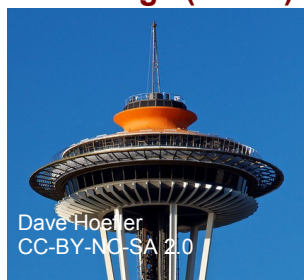
#### 5-7 December 2012 // Brussels, Belgium

This **3-day** intensive learning programme delivered expertise in the field of **cultural relations** and **diplomacy** and provided **39 civil servants** (diplomats, EU officials, representatives of international organisations, institutes of culture, Ministries of culture, Regions, and Cities), **academics, researchers, students, and cultural operators from 10 countries** with the **tools and knowledge to deal with unexpected challenges in cultural relations**.

Organised in **8 intensive learning modules** and complimented with **2 interventions** from the governments of **Slovenia** and the **United States**, the topics included: policy shifts for cultural diplomacy in Europe; the nuances between cultural relations, cultural diplomacy or public diplomacy; social media and their use for diplomacies; the role of the Arts: Who's Culture?; the role of the European institutions and culture as vital element in external relations; the role of cultural institutes; the impact of media and the commercial sector on cultural diplomacy; and the role of the State in using culture as soft power. In addition to providing a unique learning experience, the multicultural environment offered many networking opportunities to forge new synergies.

Learn more about the ENCATC [Academy on Cultural Relations and Diplomacy](#).

### Cross Atlantic Education Exchange (CAEE)



Dave Hoelter  
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#### January - December 2012

ENCATC aims to foster dialogue and mobility between academics, researchers, students, artists and cultural managers based in North and South America and in Europe by means of its programme "[Cross Atlantic Education Exchange](#)" (CAEE) launched in 2012.

In it's first year, this mobility initiative helped to promote **28** mobility exchanges that included:

- **1 ENCATC Ambassador** promoting the network and providing expertise at St Edwards University in Austin, Texas, USA in April 2012
- **1 ENCATC staff member** presenting the network to students enrolled in Seattle University's MFA programme in "Arts Leadership" in Washington State, USA in May 2012
- **16 students** from Boston University came to Brussels for the ENCATC Policy Debate in July 2012 and to hear a presentation of ENCATC. They continued their visit in Brussels with ENCATC member, the BOZAR Fine Arts centre.
- **The President and 1 Board member of the Association of Arts Administration Educators** attended the 20<sup>th</sup> ENCATC Annual Conference, "Networked Culture" in London, UK in September 2012.
- **7 academics and researchers** from Brazil, Canada, Panama, and the United States attended the 20<sup>th</sup> ENCATC Annual Conference, "Networked Culture" in London, UK in September 2012.
- The mobility of **1 researcher** from Brazil to come to Brussels to use the ENCATC library in October 2012.

## Asia Region Education Exchange (AREE)



aree  
asia region education exchange

### January - December 2012

Following the partnership agreement finalized in 2012 with ANCER, (the New Asia Pacific Network For Cultural Education And Research), ENCATC will launch in 2013 a new mobility programme, "[Asia Region Education Exchange](#)" (AREE), focusing on countries in the Asia region. This new mobility programme aims to bring attention to the mobility and knowledge exchange of its members in the Asia Region in order to encourage further exchanges and synergies between the two.

In its pilot phase before its official launch in 2013, this mobility initiative helped to promote **5 mobility exchanges** in 2012 that included:

- **ENCATC's President**, Cristina Ortega Nuere was invited to attend the inaugural meeting of the ANCER network in Singapore in May 2012
- **The President and 1 Board member of the ANCER** network attended the 20<sup>th</sup> ENCATC Annual Conference, "Networked Culture" in London, UK in September 2012.
- **2 academics and researchers** from Japan and Kazakhstan attended the the 20<sup>th</sup> ENCATC Annual Conference, "Networked Culture" in London, UK in September 2012.

## Brussels Study Visits



### January - December 2012 // Brussels, Belgium

In 2012 ENCATC continued regularly organise study visits for students from its member or partner organisations who came to Brussels.

Students and their professors were welcome to the ENCATC office to meet with staff, learn about ENCATC's activities, the network's impact on the arts and cultural sector, its position in developing European cultural policy and its efforts to stimulate mobility of cultural management students and recent graduates.

