



ENCATC

2019

## Activity Report

The European network on  
cultural management and policy

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# FOREWORD

2019 was another successful year for our organisation as we continued to carry out our network's 2017-2020 agenda. This 4-year agenda sets out strategic priorities that address our long-term challenges in relation to, on the one hand, the organisation and, on the other, our members, civil society, and the other existing networks/stakeholders. We were able to make headway on this agenda's priorities thanks to the design of an ambitious programme and targeted goals in 2019.

The ENCATC agenda for 2017 – 2020 has been designed around the following priorities: ensure a significant advancement on the representativeness and resilience of the network; enhance the network's creative and leading role as a developer of new ideas and a capacity builder at the intersection of education and culture; grant culture a prominent role in the dissemination of European humanistic values; and continue to advance the internationalisation and globalisation of the network.

With these priorities in mind, from January to December, ENCATC was directly involved in the design and implementation of 21 events

organised in 9 cities in 8 countries as well as 3 webinars. We were very proud to have all the in-person events co-designed with ENCATC members! ENCATC was also involved in an additional 10 events organised by its members who received the ENCATC Label. These 10 labelled events were held in 10 European cities in 7 countries. All together 31 events and 3 webinars resulted in more than 6,700 participants from 37 countries in 7 world regions.

The cornerstone of ENCATC's 2019 programming was the 27th Annual Congress held in Dijon, France. It was organised to explore the topic of "Diversity and Sustainability at work. Policies and practices from culture and education". For this occasion, more than 190 ENCATC members, academics, researchers, cultural operators, artists, policy makers, and students from 31 countries in Europe and beyond attended the 4-day event. Together they explored ground-breaking innovations in cultural management and policy and encouraged steps to ensure significant improvements for our field. Under 2019's theme, the Congress resulted in examining the diversity of cultural and creative sectors, its multiple practical meanings, the contribution of cultural diversity in the sustainability discourse, and how to rethink cultural management and policy in the context of diversity and sustainable development.

One facet of ENCATC's programming success was its strong partnerships.

Over the course of 12 months, ENCATC was directly involved in the design and implementation of 21 events organised in 9 cities in 8 countries.

Of the 45 partnerships established in 2019, 17 were new collaborations. Previously established partnerships were reinforced thanks to renewed agreements with cultural networks, cultural organisations, and higher education institutions. We also continued our Memorandums of Understanding signed with the Association of Arts Administration Educators (AAAE) and the Taiwan Association of Cultural Policy Studies (TACPS) to promote collaboration in the area of culture and education between ENCATC and these networks.

With the aim to anticipate the future and better understand the past, ENCATC remained steadfast in its dedication to promote access to cutting-edge research in the fields of cultural management and cultural policy. Throughout the year, key activities were led to support excellence and innovative thinking in the research field such as: the 6th ENCATC Research Award on Cultural Policy and Cultural Management; the 10th Annual ENCATC Education and Research Session; the publication of the 9th volume of the *European Journal of Cultural Management and Policy*; and the publication of Congress Proceedings on "Diversity and Sustainability at work. Policies and practices from culture and education". In 2019, ENCATC expanded its commitment to the research community by introducing two new initiatives. The first was the Best Research Paper Award on Cultural Policy and Management. It was established to commemorate the 10-year anniversary of the ENCATC Education and Research Session. The second was the first ENCATC Research Boot Camp. It was designed to further help integrate the next generation of talented cultural researchers into the professional research and education community.

Developing and influencing policies remained a major priority for the network in 2019. As a leading expertise provider, ENCATC was regularly invited to share its insights with policy makers. As part of the legacy of the 2018 European Year of Cultural Heritage, it was an honour for ENCATC to be selected to be part of the European Commission's Expert Group on Cultural Heritage. The ENCATC Annual Policy Debate focused on "Accounting for heritage assets. Ethical, cultural policy,

and management implications". ENCATC also provided regular updates on the latest EU policy developments and alerts for public consultations to its members and followers. In addition to its active policy contributions, in 2019 ENCATC took a major step forward by leading a new international public recognition award. The first-ever ENCATC Fellowship Award was held to celebrate the consistent approach and commitment to positive change and remarkable and visionary leadership, creativity, and results in education, research, policy, and advocacy in the cultural management and policy fields.

In 2019 ENCATC designed tailor-made activities for its members and followers to expand their knowledge, learn new skills, enhance their competencies, and open doors to new opportunities for collaboration. Events included the ENCATC Annual Academy on Cultural Relations and Diplomacy, the Annual ENCATC Capacity Building Days and Youth in Action Day, and a series of meetings for the ENCATC Working Group on Evaluation. To expand its learning offer, in 2019 ENCATC tested moving its previous in-person ENCATC Breakfasts to online webinars. This decision allowed more ENCATC members to access to the wealth of expertise concentrated in EU institutions and in culture and education stakeholder institutions in Brussels.

As a member-driven organisation, in 2019 the network was made up of 136 members (including 16 new members) and 12 honorary members in 41 countries in Europe, Asia, North and South America, Africa, Oceania, and the Middle East. To encourage joint programmes among members as well as to foster capacity building in the cultural and creative sectors, ENCATC and its members participated in 6 European projects. These EU projects have been funded by JPIC Heritage in Changing Environments, Erasmus+, Interreg V-A Greece-Italy Programme, and the European Commission. In total, the projects involved 9 member institutions from 4 countries who worked together on issues of training, education, audience development, creative industries, entrepreneurship, and cultural heritage.

Going beyond these many events, the international mobility of participants, research activities, awareness-raising, and projects, ENCATC was actively transforming information into knowledge through publications and an e-bulletin related to European and worldwide issues in our field. ENCATC released weekly ENCATC Flashes and produced 7 issues of the ENCATC newsletter. The latter included special issues on climate change for Earth Day, the Annual Congress, and a collection of members' collaboration stories. The /encatcSCHOLAR published 1 e-bulletin to provide new and original material for teaching and lifelong learning on cultural management and policies. Engaging with audiences online, ENCATC animated 4 social media platforms, managed 4 contact databases, a constantly updated website that attracted 136.714 page views, and 4 additional websites dedicated to specific ENCATC activities. ENCATC was able to achieve a strong multiplier effect through the dissemination using its own channels, those of our partners, our followers, and more than 200 third party organisations who regularly communicated information about ENCATC and our events. Thanks to these combined efforts we reached more than 2,820,000 multipliers who benefited directly or indirectly from our information.

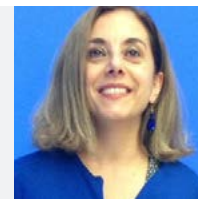
Each year, ENCATC reaches its achievements thanks to our active membership base, funders, and dedicated board and staff. 2019 was no different. Our members continued to generously contribute their new ideas, enthusiasm, and time to help us implement the ambitious working programme. Collectively and individually, we are grateful for their dedication which aided to advance cultural policy and cultural management education, training, and research in Europe and beyond. ENCATC was honoured in April 2019 to once again renew its partnership and again be co-financed by the European Commission's Creative Europe programme from 2017 - 2020. A major contributor to ENCATC's success, this partnership was a big part of ENCATC accomplishing all its goals! The stability this partnership provided gave ENCATC the capacity and time to evaluate and test new tools, launch new initiatives, create opportunities for growth, and invest in the professionalization of its members, staff, and practitioners in the sectors of culture,

education, and policy. Finally, ENCATC thanks its international board and staff. At the ready, board members widely shared their knowledge and expertise, aiding in drafting documents, voicing the network at key conferences, and implementing European projects. We are deeply grateful for their tireless commitment and invaluable intellectual contributions. And last, but certainly not least, we thank the dedicated staff for their professionalism that was crucial for our daily work!

Francesca Imperiale  
ENCATC President (2017-2019)



Giannalia Cogliandro Beyens  
ENCATC General Secretary





# A YEAR AT A GLANCE



# Key objectives 2019

ENCATC set out its 2019 objectives to be in line with its 4-year strategic plan (2017-2020) and to support the priorities of the European Commission's current and next work plan. In 2019, ENCATC focused on themes related to "Intercultural Interaction: Diversity, conflicts, and community sustainability". Also following its strategic plan, the geographic focus of the year was on Southern Europe and Africa. Within this framework, ENCATC's 2019 objectives were to:

## ENCOURAGING JOINT PROGRAMMES AMONG MEMBERS

who can create and test innovative solutions for common challenges in education and training, further developing theory and cultural management learning rooted in practice

### CONSOLIDATING EXISTING AND TESTING NEW DIGITAL TOOLS

for informal and extensive knowledge transfer and exchange to further

### FOSTERING CAPACITY BUILDING

in the cultural and creative sectors through newly designed peer-learning opportunities, training programmes, and activities

### REWARDING EXCELLENCE

in research by offering an annual Award and scientific publication opportunities

### BUILDING STRONGER AND WIDER KNOWLEDGE SOCIETIES

by transferring information and knowledge inside and outside the network

### DEVELOPING AND INFLUENCING POLICIES

by providing solid expertise in the field of cultural management and cultural policy at international, European and local level

### PREPARING THE FUTURE

and better understanding of the past through scientific research and an annual gathering of young and confirmed researchers across the world

### STRENGTHENING COOPERATION

between cultural networks at European and international levels

### PROMOTING THE INTERNATIONALIZATION OF PROGRAMMES AND CAREERS

of educators, cultural operators/professionals, decision-makers and students by fostering their mobility through a number of initiatives



# 21 events and 3 webinars organised

around **4** strands of work :

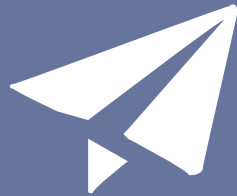
Influencing Policy, Networking, Education & Research

1226  
participants attracted



37 countries represented by  
participants in Europe and beyond

202



international  
mobilities fostered



Events held in

14

cities in Belgium,  
Croatia, France,  
Italy, Morocco,  
the Netherlands,  
Taiwan, and the  
United States



3 e-publications  
released



45 partnerships  
established with  
organisations in 10  
countries



50

Academics and  
researchers having  
published scientific  
work in our scientific  
publications

# Event partners

45 partnerships established with organisations based in or with headquarters 10 countries

## Belgium

- Art Brussels
- Association Européenne des Conservatoires (AEC)
- Association of European Journalists (AEJ) Belgium
- BOZAR Centre for Fine Arts Brussels
- Brafa Art Fair
- Brussels Gallery Weekend
- Creative Europe Desk Wallonie-Bruxelles
- Creative Europe Desk Vlaanderen
- Culture Action Europe
- Cumediae
- Europa Nostra
- European Cooperation in Science and Technology (COST)
- Foundation Frison Horta
- Future for Religious Heritage
- International Erasmus Student Network (IESN)
- Les trois plumes
- Piu Europa

## Colombia

- University of Los Andes

## Croatia

- Kultura Nova Foundation

## France

- Burgundy School of Business
- City of Dijon
- Dijon Tourism Office
- French Ministry of Culture
- La Coursive Boutaric
- Péniche Cancale
- The Consortium Museum

## Italy

- Calabresi Europa
- IMT School for Advanced Studies Lucca
- Lucca Crea
- Med Culture
- Regione Toscana
- University of Salento
- The Department of Science and Economy at the University of Salento

## Spain

- World Leisure Organization

## Taiwan R.O.C.

- National Taiwan Museum
- National Taiwan University of Arts
- Taipei Representative Office in UK
- Taiwan Association of Cultural Policy Studies
- Taiwan Ministry of Culture

## The Netherlands

- Caravan Cultura
- Maastricht Centre for Arts and Culture, Conservation and Heritage (MAACH)
- Maastricht Exhibition & Conference Centre (MECC)
- TEFAF, The European Fine Art Fair

## United Kingdom

- Goldsmiths, University of London

## United States

- Association of Arts Administration Educators



# Memorable moments 2019



Receiving a warm welcome in Croatia as the ENCATC Working Group on Evaluation gathers in the Balkans for the first time since it was established in 2016

MARCH



Expanding the ENCATC's International Study Tour's global reach by taking the initiative to Africa for the first time with the 2019 edition in Morocco

JUNE



Honouring Milena Dragičević-Šešić as the first-ever ENCATC Fellowship Award Laureate

SEPTEMBER

Celebrating ENCATC's  
50th Cultural Happy Hour  
with a special event at Art  
Brussels

APRIL



Meeting with engaged  
youth at the 2019 Capacity  
Building Days and Youth  
in Action Day who were  
eager to make a difference  
and vote in the European  
Parliament elections

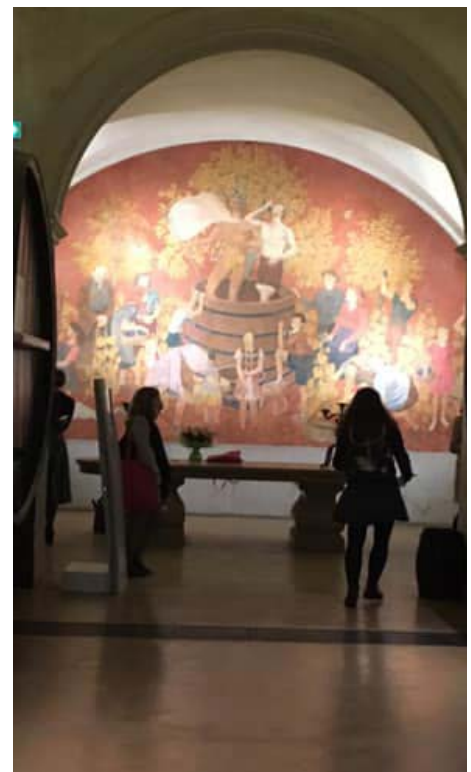
MAY



Tackling urgent issues on  
diversity and sustainability  
at the 2019 ENCATC  
Congress on Cultural  
Management and Policy

Celebrating Dr. Biljana  
Tanurovska Kjulavkovski  
from North Macedonia  
as the 2019 ENCATC  
Research Award

OCTOBER



# What was new in 2019

## ENCATC Fellowship Award

### Launching first-ever award recognizing visionary leadership in cultural management and policy

The ENCATC Fellowship Award is a special gratitude biannual award. It was proposed in response to the network's 25th anniversary in 2017. With its European scope, it is the first Award of its kind to give public recognition and reward a significant (and consistent) contribution to the field of cultural management and/or cultural policy over a long period of time. Each Fellowship Award laureate should exemplify commitment to positive change and demonstrate remarkable

and visionary leadership, creativity, and results in education, research, policy, and advocacy in the cultural management and/or cultural policy fields. In 2019, ENCATC launched the first call for nominations for the Award designed in line with the network's mission, its multidisciplinary approach, values, and principles. The first Fellowship Award Ceremony was held during the 2019 ENCATC Annual Congress.