ENCATC organized **4 study visits** for students groups from the University of Bocconi in Italy, the University of Lyon II from France, Boston University in the United States, and Utrecht School of the Arts in the Netherlands.

## Trans Europe Express (TEE)



tee  
trans europe express

### Amsterdam (NL), Barcelona (ES), Berlin (DE), Braine- l'Alleud (BE), Brussels (BE), Genève (CH), London (UK), Vienna (AT), 2011 – 2012

In 2012 **14 cultural management students** travelled to different European cities for **10 days** to meet with professionals in the cultural sector as they tried to elaborate on a specific cultural question/issue they had prepared in advance to their departure. In preparation for their voyage, students developed and researched their topic and organised study visits, interviews and meetings with cultural professionals, professors and artists in their destination city. Each **TEE** group wrote a report documenting their experience and findings to be included in a final publication to be published in 2013.

This project was implemented in partnership with the University Catholique d'Angers – UCO and further demonstrates ENCATC's dedication to fostering student mobility and to the professionalization of young cultural management students.

## Thomassen Fund



In 2012, the [Thomassen Fund](#) continued as a mobility fund aimed at enhancing the participation of member cultural management education and training institutions in ENCATC activities, enabling them to cooperate, professionalise their career and develop projects by being a part of the network.

- **1 grant** provided to an ENCATC member in **Romania**
- **1 grant** provided to an ENCATC member in **Poland**

## ENCATC Traineeships “Marie-Claire Ricome”



### January - December 2012 // Brussels, Belgium

Since 1993 ENCATC provides young university graduates with a unique, first-hand experience of the workings of European organisations. Future cultural managers will have an opportunity to work in a multicultural, multilingual and multiethnic environment, contributing to the development of mutual understanding, trust and tolerance.

In 2012 the ENCATC Traineeship Program “[Marie Claire Ricome](#)” welcomed **6 students** of cultural management from **4 countries** including Canada, Belgium, Brazil, and Italy.

## Erasmus Young Entrepreneurs programme



### February - June 2012

As ENCATC has long been committed to helping professionalise the sector, in 2012 it registered as a host organisation for the European Commission’s [Erasmus Young Entrepreneurs](#) programme which is a cross-border exchange programme that gives new or aspiring entrepreneurs the chance to learn from experienced entrepreneurs running small businesses in other European Union countries. In the case of ENCATC, the network welcomed one young entrepreneur from Italy who was interested in setting up a cultural consultancy and wanted to learn how an international NGO with few human resources operates and implements its working programme and communication strategy.

## ENCATC 20<sup>th</sup> Anniversary Logo Contest

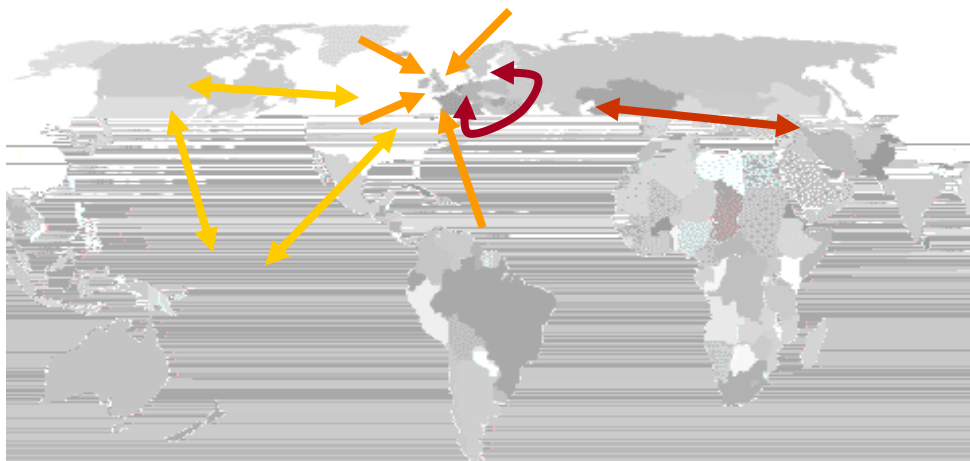


### January – March 2012 // Brussels, Belgium

To celebrate its 20 year anniversary, ENCATC organised a competition to design the logo to give greater visibility to this important benchmark. The competition was officially launched in January during the first ENCATC board meeting of 2012. **22 young and aspiring graphic designers** submitted their logo proposals for a chance not only to have the winning logo used in all ENCATC communication throughout the year, but also have their travel and accommodation paid to attend the 20<sup>th</sup> ENCATC Annual Conference in London. The winner was chosen by an international committee and was unveiled in March in London alongside the 2<sup>nd</sup> ENCATC board meeting of 2012.

Learn more about the ENCATC 20<sup>th</sup> Anniversary Logo winner in ENCATC [Digest Issue N°3, page 3](#).

## > How do ENCATC’s mobility programmes cover the globe?



- **AREE** - Mobility between Europe and Asia
- **CAEE** - Mobility between North and South America and Europe
- **Marie Claire Ricome** - Bringing students from around the world to Brussels.
- **TEE** - Facilitating mobility for students in Europe

## STRAND 4 STRENGTHENING THE EUROPEAN RESEARCH AREA

ACTIVITY IMPLEMENTED IN 2012	DETAILS
<p><b>Young Cultural Policy Researchers Forum</b></p> 	<p><b>11-12 September 2012 // London, United Kingdom</b></p> <p>Beginning one day before the start of the ENCATC Annual Conference, on 11-12 September 2012, the 6<sup>th</sup> edition of the <a href="#">Young Cultural Policy Researchers Forum</a> took place in London bringing together talented young researchers from across Europe and beyond to network, forge partnerships and hone their analytical and methodological skills. With a record of 80 applications submitted in 2012, 37 energetic, talented and promising young researchers were invited to attend the Forum in London. Over the course of the Forum, they participated in workshops, listened to top researchers in their field, network, and attended the 3<sup>rd</sup> Annual ENCATC Research Session and the 9<sup>th</sup> Cultural Policy Research Award Ceremony.</p> <p>For many of the Forum's participants, this was an opportunity to meet with their young colleagues and establish professional links. <i>"Being a young researcher sometimes can be a very lonely exercise. Participating in platforms like the Young Researchers' Forum gives us the opportunity to realize that there are other young people that have the same concerns, the same worries and the same frustrations. We share the same excitement and dedication about cultural policy research and this event gives us the opportunity to learn from the more experienced CP researchers,"</i> said Matina Magkou, one of the six CPRA finalists and YCPR Forum participant.</p> <p>Initiated in 2006 by the European Cultural Foundation and managed since 2008 by ENCATC, this important initiative has proven over the years to be an ideal occasion for young cultural researchers to expand their network and explore new cooperation opportunities.</p>
<p><b>Cultural Policy Research Award and Award Ceremony</b></p> 	<p><b>12 September 2012 // London, United Kingdom</b></p> <p>Christiaan de Beukelaer, 26 years old from Belgium, studying at the University of Leeds (UK), was the winner of the 9<sup>th</sup> <a href="#">Cultural Policy Research Award</a> 2012 (CPRA). The Award will help him to carry out his research and publish his findings on his winning project proposal: <i>"Developing Culture and Culturing Development: A critical analysis of the link between cultural industries and sustainable human development in the Global South."</i></p> <p>The name of the winner was unveiled during the CPRA Ceremony held on the evening 12 September at Goldsmiths, University of London in the framework of the 20<sup>th</sup> ENCATC Annual Conference, "Networked Culture". This high level Award Ceremony was attended by hundreds of academics, researchers, professionals from the cultural and educational sectors, organizations, students, policy makers, artists and media from more than 35 countries to support excellence in cultural policy research. Selected amongst 24 high-quality applications from 12 countries on the wider European continent, Christiaan de Beukelaer convinced the international jury panel with his innovative research project. <i>"We found Christiaan de Beukelaer's research very innovative. We value his capacity of breaking with conventions without overlooking the traditional research elements"</i>, said the CPRA Jury President, Lluís Bonet (University of Barcelona, Spain).</p> <p>The Award, worth 10,000 EUR, is financed by the <a href="#">Riksbankens Jubileumsfond</a> and the <a href="#">European Cultural Foundation</a> for the best innovative research proposal in applied, comparative, cross-cultural research in Europe.</p> <p>The CPRA and the Young Cultural Policy Researchers Forum are part of the CPRA Programme Package in support of young cultural policy researchers.</p> <p>Watch the <a href="#">video interview with Christian de Beukelaer</a> and the video of the final <a href="#">CPRA Award Ceremony</a>.</p>