## ENCATC Research Boot Camp

### Responding to the evolving needs of young researchers

In 2019, the ENCATC Research Boot Camp was conceived out of feedback by the young research community and their evolving career needs in the 21st century. The new event in ENCATC's 2019 programming was built upon the previously organised ENCATC Young and Emerging Researchers' Forum (2015-2018). The Research Boot Camp was designed an expanded 3-day

format allowing for more time to go in-depth on key topics and hands-on practical exercises. Held alongside the ENCATC Annual Congress, overlapping programme elements allowed Boot Camp participants to learn directly from established researchers, access about the latest research trends, and grow professional networks with the Congress' international audience.

## ENCATC Breakfast webinar series

### Debuting new and more accessible learning format

This new ENCATC Breakfast webinar format in 2019 was developed in response to members' increasing interest to be able to participate in the ENCATC Breakfasts. These short interactive and informative trainings for busy professionals were originally designed as in-person training and networking events in the Belgian capital. Moving to a webinar was a natural step in the Breakfasts'

progression, allowing ENCATC to adapt to needs of members in the 21st century. To offer new, exclusive and original teaching content, the 2019 Breakfast series focused on the wealth of expertise concentrated in EU institutions and in culture and education stakeholder institutions in Brussels.

## Financial Instruments of European cultural policies on curatorial strategies in contemporary performing arts

Alia Lulaj

• MA in International Performance Research, University of Warwick, UK  
• PhD candidate in Management of Culture and Media at the Faculty of Drama Arts, University of  
Arts in Belgrade, Serbia and Institute of Cultural Policy, University of Hildesheim, Germany  
• Doctor in Theatre Production at the Academy of Dramatic Art, University of Zagreb, Croatia



European  
Cultural

## Influencing Policy

ENCATC develops and influences policies by engaging in advocacy actions through partnerships, expertise, policy recommendations, consultations, meetings and public speeches. Since 1992, the network has been a key partner for constructive dialogue with UNESCO, the Council of Europe, the European Commission, the European Parliament and Member States. Additionally, to press Europe to invest more in cultural heritage, since 2011, ENCATC is an active member of the European Heritage Alliance 3.3. 2019 presented new opportunities to strengthen ENCATC's position as a leading expertise provider and contribute to European and international dialogues.

### 1st ENCATC Fellowship Award

1 Award Ceremony

150 participants

1 partnership

### COMMITMENT TO POSITIVE CHANGE AND VISIONARY LEADERSHIP

On 2 October in Dijon, the first official ENCATC Fellowship Award Ceremony took place at the prestigious Salle de Flore, hosted by the Ville de Dijon during the 27th ENCATC Annual Congress. An international panel of academics, researchers, cultural practitioners, and public authorities bestowed the Award to Milena Dragičević Šešić, Former Rector of the University of Arts, Belgrade, now Head of the UNESCO Chair on Interculturalism, Art Management and Mediation. The Award Ceremony and its international audience celebrated the outstanding achievements and visionary leadership of Professor Dragičević Šešić whose teaching, research, and publications have deeply influenced the field of cultural management and policy, encouraging her peers and students to carry on her dedication and passion.

"Milena Dragičević Šešić, with her academic, professional and personal profile and history, personifies the mission and values of ENCATC. Her contribution to cultural management and policy is a point of reference for all of us working in the field, as well as an important legacy for young generations and practitioners."

Francesca Imperiale, ENCATC President





## Expert Symposium

### MODERNISING CULTURAL AND CREATIVE INDUSTRIES WITHIN THE EU

On 6 February in Brussels, ENCATC Vice-President, Ana Gaio was invited to contribute her expertise at the "Modernising Cultural and Creative Industries within the EU: Discussing the New European Agenda for Culture" symposium. Experts examined EU initiatives and policy developments in the CCIs, explored how to tackle the emerging challenges, exchanged perspectives and good practices, debated possible strategies to overcome obstacles, and talked about the role of CCIs in national politics, education, international communication, and social inclusion.

"In a political context characterised by the questioning of the European project, cultural and creative sectors have the potential to strengthen European identities, cultural diversity and values, favour critical thinking, and build bridges between art, culture, business, and technology to bring citizens closer."

Ana Gaio, Lecturer, City, University London,  
United Kingdom

## Commission expert group on cultural heritage

### SUPPORTING THE LEGACY OF EYCH

With a view of maintaining the spirit of cooperation and policy dialogue achieved during the European Year of Cultural Heritage (EYCH) in 2018, in 2019 the European Commission established an Expert Group on Cultural Heritage. Having been selected to be a member of the group, ENCATC attended the group's inaugural meeting held from 15-16 October in Brussels. ENCATC and selected experts will help provide the Commission with advice and expertise, and participate in this platform for consultation and exchange of information on cultural heritage policies to support the implementation of the European Framework for Action on Cultural Heritage.

## 10th ENCATC Policy Debate

1 day

27 participants

9 countries represented

5 partnerships

### ACCOUNTING FOR HERITAGE ASSETS. ETHICAL, CULTURAL POLICY, AND MANAGEMENT IMPLICATIONS

On 13 December in Brussels, ENCATC took the lead to foster an international debate on the ethical, cultural policy and management implications when accounting for heritage assets. The discussions were framed by the forthcoming European process of harmonisation of the accounting principle and how to contribute to the development of a more comprehensive framework of reference. Experts from Belgium, Colombia, Egypt, France, Italy, and Luxembourg provided a comparative perspective on heritage asset accounting involving EU and non-EU countries, along with best accounting practices and key studies from cultural heritage sites and proprietors.

"I was happy to participate in this stimulating roundtable (and its excellent theoretical framework), thanks again for the invitation and wonderful organisation!"

Anne Krebs, Head of Socio-Economic Studies and Research Division, Research and Collection Department, Louvre Museum, France



# Networking

Networking is at the heart of ENCATC's programming. Through a major annual Congress, a wide range of projects, activities, and events, we enable academics, researchers, cultural operators, students, artists, and policy makers to operate in a transnational context, find new audiences, and share ideas, projects, methodologies, experiences, and research.

## 27th Annual Congress on Cultural Management and Policy

4 days

194 participants

31 countries represented

7 partnerships

### DIVERSITY AND SUSTAINABILITY AT WORK. POLICIES AND PRACTICES FROM CULTURE AND EDUCATION

ENCATC was deeply honoured to have its 2019 Annual Congress "Diversity and sustainability at work. Policies and practices from culture and education" under the patronage of the French Minister of Culture. In Dijon, the capital city of the Burgundy region, from 2-5 October participants delved into the diversity in the cultural and creative sectors, its multiple practical meanings, the contribution of cultural diversity to the sustainability discourse and practice, and how to rethink cultural management and policy in the context of the debate on diversity and sustainable development. Organised in partnership with ENCATC member, the Burgundy School of Business, this 27th edition of the Congress helped participants to deepen and expand their knowledge with latest expertise on the 2019 theme and learn about innovative research, projects, and teaching methodologies. Its dynamic programming included the bi-Annual ENCATC Fellowship Award Ceremony, Annual Conference, Annual Education and Research Session, Annual ENCATC Research Award Ceremony, Annual Members' Forum, Annual Posters' Exhibition, and cultural study visits.

"The ENCATC Congress is a good opportunity to find out how you and your organisation sit within an international arena; providing an opportunity to observe compare and contrast how policy issues are translated in other parts of the world; in times of uncertainty it enables one to look outside domestic political constraints and re-imagine transnational significance and opportunities and discuss these with a number of eminent thinkers."

Susan Goligher, Consultant and Senior Partner at Afrograph, United Kingdom



## 9th ENCATC International Study Tour

5 days

33 participants

9 countries represented

3 partnerships

### CASABLANCA AND MARRAKESH: 2 CITIES, 2 DIFFERENT PERSPECTIVES OF ARTS AND CULTURE

For the first time, the ENCATC International Study Tour went to North Africa to promote cooperation among European and North African cultural institutions. From 10-14 June, educators, researchers, artists, cultural professionals, and decision-makers went on an exciting programme of cultural study visits. Visit highlights ranged widely from galleries, multidisciplinary artistic spaces, museums, cultural heritage sites, to artist residencies, traditional craft studios, and art foundations. A series of lectures and talks with leading cultural management and policy experts and influencers in Morocco rounded out the programme. Participants had the unique opportunity to increase their knowledge on the cultural policy system and cultural trends in North Africa, exchange best practice and project ideas between Morocco and Europe, and network with international colleagues.

"The ENCATC International Study Tour was the best way to discover Morocco, its culture and beauty, together with the people dealing with very similar interests, coming from different professions and backgrounds."

Nansi Ivanisevic, President of Prokultura, Croatia

## ENCATC-AAAE international panel

1 day

40 participants

3 countries represented

1 partnership

### INTERNATIONALISM IN HIGHER EDUCATION

On 1 June in Madison, Wisconsin, ENCATC joined forces with the Association of Arts Administration Educators (AAAE) for a joint international panel discussion. Academics from the US, Europe, China and South America came together to discuss to what extent and in what ways Arts Administration as a field of study has been affected by internationalism. ENCATC was represented by its Vice-President, Ana Gaio from City, University of London as well as its Secretary of the Board, Richard Maloney from New York University. Discussions reported on impacts of internationalism in the discipline focusing on the curriculum, content, understandings, skills, attitudes, and not least reflexivity in higher education. Learning and teaching processes were also explored, and questions were raised around how to cater for diverse student cohorts. The panel closed with talks about employability and how to prepare students to work in international environments and become citizens of the global world.

"The ongoing collaboration between ENCATC and AAAE has been instrumental in furthering a crucial internationalization agenda. The attention to universal issues, sharing commonalities, and embracing cultural and academic differences were impactful in the creation of a true global community in our allied fields. The panel session was further evidence of ENCATC's essential contributions to the cultural arts management and policy conversations that help shape the future."

Alan Salzenstein, Professor at DePaul University,  
United States



## ENCATC Cultural Happy Hours

7 Cultural Happy Hours

298 participants

7 countries represented

9 partnerships



### OPENING DOORS TO CULTURAL DISCOVERY

In 2019, ENCATC organised 7 Cultural Happy Hours for professionals from the cultural, business, and educational sectors to enjoy cultural evenings and to network and exchange ideas. Throughout the year, ENCATC continued successful partnerships with some of the most known cultural happenings in Brussels such as the Brafa Art Fair, Art Brussels, and Brussels Gallery Weekend. In its commitment to help preserve cultural heritage, ENCATC established a new partnership with the Foundation Frison Horta. This resulted in two Cultural Happy Hours about cultural heritage and cultural development organised at the Maison Frison which was designed by the Belgian architect Victor Horta in 1894. Other Cultural Happy Hours shed light on film documentaries, archives and museums, and intangible cultural heritage. 2019 was also the year of ENCATC's 50th Cultural Happy Hour! On 26 April 2019, 27 of the most loyal Cultural Happy Hour guests came out to celebrate, share favourite memories, and give recognition to the many people and partners who have made it a successful initiative in the arts and culture community since it was launched in 2013.

"ENCATC's Cultural Happy Hours concept is a unique platform for creation of knowledge, promotion of cross-cultural understanding and respect, sharing ideas among its members about cultural and creative domains of Brussels, Belgium, as well as beyond it."

Yelena Kharitonova, Founder of Caravan  
Cultura CreAcademy, The Netherlands

- NEWMUSEUM(S). Stories of companies archives and museums
- BRAFA Art Fair 2019
- Art Brussels 2019
- Maison Frison
- Culture is carbohydrate of development conference at Maison Frison
- Brussels Gallery Weekend
- Panettone: A made in Italy product to be protected

Learn more about the ENCATC Cultural Happy Hours in our 5-year report:  
<https://www.encatc.org/en/resources/event-reports/>



# Research

ENCATC promotes access to cutting-edge research in the field of cultural management and cultural policy. It strives to bridge research by established and emerging researchers with cultural practitioners, trainers, and policy makers to ensure research feeds into practice and policy making. The network provides an annual international platform, awards, and publishing opportunities to share and disseminate the latest research methodologies, results, trends and innovations.

## 9th Vol. European Journal of Cultural Management and Policy

1 volume

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2 issues

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8 articles

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### STIMULATING DEBATE ON CULTURAL MANAGEMENT AND CULTURAL POLICY

In December 2019, ENCATC released Volume 9 of its scientific publication, the European Journal of Cultural Management and Policy. In two issues, 18 authors from Belgium, Brazil, Egypt, Estonia, France, Italy, Malta, and Mexico contributed 8 articles with the latest research and trends happening in cultural management and policy. For the first time, the Journal dedicated one issue to the legacy of the ENCATC Annual Congress. This thematic issue focused on the 2018 Congress theme in Bucharest, Romania "Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations". A second general issue covered new advancements in the cultural and creative domains such as museum digital transformation, cultural entrepreneurship, artistic instrumentalism, and cultural diplomacy.

## 10th ENCATC Education & Research Session

6 parallel sessions

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150 participants

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35 papers presented

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1 partnership

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1 publication

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### THE INTERNATIONAL EDUCATION AND RESEARCH COMMUNITY GATHERS IN A UNIQUE INTERDISCIPLINARY ENVIRONMENT

On 4 October in Dijon during the 27th ENCATC Annual Congress, researchers and educators from across Europe, Asia, Oceania, North and South America presented their new research and education practices. Under the wide umbrella of cultural management and policy, and with a special focus on the 2019 Congress theme, the latest original research and tendencies covered areas of: Diversity and sustainability in the cultural field; Diversity for sustainable development in cities and regions; Meanings and interpretation of diversity in the cultural and creative field; Teaching diversity and sustainability; and Understanding diversity and sustainability as a phenomenon in the cultural and creative sector. To mark its 10th anniversary, the ENCATC Education and Research Session introduced the ENCATC Best Research Paper Award on Cultural Policy and Management. This recognition from the research community was bestowed



upon two Research Session presenters. First to Emmi Lahtinen from the Center for Cultural Policy Research Cupore in Finland for her research on "Cultural diversity in Finland: Opening the field for non-native artists". The second recipient was Michelle Brener M. from the Universidad Anáhuac México for her research "Incredible Edible Todmorden: Impacts on Community Building, Education, and Local Culture. A Case for the Operationalization of Sustainability".

"Presenting findings from my upcoming book, *Diversity in Cultural Organizations: Insights from the Careers of Executive Opera Managers of Color in the U. S.* during the 2019 Research Session was very important for me. In addition to sharing my progress on the book, I received very good feedback that affirmed the significance of the book. The feedback from session attendees also inspired me to work harder to complete the book. The ENCATC Research Session is critical for advancing cross cultural scholarly discussion about Cultural Management and Policy."

Dr. Antonio C. Cuyler, Professor,  
Florida State University, United  
States

## 6th ENCATC Research Award Ceremony

### 1 Award Ceremony

100 participants

1 winner

### CELEBRATING EXCELLENCE FROM THE NEXT GENERATION OF RESEARCHERS

An international audience of academics, researchers, cultural professionals, policy makers and artists gathered to celebrate research excellence at the public Ceremony of the 2019 ENCATC Research Award on Cultural Management and Policy. On 3 October in Dijon during the 27th ENCATC Annual Congress, the Award's jury announced Dr. Biljana Tanurovska Kjulavkovski as the winner for her outstanding PhD research "Theory of institutions and cultural policies for contemporary performative practices" obtained from the University of Arts in Belgrade, Faculty of Dramatic Arts in Serbia. The winner will have her work published in the *ENCATC Book Series on Cultural Management and Cultural Policy Education* in 2020. Alongside the 2019 winner, the 3 finalists were applauded for their excellent research and making it to the final round of this prestigious international competition: Dr. Annatina Aerne, Dr. Minna Ruusuvirta, and Dr. Karla Nunes Penna.

"I would like to thank ENCATC and the Research Award's international jury for this great honour. My gratitude also goes to my PhD mentor, Professor Milena Dragičević Sešić. I believe that besides scholars dealing with issues concerning the notions of institution in culture, cultural policy, governance, contemporary dance and performance, diverse communities of practitioners, researchers, cultural workers and artists can also find interest in this interdisciplinary research which includes strategies, tactics, case studies, artistic, curatorial practices and theoretical propositions."

Dr. Biljana Tanurovska Kjulavkovski,  
2019 ENCATC Research Award Winner

## ENCATC Book Series on Cultural Management and Policy Education

### INTERNATIONAL BOOK EXCHANGE SHOWCASES ACADEMIC RESEARCH

On 3 October in Dijon during its 2019 Annual Congress, ENCATC held once again its International Book Exchange project. On the occasion, ENCATC Research Award winners from 2017 and 2019 launched their two new books published in the ENCATC Book Series on Cultural Management and Cultural Policy Education. 2017 winner, Rebecca Amsellem presented *"Museums go International. New strategies, new business models"*. This book is based on a multiple correspondence analysis of a database populated by the results of a survey conducted by the author on international museums. Alba Zamarbide Urdaniz, the 2018 winner, shared her new book, *"Buffers beyond Boundaries. Bridging theory and practice in the management of historical territories"* which is a collection of complementary studies that explore the contemporary challenges in heritage definition and management. For the first time, a book edited by a member was to be published in the ENCATC Book Series. Cécile Doustaly from the University of Cergy-Pontoise debuted *"Heritage, Cities and Sustainable Development. Interdisciplinary Approaches and International Case Studies."* The book examines the disputed influence of international frameworks, notably from UNESCO, and takes a holistic approach to cultural policies encompassing both theory and application, listed and unlisted sites, East and West.

## 1st ENCATC Research Boot Camp

4 days

12 participants

9 countries represented

3 partnerships

### HANDS-ON PREPARATION FOR REALITIES IN HIGHER EDUCATION

ENCATC launched the first edition of its Research Boot Camp in 2019. Held alongside the its Annual Congress, the Research Boot Camp took place from 2-4 October in Dijon, Boot Camp participants worked closely with international academic mentors in three steps to mirror their future professional realities in higher education: balancing teaching responsibilities while continuing with their research interests combined with added pressures to widely present their work. First, they designed learning programmes around the focus of the ENCATC Academy on Cultural Relations and Diplomacy to be held in November 2019 in Taiwan. Next, each participant planned a research project with inputs and reflections for improvement from mentors and peers. Finally, to prepare for future international speaking opportunities, the young PhD researchers were invited on stage to present their work to the ENCATC Congress audience. Committed to promoting the international careers of young researchers, Letunić, doc.art. won a mobility grant from ENCATC to travel to Taipei to be a speaker at its Academy event.

"The ENCATC Research Boot Camp was a relevant experience for me as a PhD researcher and a lecturer due to having exchanged knowledge and experiences with researchers at various stages of their careers. Since I am also teaching at an arts academy besides developing a PhD project in cultural policy, I managed to use all the opportunities the Boot Camp offered- both designing an educational activity and planning a research project. Boot Camp exceeded my expectations in terms of discussions, support from peer and senior colleagues and the opportunity to collaborate beyond Europe."

Ana Letunic, The 2019 ENCATC Research Boot Camp mobility grant recipient

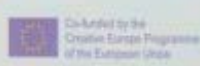


# ENCATC CONGRESS

## RESEARCH BOOT CAMP#1 PRESENTATIONS

4 October 2019 in Dijon, France

A journal of Culture An initiative of In partnership with With the support of ENCATC Patronage Award Ceremony hosted by Local contributions from



### ... Winner



**Biljana Tankarovska Kuznetsovski**  
 for her PhD "Theory of institutions and cultural policies for contemporary performative practices" obtained from the University of Arts in Belgrade, Faculty of Dramatic Arts in Serbia

Award Ceremony, 3 October 2019 in Dijon, France

#ENCATC AWARD



# Stimulating education

As the only network positioned at the intersection of culture and education, in 2019 ENCATC designed tailor-made activities for its members and followers to expand their knowledge, learn new skills, enhance their competencies, and open doors to new opportunities for collaboration.

## Working Group on evaluation

4 meetings

84 participants

15 countries represented

7 partnerships

## EVALUATION OF INTERNATIONAL AND EUROPEAN TRANSNATIONAL CULTURAL PROJECTS

The ENCATC Working Group on "Evaluation of International and European Transnational Cultural Projects" (established in 2016) continued in 2019 to build on its series on topical evaluation issues with meetings, workshops, and seminars. These gatherings organised in Maastricht (NL), Zagreb (HR), Lucca (IT), and Brussels (BE) provided common spaces for academics, researchers, cultural project managers, and project evaluators to exchange practice, identify common challenges, learn about new evaluation techniques, and better understand evaluation and monitoring needs of major cultural project funders like the European Commission. Meeting topics covered a wide array of issues relating to evaluation: the impact of art fairs; evaluation in curricula and education programmes; evaluating temporary events in arts and culture; and confronting different perspectives on evaluation from project funders.

## European Study Tour in Brussels

3 days

40 participants

1 country represented

1 partnership

## ENCOURAGING STUDENT MOBILITY

To add a hands-on European dimension to the education it provides students, the University of Salento in Italy took advantage of a special benefit ENCATC offers to its members for bespoke European Study Tours in Brussels. From 26-28 March 2019, Italian students travelled to the heart of Europe. Over the course of 3 days, organised meetings with leaders and influencers from the cultural sector helped students learn about top cultural management practices and cultural programming in a multicultural and multilingual city like Brussels. Study visits to cultural landmarks and cultural institutions showcased exciting programming styles and the rich diversity of cultural offers Brussels has to offer. Meetings with policy makers and tours of European institutions were instrumental to increase students' knowledge about the role these institutions play in culture and education policy, EU priorities for culture, and what makes for successful EU-funded cultural projects.

## 3rd ENCATC Capacity Building days and Youth in Action Day

4 days

30 participants

6 countries represented

6 partnerships

### EUROPEAN ELECTIONS: WHAT EUROPE DOES FOR YOUTH?

In 2019 ENCATC organised the 3rd edition of ENCATC Capacity Building Days and Youth in Action Day on "European Elections: What Europe does for youth?" Over four days from 6-9 May, young adults, students, and their accompanying professors from Belgium, Bulgaria, Croatia, Italy, Serbia, and the United States gathered in Brussels and Maastricht. The programme included talks with representatives from European institutions, universities, public authorities, media, cultural networks, and cultural institutions. Participants came away with a deeper understanding on the European project, the role and impact of EU cultural policy, the opportunities Europe provides to young generations, Europe's response to youth-related issues, and the importance of voting in the 2019 European Parliament elections.

## ENCATC Breakfast Webinars

3 webinars

40 participants

11 countries represented

3 partnerships

### EXPERTISE IN THE HEART OF EUROPE GOES BEYOND BORDERS

The ENCATC Breakfast webinars unlock access to the wealth of knowledge and experience from experts in European institutions and EU stakeholder organisations based in Brussels, the heart of Europe. Organised as interactive conversations with experts, 3 webinars in 2019 were organised for members of the networks ENCATC and Future for Religious Heritage on the topics of: Legacy and follow up of the European Year of Cultural Heritage, EYCH 2018; Preparing the 2021/2027 new financial planning for Culture; and COST ACTION: Connecting research initiatives across Europe and beyond to enable researchers and innovators to grow their ideas. Webinar recordings ensure ENCATC members can reuse the learning material again and again in the classroom.

## 9th Academy on Cultural relations and diplomacy

2 days

68 participants

6 countries represented

5 partnerships

### ANTHROPOCENE: CULTURAL INTERMEDIARIES, CULTURAL ECONOMY AND SUSTAINABILITY

Following the successful collaboration of a first joint Academy in 2015, from 3-4 November 2019, the second ENCATC-TACPS Academy on Cultural Relations and Diplomacy was held at the National Taiwan Museum, Taipei. Organised under the Memorandum of Understanding between the two associations, the Academy focused on "Anthropocene: Cultural Intermediaries, Cultural Economy and Sustainability." Attracting participants from Croatia, Japan, Malta, Singapore, Taiwan and the United Kingdom, they gathered to address the relationship between culture and the planet. Discussions explored innovative concepts and definitions towards local art institutes and organisations in contemporary civil society, considering these institutions still shape highly profitable new cultural economies. Among those in attendance was the 2019 ENCATC Research Boot Camp mobility grant recipient, Ana Letunić, doc.art. who was invited to speak at the Academy's session "Cultural Intermediaries: Governance and Future Research." The two-day event strengthened links and fostered project partnerships between Asia and Europe in the areas of cultural policy, cultural exchange, and arts management.





## ENCATC Label awarded to 8 members for 10 events in 2019

The ENCATC labelling policy was first launched in 2016 to support and promote the development of scientific seminars, events, and workshops in various regional areas. For its members having been selected to receive the label, ENCATC offers to co-brand the event, grants the usage of the ENCATC logo, provides international visibility, opens access to a wide pool of expertise for programming, and supports communication before, during and after the event.

8 

members received the official ENCATC label (5 higher education institutions, 2 foundations, 1 individual member)

10 

events in 9 cities in 7 countries (Belgium, France, Italy, Bulgaria, Czech Republic, Serbia, and Croatia)

5517 

participants were reached

SETKANI/ENCOUNTER  
International Festival  
from 2-6 April 2019



#### SETKÁNÍ/ENCOUNTER International Festival from 2-6 April 2019

Organiser: Janáček Academy of Music and Performing Arts  
Country: Czech Republic / City: Brno / Participants: 3,000

#### "Culture, Heritage and Tourism as Factors for Sustainable Development of Small and Medium-Size Cities (SMCs): the European Perspectives" Conference from 29-31 May 2019

Organiser: Svetlana Hristova  
Country: Bulgaria / City: Blagoevgrad / Participants: 121

#### Summer School on Fashion Management from 26 August - 4 September

Organiser: University of Antwerp / Antwerp Management School  
Countries: Belgium & France / Cities: Antwerp & Paris / Participants: 25

#### "New Horizons of Culture, Media and Arts in the Digital Environment" Conference from 12-14 September 2019

Organiser: Faculty of Dramatic Arts - University of Arts in Belgrade  
Country: Serbia / City: Belgrade / Participants: 100

#### "Networking as a lever for cultural development: Opportunities for Cities" Conference on 18 June 2019

Organiser: Promo P.A. Foundation  
Country: Belgium / City: Brussels / Participants: 50

#### LuBeC - Lucca Beni Culturali International Forum from 3-4 October 2019

Organiser: Promo P.A. Foundation  
Country: Italy / City: Lucca / Participants: 2,000

#### "Being on the Border. History and Theory of Cut in Humanities and Social Sciences" LYNX Winter School from 26-29 November 2019

Organiser: IMT School for Advanced Studies Lucca  
Country: Italy / City: Lucca / Participant: 41

#### "The Age of Cultural Participation: Democratic Roles and Consequences" Seminar from 7-8 November 2019

Organiser: Kultura Nova Foundation  
Country: Croatia / City: Zagreb / Participants: 40

#### "Human and Financial sustainability in art and cultural sector" Research Workshop on 29 November 2019

Organiser: Burgundy School of Business  
Country: France / City: Dijon / Participants: 17

#### "International perspectives on the changing roles of cultural management and cultural policy" Lecture on 9 December

Organiser: University of Antwerp / Antwerp Management School  
Country: Belgium / City: Brussels / Participants: 123

# Transforming information into knowledge

Since 1992 ENCATC transforms information into knowledge by collecting, analysing, and disseminating information inside and outside the network through a number of publications of communication resource tools.