### 3<sup>rd</sup> Annual ENCATC Research Session



© Kate Ter Haar CC BY 2.0

12 September 2012 // London, United Kingdom

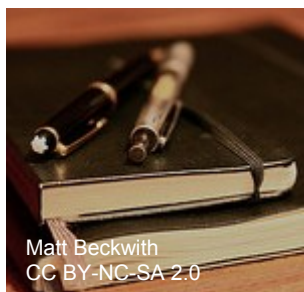
In the 3<sup>rd</sup> [Annual ENCATC Research Session](#), 28 researchers from 20 countries presented their papers to an international audience in six parallel sessions covering topics on:

- Culture and Education
- Cultural Heritage Management
- Culture and Local and Regional Development
- Cultural Networking // Cultural and External Relations
- Cultural Policy
- Creative and Cultural Industries.

Chosen from over 60 abstract proposals, these confirmed researchers presented to an audience of academics, researchers, professionals and students the latest trends and research done in the field of arts and culture. Chairing each session was a renowned expert in the field who encouraged questioning and discussion to provoke debate and reflection.

The Research Session was also open to a hand full of young/early career researchers attending the Young Cultural Policy Researchers Forum organized in London just prior to the ENCATC Annual Conference. ENCATC is committed to supporting young researchers and providing them with an opportunity to present their research to a larger audience, gain essential presentation experience and network with established researchers.

### ENCATC Journal of Cultural Management and Policy Editors Meeting



Matt Beckwith  
CC BY-NC-SA 2.0

12 September 2012 // London, United Kingdom

This meeting was organised for the [ENCATC Journal of Cultural Management and Policy](#) Editors and Advisory Board members coming from 7 countries to evaluate the first period the ENCATC journal. In London, they discussed the Journal's submission process, eligibility of articles, articles to be published in 2012 and future publications.

To learn more about the ENCATC Journal of Cultural Management and Policy, see page 33.



3<sup>rd</sup> Annual ENCATC Research Session in London



# STRAND 5 BUILDING KNOWLEDGE SOCIETIES: COMMUNICATING THROUGH PUBLICATIONS AND REGULAR UPDATES ON POLICY AND ACTIVITY DEVELOPMENTS

## ACTIVITY IMPLEMENTED IN 2012

## DETAILS

### The ENCATC Journal of Cultural Management and Policy

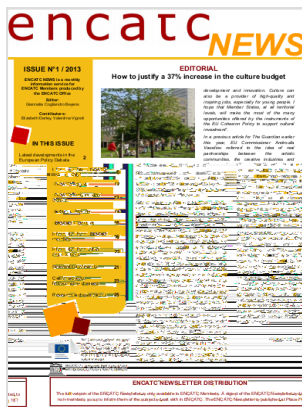


In 2012, ENCATC published two issues of its Journal of Cultural Management and Policy. The objective of the ENCATC Journal of Cultural Management and Policy is to stimulate the debate on the topics of cultural management and cultural policy among scholars, educators, policy makers and cultural managers. The Journal is based on a multidisciplinary perspective and aims at connecting theory and practice in the realm of the cultural sector.

Volume 2, Issues 1 and 2 included a combined 10 articles on a variety of relevant topics related to the field of cultural management and policy. In addition to the wide range of topics covered, the ENCATC Journal also insures a diversity of perspectives with authors coming from 8 countries in Europe, North America and Asia.

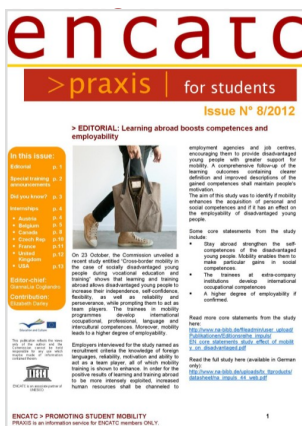
Access [all issues](#) of the ENCATC Journal of Cultural Management and Policy.