# Publications

## 2 BOOKS

The ENCATC Book Series on Cultural Management and Cultural Policy Education exists to foster critical debate and to publish academic research in the field of cultural management and cultural policy as well as to open up a forum for discussions and debate on the topics of cultural management and cultural policy among scholars, educators, policy makers and cultural managers.



"Buffers beyond Boundaries. Bridging theory and practice in the management of historical territories" by Alba Zamarbide Urdaniz, 2018 ENCATC Research Award Winner



"Museums go International. New strategies, new business models" by Rebecca Amsellem, 2017 ENCATC Research Award Winner

## 1 JOURNAL VOLUME, 2 ISSUES

The *European Journal on Cultural Management and Policy* is an annual publication. The objective 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.



Vol. 9, Issue 1, New advancements in the cultural and creative domains



Vol. 9, Issue 2, Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations



## 1 CONGRESS PROCEEDINGS

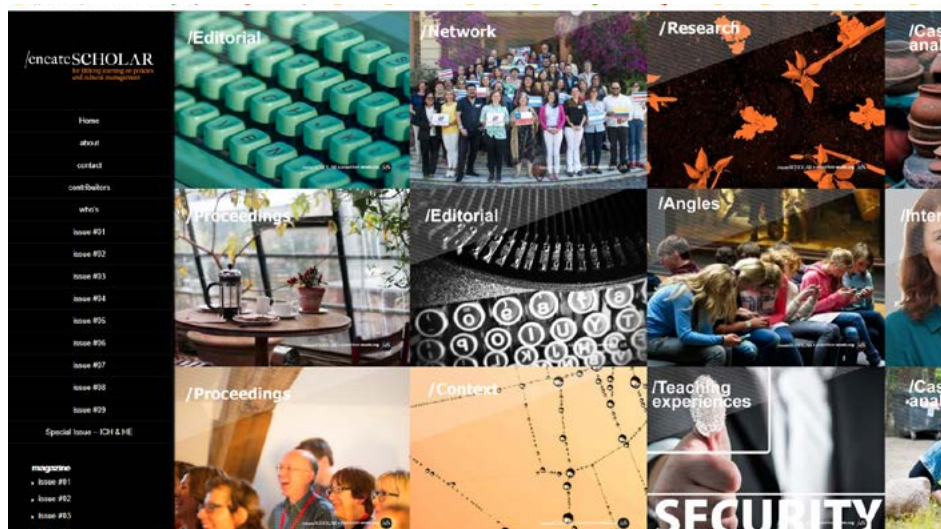
"Diversity and sustainability at work. Policies and practices from culture and education"

## 1 E-BULLETIN

### /encatcSCHOLAR n°10

*"Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations"*

<http://blogs.encatc.org/encatcscholar>



The online publication /encatcSCHOLAR is a unique tool for education and lifelong learning on arts and cultural management and policy. Composed of articles, exclusive interviews, case studies, conference reports and more,

/encatcSCHOLAR was born to satisfy the growing demand for the latest teaching material from academics, researchers, cultural operators and students in over 40 countries around the world.

## 1 RESOURCE CENTRE

A Resource Center located at the ENCATC Secretariat in Brussels is open to both members and non-members. This collection of over 450 publications covers a wide range of topics relevant to cultural management and policy with a rare collection dedicated to European Capitals of Culture. Other categories include: National and European Cultural Policy, Art Management, Cultural Diplomacy, Cultural Indicators, Culture and Tourism, and many more.





# Information resources

## 7 NEWSLETTERS

Included special issues on the ENCATC Annual Congress, Climate Change, and Members' Stories



## A WEEKLY FLASH

published for members and followers

## PRAXIS FOR STUDENTS

In 2019 ENCATC managed the PRAXIS website, a special space for students studying cultural management and policy at ENCATC member institutions in Europe and beyond. On PRAXIS, students studying cultural management and policy at ENCATC member institutions accessed regular updates on developments from the cultural field. It also included interesting internship offers to advance careers, capacity building opportunities, ways to be a more engaged EU citizen, and inspiring interviews.

# Reaching and engaging with audiences

## 5 WEBSITES

The official ENCATC website served as the go-to source for information about the network, its members, how to get involved, the events calendar, publications and much more. ENCATC also managed its websites for its Congress, Research Award, Fellowship Award, and PRAXIS.

## 4 SOCIAL MEDIA PLATFORMS

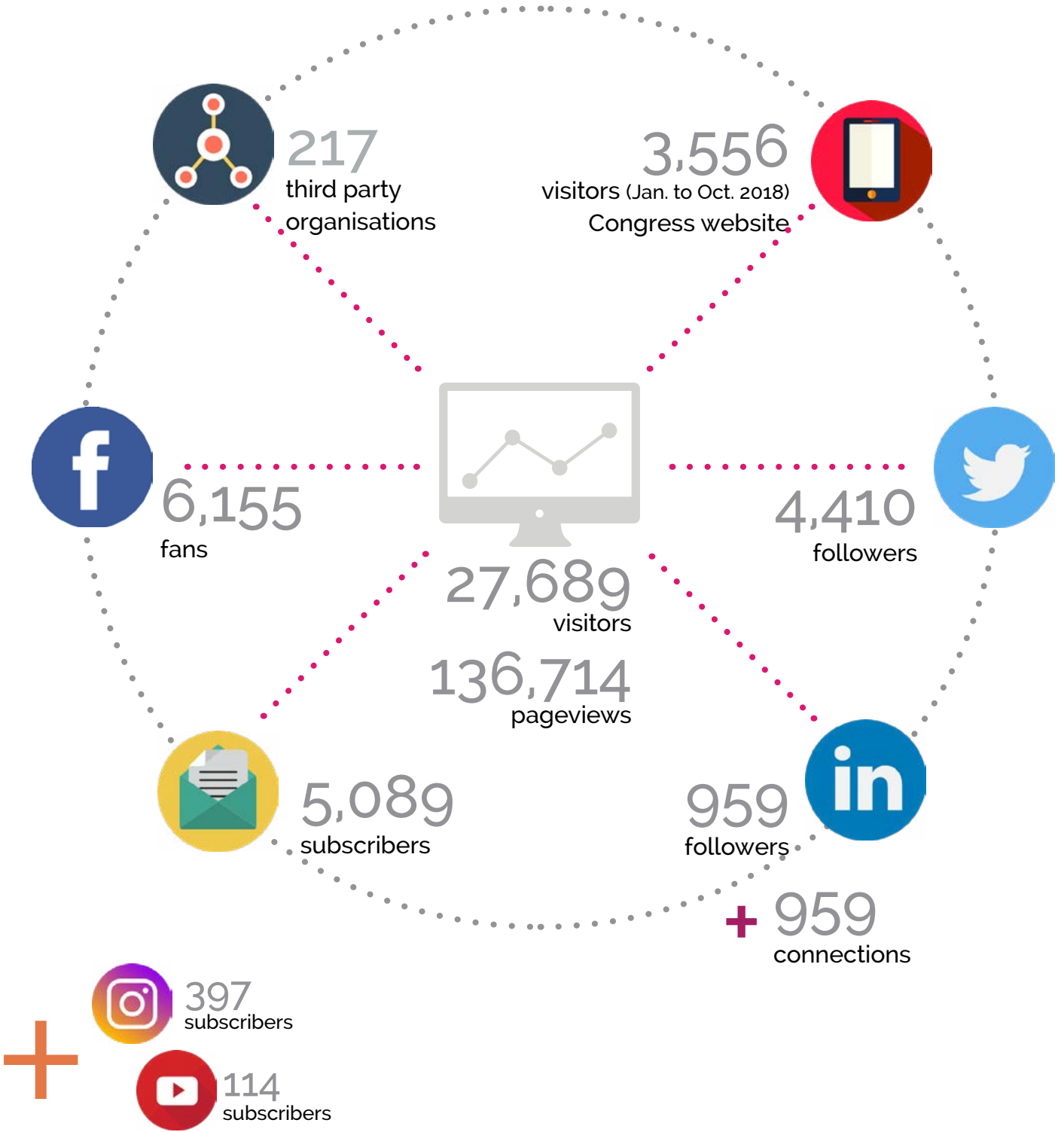
ENCATC continued increasing its presence on Facebook, Twitter, LinkedIn and Instagram. In 2019 ENCATC used these platforms to inform and engage with followers about unfolding developments in real time, quoting ideas and calls to action from culture and education leaders, sharing opportunities to be more involved in the network's activities, celebrating new members and member stories of collaboration, and highlighting beauty and inspiration from the cultural sector.

## 4 CONTACT DATABASES

To reach and inform members and non-members.

## 217 THIRD PARTY ORGANISATIONS

Reaching beyond its communication channels ENCATC also benefited from visibility through the channels of its partners and from more than 200 third party organisations that shared ENCATC news, events, and publications. Highly visible organisations included UNESCO, the European Commission, the European Cultural Foundation, the Asia-Europe Foundation, European cultural networks, as well as major education networks in the United States and Asia, and press.



# How did we engage in 2019?

LINKEDIN FOLLOWERS

+28%

FACEBOOK POSTS

262

FACEBOOK FANS

+6%

TWITTER FOLLOWERS

+10%

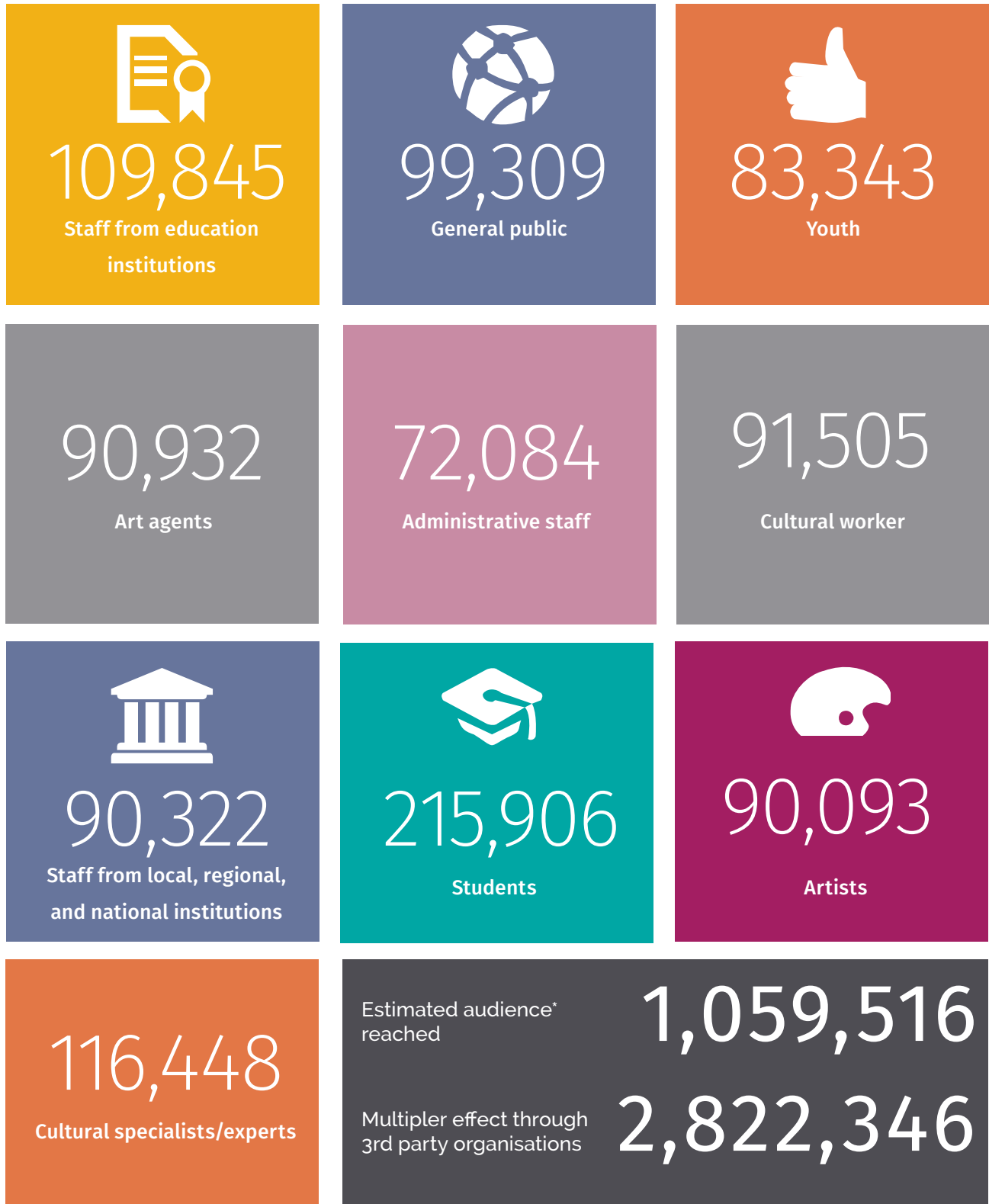
TWITTER MENTIONS

213

TWEETS

284

# Who did we impact in 2019?



\*Source: 2019 ENCATC estimated Impact Assessment



# An engaged actor for the achievement of the UN Sustainable Development Goals

ENCATC is dedicated to making decisions that are good for our planet and OUR society. In 2019 it continued its effort and acted to reach the UN Sustainable Development Goals.



# An engaged actor for the environment and society

Cultural management is an essential part of sustainable development.

Since 2011, ENCATC has set the goal to be an environmentally responsible organisation. For this scope, we work hard to reduce the environmental impact of our activities and we are dedicated to understanding, measuring, improving and communicating our environmental performances and engaging with our members and followers in this process.

## AWARENESS

Awareness of the importance of a sustainable way of life is enhanced and communicated to our members, stakeholders and followers, to assure they share our concerns about a greener future. To help them be engaged and leading actors on climate change, on Earth Day 2019 we released a special issue of our newsletter on climate change. To help bridge the gap between environmental sustainability and the creative sector, we continued our strategic cooperation established in March 2018 WITH Julie's Bicycle. We regularly published articles written by this charity body to bring greater awareness and empower ENCATC members and followers to make a positive impact on the planet.

## SUSTAINABLE COMMUNICATION

Sustainable communication is considered whenever applicable. We electronically disseminate documents and papers for meetings (at least 80%). We also communicate with our members and stakeholders via e-newsletters and reports. To reduce paper from our suppliers, we subscribe exclusively for online and e-format advertising and promotional material and strive wherever possible to use online services such as online banking, insurance, and human resource services.

## WASTE MANAGEMENT

In order to minimize our waste stream, we have a "Zero single-used plastic" policy at the office. We use only high capacity ink cartridges. We sort and recycle our waste and are constantly experimenting how to improve our position in the circular economy in regards with the waste generated by our Annual Congress.

## FOOD & WATER

For the good of the environment, but also for our staff and participants, we buy local and organic food and only use bottled water if local tap sources are not potable. For our events and activities, we work mainly with organic caterers and are offering more and more vegetarian options. To avoid food waste, we also adapt food quantities and when and where permitted by local authorities, donate unused leftovers.

## TRANSPORT & ACCOMMODATION

Transport modes have the biggest impact on our carbon footprint. We make constant efforts to use public transport, and whenever possible we encourage our staff and members to implement the "slow

travel" rule. We also organise online meetings, webinars and phone-conferences when possible to cut down on travel, and we pay attention to stay in and promote green hotels, whenever possible.



4 QUALITY  
EDUCATION



## An engaged actor for knowledge exchange

Since ENCATC was founded, exchanging knowledge has been fundamental for our mission: 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.

### INTERNATIONAL KNOWLEDGE EXCHANGE

In its commitment to transferring knowledge across countries and among institutions, the ENCATC International Knowledge Exchange aims to have cultural management and policy publications find their places in libraries of institutions, universities, cultural organisations, and research centres across the globe. It's a way to have knowledge reach new audiences and bring valuable perspectives and insight to an institution in another country.

In 2019, the ENCATC International Knowledge Exchange encompassed 4 strands. The first

was the Annual Book Exchange which took place during ENCATC's Annual Congress. It was a platform to present new books and give out free copies of publications brought by participants. The second strand was for book donations. In December 2019, ENCATC donated over 100 books related to cultural management and cultural policy to the library of შემოქმედებითი საქართველო/Creative Georgia - Ministry of Education, Science, Culture and Sport of Georgia. In the third strand, ENCATC exploited its weekly Flash and monthly Newsletter to regularly promote new books, publications, reports, and case studies from its members and from the field. In 2019, this amounted to 75 new resources promoted. In the final strand, ENCATC continued to manage one of the largest bibliography resources on cultural management and policy. In 2019 the ENCATC Bibliography Database grew from 2,400 resources to over 2,600.

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"Your donation of books is a very important contribution to our organisation. Books, on the one hand, will enrich our library, on the other hand, allow those interested in culture to become familiar with modern European theories, statistics of culture and other materials; also come up with ideas for future interesting projects"

Irma Ratiani, Director of Creative Georgia

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# Fostering mobility for professionals, students and early career seekers

Offering opportunities that foster the circulation of ideas and people will help to ensure Europe has a stronger and more sustainable cultural sector in the future. New knowledge married with intercultural and transnational exchanges among professionals can lead to exciting innovations and creative partnerships that advance our sector. For younger generations, such as students and early career professionals, mobility and cross-cultural experiences will give them a running start to thrive in Europe's competitive labour market.

## ATTRACTING INTERNATIONAL AUDIENCES

### FOSTERING MOBILITIES FROM 39 COUNTRIES

The power and resilience of exchanging ideas are by having them shared and tested in a common space, safely connecting differences of perspective, experience, knowledge base, methodology, geographical or cultural origins, and institutional affiliation. ENCATC offers a rich programming of events so mobility of people and knowledge can flourish. Nourishing robust connections provides intellectual interaction and innovation that our sector and greater society deserve.

ENCATC's 2019 programming included 20 events in 7 countries attracting over 1,200 participants. 16% of participants travelled from abroad to gain access to in-person networking opportunities and cutting-edge developments and innovations in cultural management and policy. Throughout the year, participants attending events were academics, researchers, trainers, cultural professionals, policy makers and artists. They came from 39 countries in Europe, but also Africa, Asia, North and South America, Oceania, and the Middle East.

## RESEARCH BOOT CAMP MOBILITY GRANT

### A YOUNG RESEARCHER FROM CROATIA TRAVELED TO TAIWAN

A strong foundation of knowledge, methodology, practical skills, and networking contacts is key for boosting the professional profiles of young up and coming researchers. Raising their level of experience to the international level is an important added value. However, for many young researchers international travel for career advancement is not always accessible.

On 3 October in Dijon, Ana Letunić, doc.art. from the University of Zagreb in Croatia was announced as the 2019 ENCATC Research Boot Camp mobility grant recipient. The grant enabled this young and promising researcher to travel to speak at the 2019 ENCATC-TACPS Academy on Cultural Relations and Diplomacy. Held in November 2019 in Taipei, the Academy was an opportunity for this young researcher to grow her international network and add international speaking experiences to her CV.

## PROGRAMMING FOR STUDENTS

### FOSTERING MOBILITY AND MUTUAL UNDERSTANDING

ENCATC knows how important it is for students and emerging professionals to expand their horizons and gain a wider context of their future professional field in different cultures and countries. This not only makes them more resilient for future employment offers abroad, but it also builds mutual understanding and tolerance for working in increasingly multicultural environments.

The ENCATC Capacity Building Days and Youth in Action Day in May 2019 brought together students from 6 countries. The intergenerational and intercultural dialogues with speakers based in Belgium and the Netherlands resulted in gaining new knowledge on topics that impact the field of cultural management and policy: climate change, education, policy making, mobility, and employment. Next, visits to cultural institutions and meetings with cultural NGOs provided insights into diverse working practices. Finally, the many opportunities to exchange with their peers from different cultures and backgrounds led to students widening their perspectives and understanding of the youth experience in Europe.

"We wanted to be with our peers from around Europe who are also interested in the topic of what European does for youth. This was a great opportunity and inspiring to learn more in this area because we think it is really important for students. Also, to visit the institutions in Brussels and Maastricht, and to be with young people like us who want to make a difference."

Cvetelina Getsova and Anelia Karaleina,  
students at The University of Library Studies  
and Information Technologies, Bulgaria

## MARIE-CLAIRE RICOME ENCATC TRAINEESHIP PROGRAMME

ADVANCING CAREERS OF TOMORROW'S CULTURAL  
MANAGER AND LEADERS

ENCATC recognises that on-the-job experience plays a key role in advancing the careers of tomorrow's cultural managers and leaders. Likewise, we know that our work benefits from the creativity and curiosity of students, recent graduates, and early career professionals who join our ranks.

In the framework of the Marie-Claire Ricome ENCATC Traineeship Programme, in 2019 the ENCATC Secretariat in Brussels hosted 6 trainees from Belgium, Italy, Spain, the United States, and for the first time, from Australia. Through a combination of skill development tasks, specific projects, and group collaboration, ENCATC trainees became integral members of our team. They participated in daily activities, contributed skills and ideas, and produced excellent work, all the while preparing to become the next generation of cultural professionals. Trainees also gained preferential access to various cultural venues and events in Brussels. They discovered cultural spaces, got behind-the-scenes of major cultural institutions, and met with local cultural professionals to expand their network for future employment.

"Each day I found 'once in a lifetime' opportunities whereby participating in relevant events and proceedings, visiting the European Parliament and meeting the movers and shakers was all possibility life changing as well as being guided and inspired to work differently by the ENCATC Team."

Sam Colbey, 2019 ENCATC  
Trainee from Australia







# Establishing strong partnerships

Throughout the year, in the design and implementation of its working programme of activities, ENCATC established 45 partnerships in 9 countries: Belgium, Czech Republic, Germany, the Netherlands, Romania, Slovakia, Taiwan, the United Kingdom, and the United States. These partnerships strengthened ENCATC's ties to institutions and organisations in the cultural sector, but also from education, research, governments, business and the press. These partnerships were also strategic to open up vast communication channels for ENCATC to promote its activities and reach new audiences.

## MEMORANDUM OF UNDERSTANDING

In 2019 ENCATC continued to collaborate with the Association of Arts Administration Educators (AAAE) based in the United States and the Taiwan Association of Cultural Policy Studies (TACPS). This followed the Memorandums of Understanding signed in past years with each organisation. This year, these strategic agreements resulted in an international circulation of information and partnerships for the ENCATC-AAAE International panel, the ENCATC-TACPS Academy, and frequent exchanges of information between ENCATC and these two networks for the mutual benefits of their memberships.



## LONGSTANDING PARTNERSHIPS



One partnership in particular was instrumental: co-financing from the Creative Europe Programme of the European Union. This partnership, for which the network is extremely grateful, contributed immensely to ENCATC's successful implementation of its ambitious working programme. Furthermore, it supported ENCATC's mission to provide members and close followers with a number of opportunities to develop better skills, competences and know-how, such as encouraging adaptation to digital technologies, testing new approaches to audience development, and testing new business and management models. It strengthened our capacity to efficiently serve our members, stakeholders and the sector at large.

Longstanding partnerships with stakeholders also continued. ENCATC enjoyed its collaborations with Forum UNESCO, the Asia Europe Foundation (ASEF), the European Cultural Foundation, and the Asia Pacific Network for Cultural Education and Research (ANCER).



## PATRONAGE

ENCATC was honoured to receive for its 27th annual Congress on Cultural Management and Policy, the Patronage of the French Minister of Culture

# Transnational cultural projects

In 2019, ENCATC was actively involved in transnational cultural projects on a variety of topics such as training, education, audience development, creative industries, entrepreneurship, and cultural heritage!



"Heritage Pro: Interdisciplinary Training for Professionals of Different Disciplines towards Sustainable Management and Preservation of Cultural Heritage" aims to develop a curriculum and training scheme for public and private heritage managers who are not necessarily restorers or conservators by education. The target group are those who have to manage tasks with very different professional groups, including "traditional" heritage preservation actors like art historians, restorers, conservators, architects and town planners as well as craftspeople, construction companies and real estate developers. In 2019, Heritage-Pro partners continued their work on the project's multilingual training scheme. It formed working groups for the development of the training's five modules and organised meetings in Germany, Spain, and Sweden. Project partners also contributed expertise to the European Framework for Action on Cultural Heritage and the European Commission's Cultural Heritage Forum.

**MORE INFO:** <http://heritage-pro.eu>

2018 – 2020

Funder: Erasmus+

Partners: Kultur und Arbeit e.V., The Spanish Association of Cultural Heritage Managers, Uppsala University in Sweden, Entwicklungsagentur Rheinland-Pfalz, the Institute for Property Research, ENCATC



The project TRACES, "TRAnsnational Accelerator for a Cultural and Creative EcoSystem" aims to promote creative entrepreneurship and the growth of cultural and creative enterprises as drivers of local development in the Puglia region and Greece, through the creation of a widespread cross-border accelerator to support the incubation processes of these companies. In 2019, the project organised its first international conference in Italy. It also launched a call, "Young creatives grow up", for start-ups and creatives to access the TRACES acceleration programme. Project partners also created synergies with the city of Matera, the 2019 European Capitals of Culture.

**MORE INFO:** <http://progettotraces.eu/>

2018-2020

Funder: Interreg Greece-Italy, European Regional Development Fund

Partners: University of Salento, Tecnopolis Science and Technology Park, Creative Puglia District, Hellenic Management Association, Chamber of Commerce of Achaia, ENCATC, and the Foundation for Ethical Finance





CONNECT is a Knowledge Alliance project for Audience Development that promoted innovative cooperation between universities and enterprises in the cultural sector across Europe. The purpose of CONNECT was to bridge the gap between teaching in the academic/higher education world and continuous professional development in the cultural sector for the promotion of best practices and a systemic growth around audience development. In the project's final year, the consortium completed the CONNECT pilot of educational study programme and finished its twin-tracking training programme that included the Expert Diploma in Cultural Audiences (aimed at postgraduate students) and Expert in Audience Strategy (aimed at practitioners). It also organised a project meeting in Denmark and a learning mobility and final conference in Spain.