### ENCATC Newsletter & Digest



In 2012, ENCATC produced **9 issues** its well recognized [Newsletter](#) which has become a go-to information source for update-to-date information on European policy developments, news from ENCATC and its members, the latest calls, grants and publications as well as interesting upcoming events. The ENCATC Newsletter is a member only service, however ENCATC also produced a shorter Digest version for non members which was made available for free to the public.

Members can access all back issues of the ENCATC Newsletter in the [“Members Only Area”](#) on the ENCATC website. Non ENCATC members can access the [Digest Archive](#) to all issues.



The [PRAXIS Newsletter](#) has become a popular product among ENCATC students enrolled at ENCATC member institutions. In 2012 work placements and internships became an increasingly common feature of the growing number of training programmes of our members and also a more popular form of personal professional development for individual managers and administrators.

To respond to this need, in 2012 ENCATC produced **10 issues** of the PRAXIS Newsletter for students. Thanks to the PRAXIS, in 2012 ENCATC was able to promote **134 training and internship opportunities in 20 countries** in Europe and beyond.

ENCATC members may access all back issues of the PRAXIS Newsletter in the [“Members Only Area”](#) on the ENCATC website. Non ENCATC members can access a [sample](#) PRAXIS Newsletter.



## ENCATC Thematic Area websites & Google Groups



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

In 2012, to facilitate the exchange of information and discussions, each Thematic Area also had its own dedicated **Google Group** where members could join to receive a weekly update, but also post to other members for information about partnerships, publications, upcoming events and much more.

- **Creative Industries & Art Management**

[Presentation](#) // [Google Group](#)

- **Understanding Heritage**

[Presentation](#) // [Google Group](#)

- **Monitors of Culture**

[Presentation](#) // [Google Group](#)

- **Museums in Europe**

[Presentation](#) // [Google Group](#)

- **Europe International**

[Presentation](#) // [Google Group](#)

- **Urban Management and cultural policy of city**

[Presentation](#) // [Google Group](#)

- **Arts and Health**

[Presentation](#) // [Google Group](#)

- **Performing Arts Management**

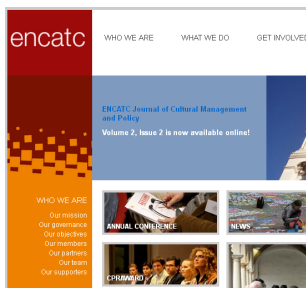
[Presentation](#) // [Google Group](#)

## ENCATC on the radio



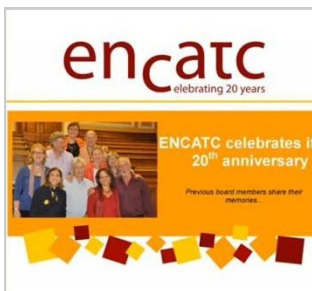
Several ENCATC members were interviewed on the radio for their expertise in 2012 in Bulgaria, Finland and France. This allowed ENCATC to reach a larger audience (**1,150,000 listeners**) in these countries.

## 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 2012 the ENCATC website had **183,950 visitors**.

**ENCATC Videos**



In 2012 ENCATC conducted interviews with important key players and stakeholders in the European cultural sector. From interviews, to speeches and award ceremonies, ENCATC videos are meant to be a unique teaching tool. They raise interesting questions and bring debates and new perspectives as they are unfolding in the field of cultural management and policy.

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

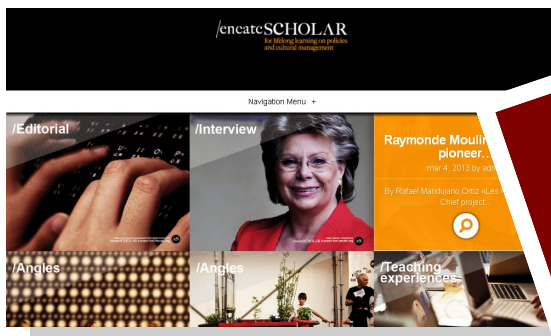
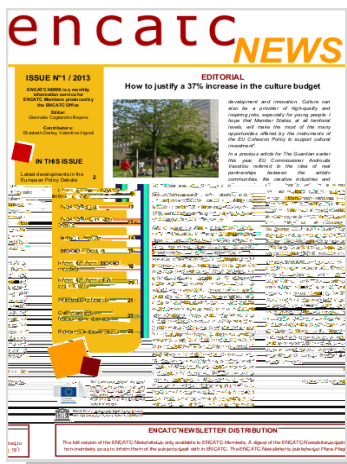
**ENCATC on social media**