**MORE INFO:** <http://connectingaudiences.eu>

**2017-2019**

**Funder:** Erasmus+

**Partners:** University of Deusto, Adam Mickiewicz University in Poznan, Goldsmiths University of London, The Audience Agency, Melting Pro, Fondazione Fitzcarraldo, Asimetrica, Danish Centre for Arts and Interculture, ENCATC, the City of Warsaw

## HOMEE

HOMEE is the project for "Heritage Opportunities/threats within Mega-Events in Europe: Changing environments, new challenges and possible solutions for preservation in mega-events embedded in heritage-rich European cities". The project will generate guidance and policy recommendations to support heritage preservation policy and mega-event planning in future host cities in Europe. The two main research outputs from the project's first year include a "Literature Review of Mega-events Addressing Cultural Heritage Issues" and "National Case Studies: Report Briefs". In addition to beginning the research activities, HOMEE promoted the international seminar series "Cultural Mega-events and Urban Heritage: Threats and Opportunities for European Cities" and completed workshops on "Europe\Matera: Capitals of Culture in dialogue".

**MORE INFO:** <http://www.tau-lab.polimi.it/research/homee>

**2018-2021**

**Funder:** JPICH Heritage in Changing Environments

**Partners:** Politecnico di Milano - Department of Architecture and Urban Studies, University of Hull - Culture, Place and Policy Institute, Neapolis University Pafos - Department of Architecture, Land and Environmental Science, the International Cultural Center, ENCATC (among the associate partners)



"EU Heritage - Skills for promotion, valorisation, exploitation, mediation and interpretation of European Cultural Heritage" aims to address the shortage of transversal and transferable and digital skills in the field of heritage promotion, valorisation, exploitation, mediation and interpretation. 2019 was mainly focused on the project's research phase to learn about the skills and training needs for cultural heritage professionals across EU-27 countries. The partnership launched an online survey, carried out an extensive mapping, desk and qualitative research which all resulted in the release of a final research report. Meetings were organised in Malta, Romania, and Spain. Partners also contributed to the European Vocational Skills Week in Finland and events in Italy and Greece.

**MORE INFO:** <http://www.euheritage.eu/>

2019-2021

Funder: Erasmus+

Partners: Fondazione Fitzcarraldo, University of Malta - Institute for Tourism, Travel & Culture, Hellenic Open University, National Institute for Cultural Research and Training – NIRCT, Materahub, Alden Biesen, Asociation Plataforma La Cultura, Institut fur angewandte Medienforschung GmbH, ENCATC, and Camara de Comercio e Industria Italiana para Espana

## CAPACITY BUILDING FOR EUROPEAN CAPITALS OF CULTURE

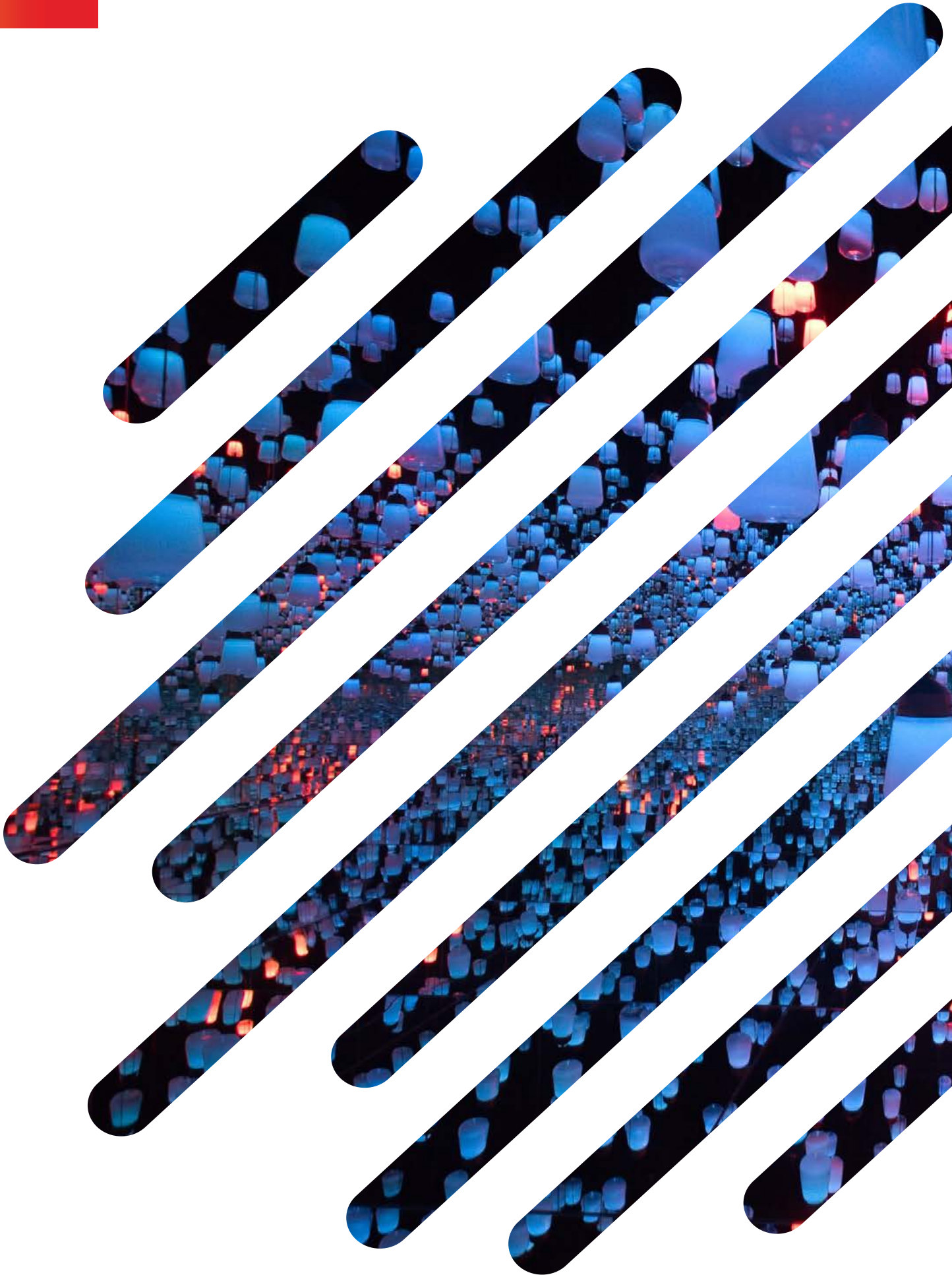
The "Capacity Building for European Capitals of Culture" project was initiated by the European Commission to support capacity building and peer-learning activities for ECOCs. The project began in October 2019. It aims to support ECOCs through a wide range of activities, which include: mapping of the capacity building needs of the delivery bodies of present and future ECOCs, building a pool of multi-disciplinary EU wide expertise to cover the identified capacity needs, organisation of ECOCs Academy Camps, and delivery of Massive Open Online Courses (MOOCs) and webinars, with the development of further toolkits and training material. These activities aim to create a pool of expertise and provide capacity building services and peer-learning activities to upcoming ECOCs. More generally, it is also to provide useful information, contacts and training to the ECOc delivery teams and cities that would like to apply for the ECOc title, increasing the quality of the applications and enhancing the success of the delivery of the ECOc year.

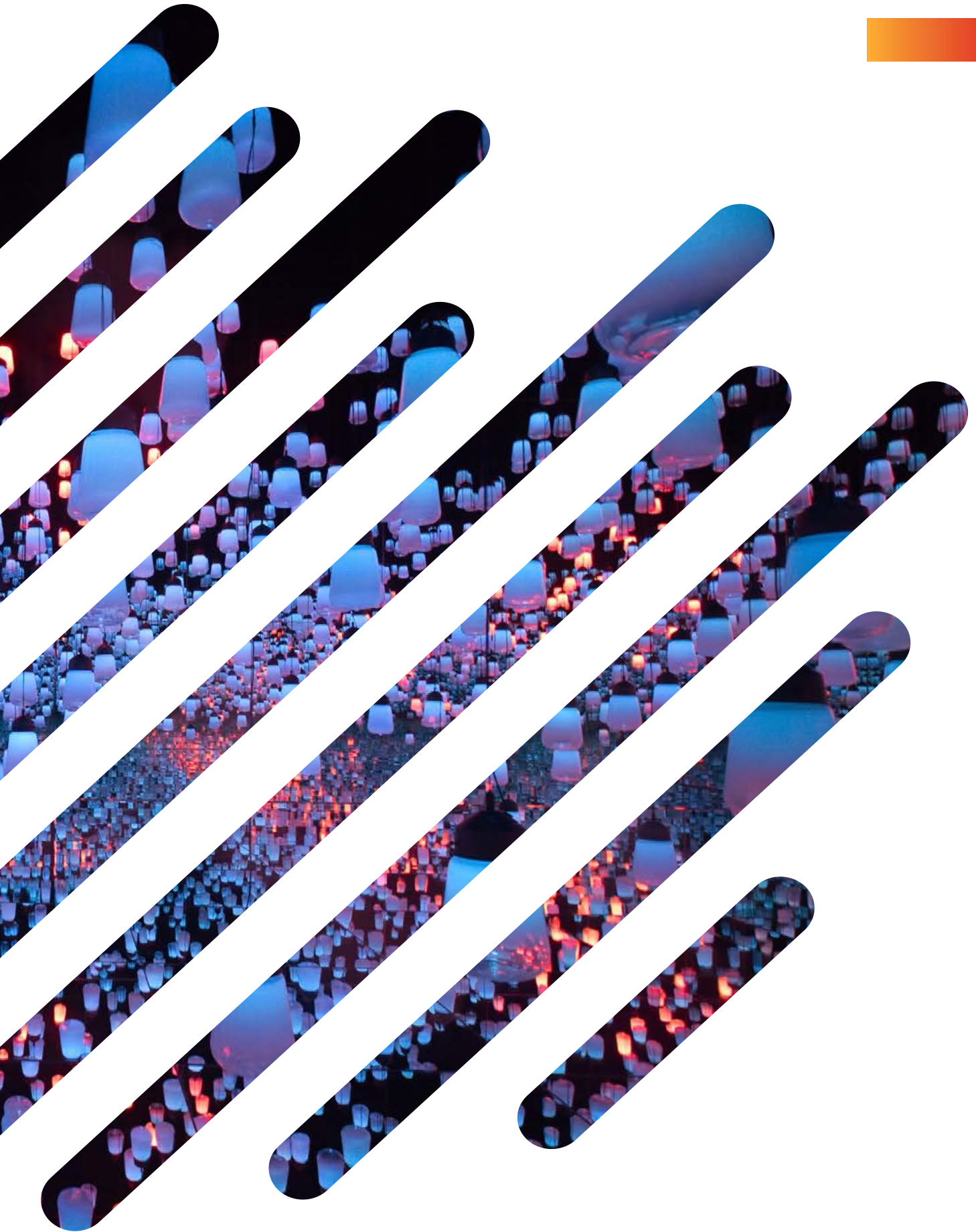
2019-2022

Funder: European Commission

Partners: Association Européenne pour l'Information sur le Développement Local (AEIDL), Culture Action Europe (CAE), Interarts – Fundació Interarts per a la cooperació cultural internacional, ENCATC, and the United Cities and Local Governments - UCLG (Subcontractor)







# ABOUT ENCATC

# What is ENCATC?

Established in 1992 in Warsaw, ENCATC is an independent organisation and the only European network in the field of cultural management and policy.

In 2019, it was made up of more than 100 member institutions in 41 countries. ENCATC is an NGO in official partnership with UNESCO and an observer of the Council of Europe's Steering Committee for Culture.

Our mission is 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.

Our members are higher education institutions, training centres, cultural organisations, public authorities, and artists. Since its creation, ENCATC has cooperated in many ways with the Council of Europe, UNESCO, European institutions, and the European Cultural Foundation. As results of our internationalisation policy, ENCATC is also a strategic partner of the Asia-Europe Foundation, and has Memorandums of Understanding established with the Association of Arts Administration Educators in the United States and the Taiwan Association of Cultural Policy Studies.

We believe cultural management and policy education, training, and research have the power to make the cultural sector stronger, resilient, and sustainable in Europe and beyond. That's why ENCATC plays a crucial role in ensuring sustainability and in strengthening the competitiveness of the cultural and creative sectors. Our members are directly responsible for the continuing education of today's cultural professionals and educating tomorrow's cultural managers and operators as well as future European citizens who will benefit from cultural offers at the European, national and local level.

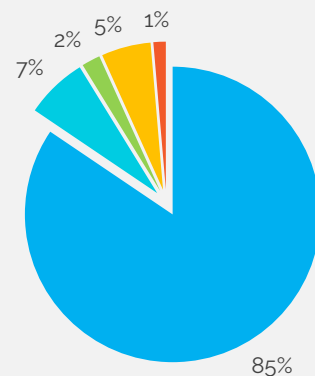
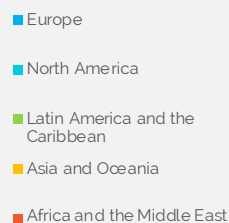
# Membership in 2019

Total ENCATC membership

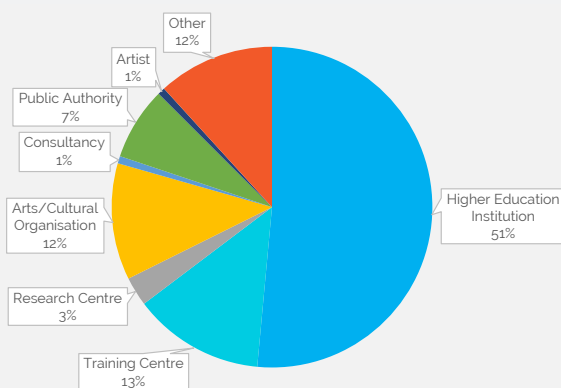
# 148

in 41 countries

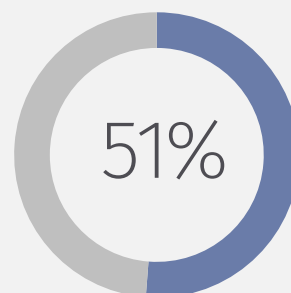
Where are the members in the world?



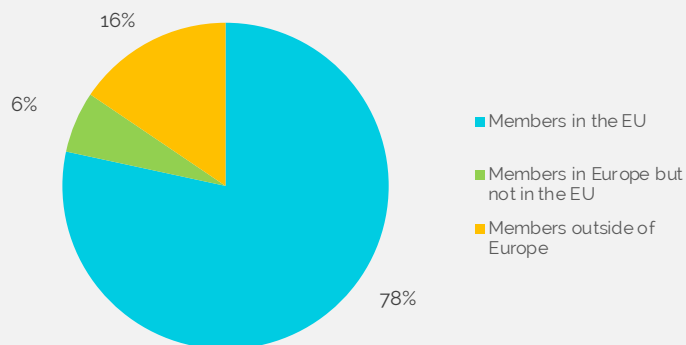
Who are our members?



Higher education institution



How many members are in the EU?





**AUSTRALIA (1)**

Karla Penna

**AUSTRIA (2)**

IKM Institute of Culture Management and Culture Studies  
Institut für Kulturkonzepte

**BELGIUM (7)**

Association Marcel Hicter pour la Démocratie Culturelle  
BOZAR, Centre for Fine Arts of Brussels  
Damien Helly  
EuAbout Lab ASBL  
Flemish Ministry of Culture  
Observatoire des Politiques Culturelles // Ministère de la Communauté Française Wallonie-Bruxelles  
University of Antwerp / Antwerp Management School

**BRAZIL (1)**

Fabio Sabetta Morales

**BULGARIA (2)**

Svetlana Hristova  
SULSIT University of Library Studies and Information Technologies

**CANADA (2)**

University of Regina  
Lidia Varbanova

**COLOMBIA (1)**

University of los Andes

**CROATIA (3)**

INTERACTA, Association for Production and Interaction in Culture and Education  
Kultura Nova Foundation  
Prokultura Association - Observatory of Cultural Policy

**CUBA (1)**

Oficina del Historiador de la Ciudad

**CYPRUS (1)**

Kakia Catselli

**CZECH REPUBLIC (2)**

Academy of Performing Arts in Prague  
Janacek Academy of Music and Performing Arts

**ESTONIA (2)**

Estonian Academy of Music and Theatre - EAMT  
Tartu University Viljandi Culture Academy

**FINLAND (8)**

Arcada University of Applied Sciences  
 CUPORE - Foundation for Cultural Policy Research  
 Helsinki Metropolia University of Applied Sciences  
 HUMAK University of Applied sciences  
 Sibelius Academy / Sibelius-Akatemia  
 Turku University of Applied Sciences  
 University of Jyväskylä  
 Seinajoki University of Applied Sciences

**FRANCE (10)**

AMU Aix-Marseille Université  
 Burgundy School of Business  
 Claire Giraud-Labelle  
 Musée du Louvre  
 Le LABA  
 Université de Savoie - IUT de Chambéry  
 Université de Cergy Pontoise  
 Université Lumière Lyon II  
 University Paris 8  
 University of Rouen Normandy

**GEORGIA (2)**

Luciano Gloor  
 Ministry of Culture and Monument Protection of Georgia

**GERMANY (7)**

european centre for creative economy GmbH (ecce)  
 Fabian Vogler  
 Fachhochschule Potsdam  
 Hochschule Heilbronn / Heilbronn University  
 Institut für Kultur-und Medienmanagement (KMM)  
 Institut für Kulturkonzepte Hamburg  
 Pädagogische Hochschule Ludwigsburg

**HUNGARY (1)**

Central European University

**ITALY (18)**

Fondazione Fitzcarraldo  
 ATER Associazione Teatrale Emilia-Romagna  
 University of Bologna (Graduate Program GIOCA)  
 Tools for Culture  
 University of Ferrara (MuSeC - Course on Economics and Management of Museums and Cultural Services)  
 Istituto Luigi Sturzo  
 City Council of Genoa  
 Melting pro. Laboratorio per la cultura  
 IMT Institute for Advanced Studies  
 University of Salento  
 University of Macerata  
 Symbola Foundation for Italian Quality  
 Zetema Progetto  
 IED Istituto Europeo di Design SpA / European Institute of Design  
 Promo PA Foundation  
 Tecnopolis Science and Technology Park  
 University of Catanzaro 'Magna Graecia'  
 Antonia Ligouri

**JAPAN (1)**

Tokyo University of the Arts

**LITHUANIA (2)**

Lithuanian Academy of Music and Theatre LMTA  
 Lithuanian Cultural Institute

**MALTA (1)**

Culture Directorate, Ministry for Justice, Culture and Local Government

**MEXICO (1)**

Universidad Anáhuac

**NETHERLANDS (6)**

Utrecht School of Arts  
 Utrecht University  
 De Domijnen  
 University of Groningen  
 Yelena Kharitonova  
 Kunstloc Brabant

**NORWAY (1)**

Norwegian School of Management BI

**POLAND (3)**

International Cultural Centre  
 ROK AMU Culture Observatory, Adam Mickiewicz University of Poznan  
 WSB University

**PORTUGAL (1)**

Caterina Vaz Pinto

**ROMANIA (4)**

National Institute for Cultural Research and Training (NIRCT)  
 Sibiu International Theatre Festival  
 Transilvania University of Brasov  
 Romanian Ministry of Culture

**SERBIA (2)**

Faculty of Drama Arts, University of Arts Belgrade  
 Center for Study in Cultural Development

**SINGAPORE (1)**

LASALLE College of the Arts

**SLOVAKIA (1)**

Technical University of Košice

**SOUTH AFRICA (1)**

University of the Witwatersrand

**SPAIN (11)**

University of Barcelona  
 Fundacion SGAE  
 Universitat Internacional de Catalunya  
 Fundacion Iberoamericana de las Industrias Culturales y Creativas (FIBICC)  
 Universitat de València

Observatorio Cultural del Proyecto Atalaya -  
 Universidad de Cádiz  
 Cristina Ortega  
 MariaPaz Marques  
 Espronceda  
 Alba Victoria Zamarbide Urdaniz  
 Imanol Galdos

### SWEDEN (6)

Nätverkstan  
 Södertörns Högskola / Södertörn University College  
 DIK Association  
 Jamtli Foundation  
 Karlstad University  
 Malmö University

### SWITZERLAND (1)

Anne-Catherine Sutermeister

### TAIWAN (4)

National Taiwan University of Arts  
 Ministry of Culture, Taiwan  
 National Cheng Kung University  
 Xia Jing Shan Arts & Culture Foundation

### TURKEY (2)

Çekul Foundation  
 Cultural Policy and Management Research Center  
 (KPY)

### UKRAINE (1)

Ukrainian Cultural Foundation

### UNITED ARAB EMIRATES (1)

Abu Dhabi Department of Culture and Tourism

### UNITED KINGDOM (8)

City, University London  
 University of Leeds  
 Goldsmiths, University of London  
 University of the Arts London  
 The Audience Agency  
 Cultural Division/Taipei Representative Office in the UK  
 University College London  
 Ironbridge International Institute for Cultural Heritage,  
 University of Birmingham

### UNITED STATES (5)

Carnegie Mellon University  
 National Creativity Network  
 New York University  
 University of Connecticut  
 Boston University

## HONORARY MEMBERS (12)

In 2019 ENCATC bestowed Honorary Membership on a small number of individuals in recognition of the voluntary support they have given or work they have undertaken towards the support of the network.

- David Throsby at Macquarie University, Australia,
- Christian Ost at ICHEC, Belgium
- Frédérique Chabaud, Advisor for culture, media and education at the European Parliament, Greens/EFA Group, Belgium
- Géraldine Bueken at Les trois plumes, aisbl, Belgium
- Ignaci Guardans at CUMEDAIE, Belgium
- Ana Žuvela, Researcher, Institute for Development and International Relations (IRMO), Croatia
- Iphigenia Taxopoulou at MitoS 21, Denmark
- Sacha Kagan, Independent Researcher, Germany
- Marco Mossinkoff at the Amsterdam University of Applied Sciences, The Netherlands
- Nancy Duxbury Carreiro at the University of Coimbra, Portugal
- Carole Rosenstein at George Mason University, United States
- Alice Loy at Creative Startups, United States

## ENCATC Ambassador (1)

ENCATC Ambassadors are members appointed by the ENCATC Board to represent a country or a specific field of cultural study. An Ambassador is responsible for promoting the ENCATC image during national and international events, creating synergies with national cultural operators, enlarging ENCATC membership in his/her country, promoting ENCATC as a partner for transnational projects.

- Claire Giraud-Labelte, France



# Promoting transnational cooperation and mobility inside and outside the network: 5 Member Stories

Collected in “Member Stories”, these selected examples demonstrate the added value of ENCATC members successfully working together in cross-border and cross-cultural cooperation, pooling their resources and expertise for conferences, workshops, education programmes, European projects, and publications.

# CALLING OUT FOR EXPERTISE

## ENCATC MEMBERS KNOW WHERE TO GO

### Sharing expertise & Open call

One of the biggest advantages of belonging to the only European network on cultural management and policy is having easy access to experts all around Europe and beyond!

In 2019, The National Institute for Cultural Research and Training (NICRT) in Romania was tasked with organising the "Young Creative Generations" Conference in Brussels which was hosted by the EU Romanian Presidency. With its offices in Bucharest, NICRT reached out to ENCATC to launch a call for experts among the Belgian membership. NICRT needed input from local Belgian experts who could share ways to bring the young European population to the table, from how to create an environment where young voices are heard to how to unite youth to create a strong sense of a European identity.

As a result of this call, on 26 March 2019 in Brussels Damien Helly from DH Creative Partnerships and Melat Gebeyaw from BOZAR were invited to share their expertise, recommendations, and innovative ideas with representatives of the Romanian Presidency, youth leaders, policy makers, and cultural influencers. The event collected expertise on the state of art of youth participation, strategies, youth attitudes, and existing youth initiatives. The ambition was to provide useful insight for designing future policy and strategies on Europe's creative youth participation in the greater European project.

This kind of successful collaboration is a win-win on all sides for ENCATC members. On the one hand, members like NICRT easily find the experts they need and demonstrate to event organisers and partners their capacity to bring in high-level expertise. On the other hand, other ENCATC members gain new opportunities to increase their professional networks and boost their expertise profile, especially in this case to EU and national representatives.



# NEW YORK TO LONDON! LEARNING BEYOND BORDERS

## PREPARING STUDENTS TO WORK INTERNATIONALLY

 Teaching, international learning & mobility of students and staff

In today's world education on cultural management and policy is increasingly looking to expand beyond national borders to ensure students are getting a broader context of the field in different countries. ENCATC members recognize this need as more and more are incorporating international learning components into their programmes.

ENCATC Board Member, Richard Maloney, Clinical Associate Professor and Director of the Performing Arts Administration graduate programme at NYU organised a week-long study programme for his students in London in March 2019. This was an opportunity to partner up with ENCATC member Goldsmiths, University of London. The university is home to the leading Institute for Creative and Cultural Entrepreneurship (ICCE) and has strong established ties to major cultural institutions in the British capital.

ENCATC members from Goldsmiths, Gerald Lidstone, Director ICCE, and his colleagues Carla Figueira, Siân Prime, and George Musgrave prepared a series of lectures tailored for the American students. From the experience students came away with increased knowledge and understanding of UK cultural policy, British international cultural relations and diplomacy, and the UK's Cultural and Creative Industries. They were also provided with exciting and innovative practices coming out of the UK in areas of cultural entrepreneurship and creativity and place branding.

Being able to offer international experiences for students is an attractive addition to any cultural management and policy programme. With the network's membership reaching across more than 35 countries in Europe and beyond, there are boundless possibilities for ENCATC members to establish partnerships that will give their students international learning and cultural experiences to help prepare them for work in a globalised world.



# RESPONDING TO DEMAND FOR INTERNATIONAL PUBLICATIONS

## A GLOBALISED WORLD NEEDS FAR-REACHING KNOWLEDGE



Publication & pooling expertise

As the world is getting more and more connected there will be an increase in demand for academic resources assembling knowledge from around the globe. However, it can be a challenge if you don't have access to a network centralising renowned experts spread out over six continents.

In 2019, one such new international publication was released by the cultural management and policy academic community, many of them belonging to ENCATC. The Routledge Companion to Arts Management builds a comprehensive understanding of what arts management can mean in an international context.

The book was co-edited by ENCATC member, Dr Aleksandar Brkić, Arts Management and Cultural Policy Lecturer at ICCE, Goldsmiths, University of London with Professor William J. Byrnes, Professor Emeritus of Arts Administration at Southern Utah University, USA. Among the publication's articles are contributions from ENCATC members in Europe, North America, and Asia: Constance DeVereaux, University of Connecticut (USA); Milena Dragičević Šešić, Faculty of Drama Arts, University of Arts Belgrade (Serbia); Marilena Vecco, Burgundy School of Business (France); Ben Walmsley, University of Leeds (UK); Aleksandar Brkić, Goldsmiths, University of London (UK); Mio Yachita, Tokyo University of the Arts (Japan); and Marcin Poprawski, ROK AMU Culture Observatory, Adam Mickiewicz University of Poznan (Poland).

The book is an essential resource for students, scholars and reflective practitioners involved at the intersection of business and the arts. Published by a major academic publisher such as Routledge, for the contributing ENCATC members it was a fantastic opportunity to reinforce their research presence in the international cultural management and policy field.



# WHEN EUROPEAN PROJECTS COME KNOCKING FOR EXPERTISE

## ENCATC MEMBERS ARE AT THE READY



European projects, mobility & sharing expertise

Launching a call for experts within ENCATC means finding experts with cross-pollination interests which can bring in fresh perspectives, innovative ideas, and new knowledge.