ENCATC continued to be very active on its social media channels. ENCATC increased its presence both on [Facebook](#) and [Twitter](#) to frequently inform followers about the latest ENCATC news and announcements, share photos and post interesting information from other organizations.

**> What did we publish in 2012?**

Our range of publications aimed to inform our members and stakeholders about the latest news and research developments in cultural management and cultural policy. We were also involved in publications for European projects, Platforms, members' publications and more!



**183,950 + publication downloads**

## > What happened on the Web?

In 2012 ENCATC used many online tools to communicate, valorise and disseminate information

183,950 +  
visitors in  
2012

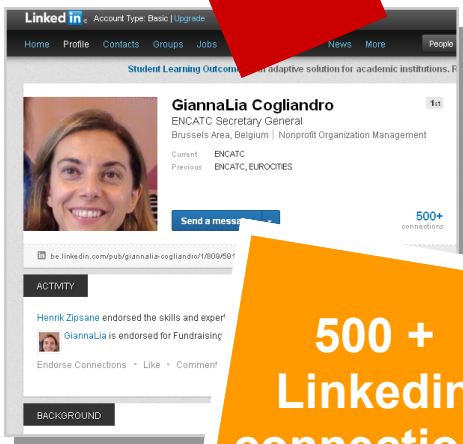
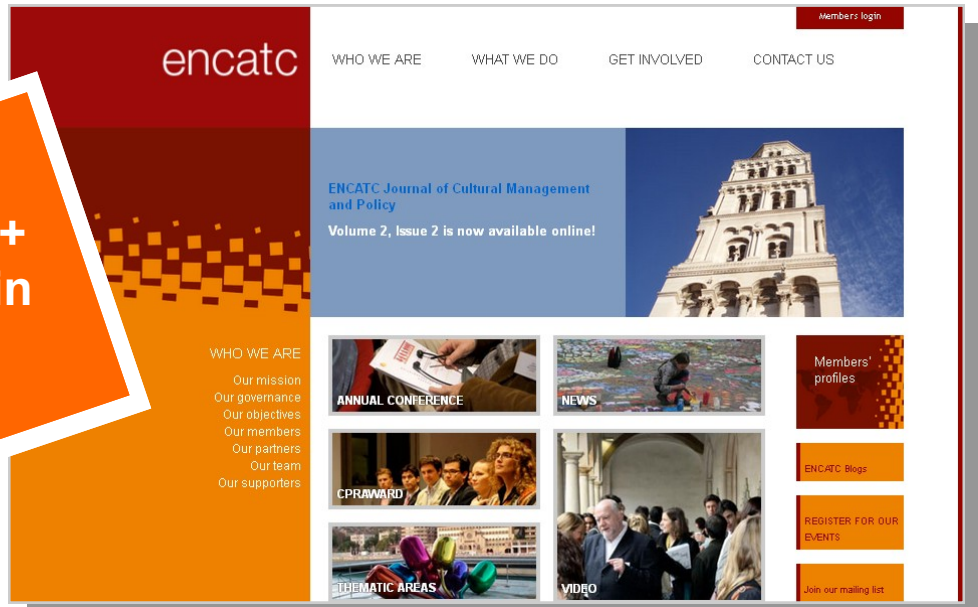
NEW!

500 +  
Linkedin  
connections

8,343  
Video views  
on YouTube

1,497  
Facebook  
followers

537  
Twitter  
followers





ENCATC is the leading **European network on Cultural Management and Cultural Policy Education**. It is an **independent membership organization** gathering over **100 higher education** institutions and cultural organization in over **40 countries**. ENCATC was founded in 1992 to represent, advocate and promote cultural management and cultural policy in higher education and to create platforms of **discussion and exchange at the European and international level**.



ENCATC is supported by the European Commission.

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