In 2019, the PERICLES project (2018-2021) reached out to ENCATC looking for experts for an International Knowledge Exchange Workshop it was organising in Den Helder in The Netherlands. Funded by the European Union's Horizon 2020 Research and Innovation programme, the project promotes sustainable, participatory governance of cultural heritage in European coastal and maritime regions.

Resulting from a call to the members, on 25 April Professor Luca Zan from the University of Bologna in Italy and artist Savina Tarsitano from Espronceda - Center for Art and Culture in Spain travelled for the workshop on behalf of ENCATC. They contributed to the discussions on the management of Coastal and Maritime Cultural Heritage (CMCH) in the case regions, understanding nuances of how cultural heritage management works in each region, and identifying good approaches and existing challenges.

The frequent requests for experts are one of the many benefits for ENCATC members. It not only provides mobility opportunities, but also opens pathways for both the network and its members to contribute to high-level European expert gatherings.





# EUROPEAN PROJECT CONSORTIUMS ARE A WHOLE LOT EASIER

## BEING PART OF A NETWORK GOES A LONG WAY

 European projects, partner search & capacity building

Anyone who has tried to establish a consortium for a European project knows the incredible amount of time, resources, and delicate balancing that go into creating a successful partnership. Once the initial enthusiasm for a new project idea subsides and the real work begins, only a strong consortium foundation can see the best projects through.

As part of ENCATC, members can launch calls for partners within the network to build their consortiums. But we also witness cases where from past experience and strong ties, sometimes members already know who will be an asset for their project, who they trust, and who they work well with, saving time and resources.

This was the case of the ASSET project (Audience Segmentation System in European Theatres). Running from October 2018 to February 2021, it is funded through the European Union's Creative Europe programme. The project's strong consortium includes ENCATC members: The Academy of Performing Arts in Prague (Czech Republic); the Helsinki Metropolia University of Applied Sciences (Finland); and The Audience Agency (United Kingdom). Other project partners include: The Arts and Theatre Institute (Czech Republic); Cultural Centre Dubrava, as part of Peoples University (Croatia); IG Kultur Österreich (Austria); and the Arts Project Foundation (Bulgaria).

As with any European project, being able to reach wider and more diverse audiences is also of immense added value. In 2019 as ASSET was gaining momentum, ENCATC members benefited using the network's communication channels. ENCATC promoted the project's aims to train data collection managers in theatre communities from 14 countries, carry out an audience survey, organise meetings and events, deliver case studies, and develop the ASSET prototype.

ASSET is just one example where ENCATC regularly disseminates European project outcomes and achievements. ENCATC is eager to help members' collaborative projects reach new audiences and share the newest innovations from transnational collaborations that benefit other ENCATC members and the cultural management and policy field.



# Bibliography 2019

Committed to transfer knowledge, ENCATC collected for its major events an exhaustive bibliography on specific thematic.

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### Preparing the 2021/2027 new financial planning for Culture

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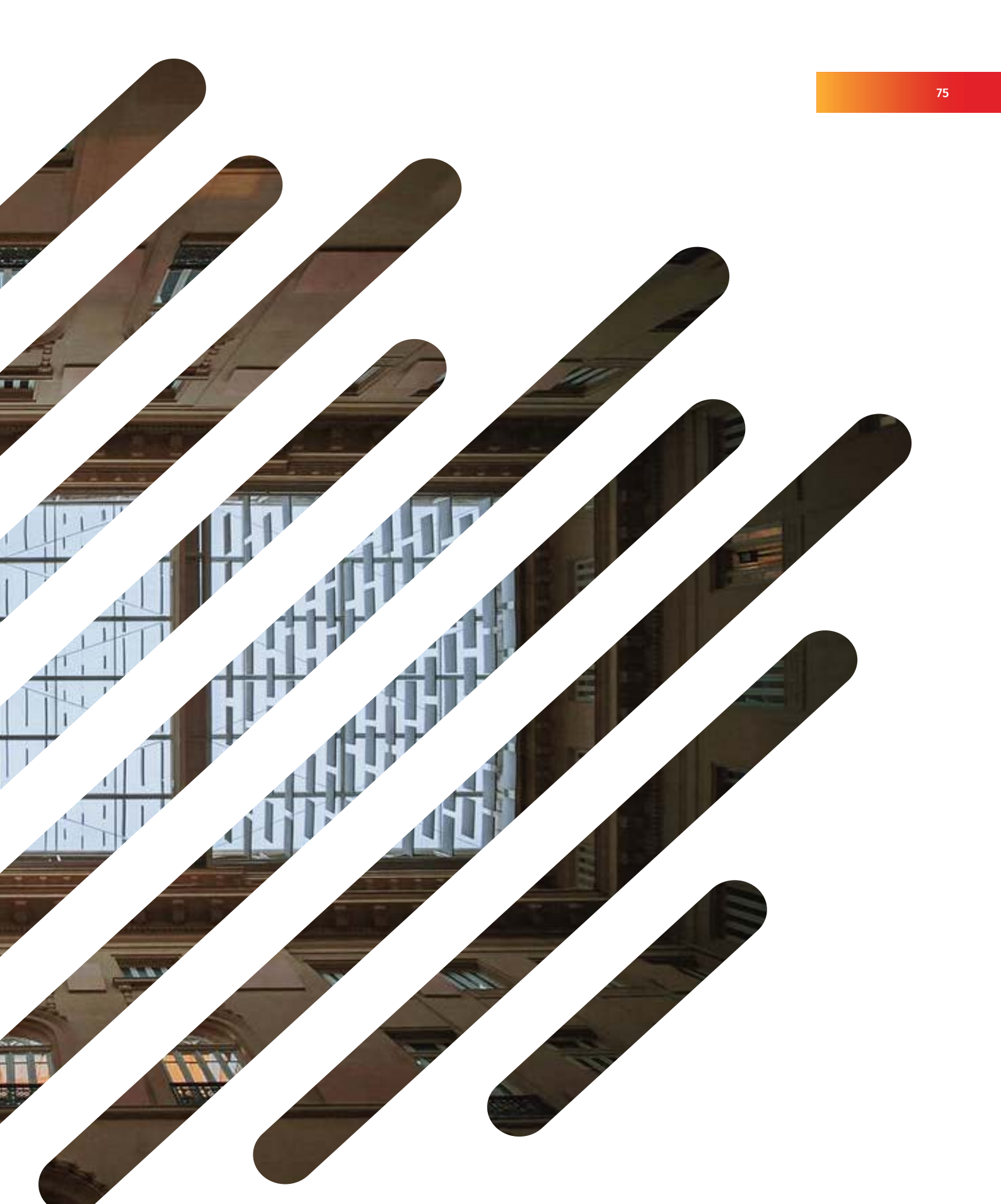
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### COST ACTION: Connecting research initiatives across Europe and beyond to enable researchers and innovators to grow their ideas

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# ADMINISTRATIVE

# Board members 2017- 2019

The ENCATC board is responsible for the network's policy and for the design and implementation of the annual working programme in collaboration with the ENCATC Secretary General.

The members of the board are 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. Each year, the Board organises a number of meetings to discuss, among other issues, membership applications, network activities, strategic decisions, and project proposals.

Francesca  
Imperiale  
**President**

University of Salento,  
Italy



Ana Gaio  
**Vice-President**

City University  
London, United  
Kingdom



Gabrielle  
Kuiper  
**Vice-President**

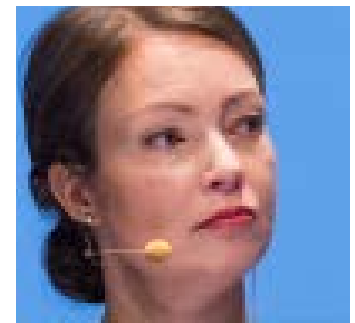
HKU University of  
the Arts Utrecht (The  
Netherlands)



Dea Vidović

**Treasurer**

Kultura Nova  
Foundation (Croatia)



Richard  
Maloney  
**Secretary**

New York University  
(United States)



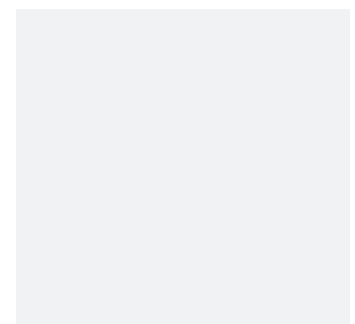
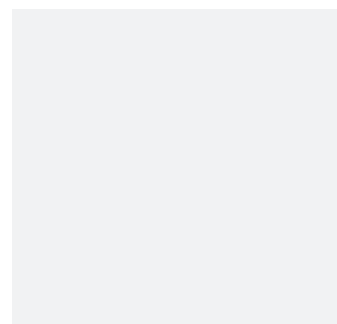
Tanja  
Johansson  
**Board Member**

Sibelius Academy,  
University of the Arts  
Helsinki (Finland)



Michal  
Lázňovský  
**Board Member**

Academy of Performing  
Arts in Prague, Theatre  
Faculty (Czech Republic)



Jerry C Y Liu  
**International  
Correspondent Board  
Member**

National Taiwan  
University of Arts  
Taiwan



Alan Salzenstein  
**International  
Correspondent Board  
Member**

DePaul University  
of Chicago, USA



# ENCATC Secretariat

## How was ENCATC able to implement so many activities throughout the year?

The successful year was made possible thanks to ENCATC board members and international correspondent board members, but also thanks to 3 dedicated and experienced full-time employees, 5 trainees, and 4 external service providers.

Thanks to the dedication and professionalism of everyone involved, the network was able to achieve all of its foreseen activities and events, as well as additional events being organised throughout the year as opportunities arose to partner with members and other organisations.

Giannalia  
Cogliandro Beyens  
Secretary  
General



Elizabeth Darley  
Communications  
Manager



Julie Maricq  
Communications  
Strategist



Manon Deboise  
Project Officer  
(January – April)



Katarzyna  
Nowicka  
Project Officer

(September – December)



Cristina  
Ortega Nuere  
Editor in Chief



Isabel Verdet  
Scientific Project  
Officer



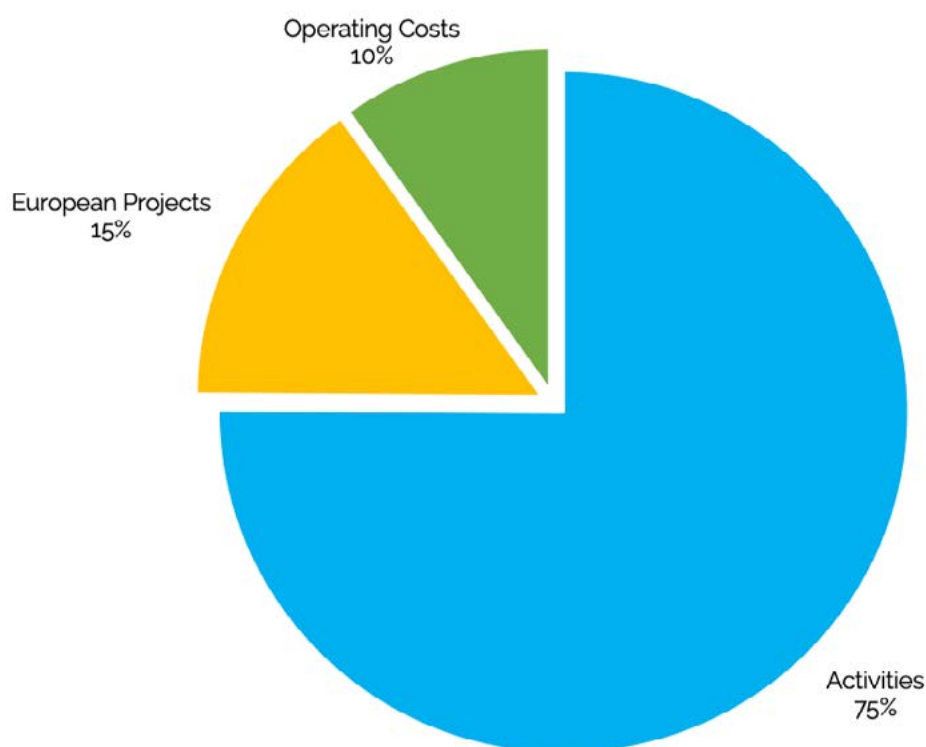
Christophe Lanoy  
Accountant



# Finance 2019

These pie charts summarize the 2019 fiscal year with figures showing how ENCATC is funded and how its financial resources are utilised.

## Expenditure





Income

## 2019 ENCATC Activity Report

### PUBLICATION YEAR

2019

### EDITOR

GiannaLia Cogliandro Beyens, ENCATC Secretary General

### TEXTS CONTRIBUTIONS

Elizabeth Darley and Julie Maricq

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### SOCIAL MEDIAS



### DESIGN & LAYOUT OF THE REPORT

Mirentxu Gabikagogeaskoa

### COVER PHOTO

Red Neon Hand Sign by Ellie Burgin on Pexels, 2019

### CARBON FOOTPRINT

Thank you for reading the electronic version of our Annual Activity Report. Your support is important for helping ENCATC's actions to reduce our carbon footprint

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ENCATC IS THE LEADING EUROPEAN NETWORK ON CULTURAL MANAGEMENT AND POLICY.

It is an independent membership organisation gathering over 100 higher education institutions and cultural organisations in over 40 countries. ENCATC was founded in 1992 to represent, advocate and promote cultural management and cultural policy education, professionalise the cultural sector to make it sustainable, and to create a platform of discussion and exchange at the European and international level.

ENCATC holds the status of an NGO in official partnership with UNESCO, of observer to the Steering Committee for Culture of the Council of Europe, and is co-funded by the Creative Europe programme of the European Union.

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