ENCATC
ACTIVITY REPORT
2008

encatc

European Network
of Cultural Administration Training Centres

GiannaLia Cogliandro
Brussels, November 2007

Education and Culture DG

INTRODUCTION

This document has the objective to present the activities designed, developed and implemented by the European Network of Cultural Administration and Training Centres, ENCATC, during the year 2008.

This document includes **the following sessions:**

- **Governance at ENCATC** - an outline of internal matters (Brussels office, Board meetings and Annual General Assembly).

- **Membership development** - an outline of the membership in 2008

- **Lobbying: Developing and influencing Policy** - a short overview of the ENCATC policy development over the year 2007 in relation to the EU matters and other international organisations.

- **Networking: Sharing and improving knowledge** - a review of ENCATC activities, events and projects over the year 2008

- **European Projects:**

- **Capacity building: training professionals and students** - a review of training events implemented by ENCATC over the year 2007

- **Stimulating Researchers: Fostering Cultural Policy Research**

- **Raising awareness: Building of Knowledge societies:** An overview of ENCATC main Researches and Publications over the year 2007

- **Cooperation**

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

ABOUT ENCATC

Established in Warsaw in 1992, the European Network of Cultural Administration Training Centres (ENCATC) is **a lively and expanding European platform** encouraging serious exchange of knowledge, methodologies, experiences, comparative research programmes and regular assessment of the sector's training needs in the broad field of cultural management from a European point of view through a wide range of working groups, projects, activities and events. Currently, ENCATC has a **membership of over 100** education and training institutions involved in education and training for the arts and cultural sectors and operates **through 34 countries.**

ENCATC gives cultural management education and training institutions a voice by its active engagement on regular dialogue with international and European institutions on all aspects of legislation, policies and programmes that have a direct or indirect impact on education and training in the broad field of cultural management.

ENCATC is an **international non-profit organisation** governed by the Belgian Law, an **NGO** with operation links with **UNESCO,** one of the 4 organisations having the status of "**observer**" to the Steering Committee for Culture of the **Council of Europe**.

The **mission** of ENCATC is "to stimulate and encourage the development of cultural management & policy within the context of great changes in the fields of culture, arts and media". ENCATC aims to :

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

ENCATC mission and aims are based on a **set of values** that include: importance of **high quality education**; importance of research and education for **sustainable development of cultural field**; importance of **mobility** and **flexibility** - readiness to respond to changes; **openness to other** (institution, country, language) expressed in partnership and exchange; **respect** and **efficiency** in contacts with individuals.

ACTIVITIES AND SERVICES

In line with its mission and aims, ENCATC works along the following five complementary strands of activities and services:

Lobbying - Developing and influencing policies
By actively contributing to the shaping, development and implementation of European and national policies, legislation and programmes relevant for cultural education and training institutions, ENCATC is a key partner for constructive dialogue with the European Commission, the European Parliament, UNESCO, the Council of Europe, the Committee of the Regions and the Member States.

Networking - Sharing and improving knowledge
ENCATC is involved in a number of European projects and coordinate several working groups open to ENCATC members and major stakeholders. By taking part in working groups and projects, all the members of the network have the unique opportunity to share knowledge and information on a wide range of training issues and challenges in the field of cultural policy.

Capacity building – Training professionals and students
With the aim to promote capacity building in the cultural sector, ENCATC initiates and supports training activities for trainers and for students of ENCATC members. During these events, the participants have the opportunity to: (1) learn from each other by sharing knowledge, curricula, experiences, but also by comparing different approaches, testing innovative solutions and analysing best practices and key studies; (2) develop common policy positions and joint project proposals. Members with particular experience are also identified, and can be called upon to maximum advantage when needed.

Stimulating researchers – Creating a European competitive research area
As part of its commitment to cultural policy research and education ENCATC administrates the Cultural Policy Research Award, CPRA. This award aims to stimulate academic research in the cultural policy field. The proposed research should assist cultural policymaking by offering possible policy solutions to the cultural issues it analyses. A long-term goal is the development of a network of young cultural policy scholars.

Raising awareness - Building of knowledge societies through information and communication
With the aim to provide the professional arts management constituency and students interested in the sector with update and detailed information about the European policy development, ENCATC is very active in disseminating information outside and inside the network through the ENCATC **webpage** and the **monthly newsletter.** Each year ENCATC also publish a **book on cultural policy.** In cooperation with UNESCO, since 2001 ENCATC delivers an interactive **on-line database** on existing training programmes in Europe, Russian Federation, Caucasus and Central Asia, Latin America, Caribbean Area and Africa. Finally, in 2008, ENCATC started two new challenging projects: a **Glossary** on cultural terms and a joint **resource of bibliographies database.**

GOVERNANCE AT ENCATC

ENCATC has a democratic decision-making structure. The most important decisions are made during the Annual General Assembly (GA). At each GA, members take part in elections to decide which members should serve on the ENCATC Board.

Since 2006, ENCATC also has a number of working groups dealing with specific policy areas, which are open to all ENCATC members.

GENERAL ASSEMBLY

The ENCATC annual General Assembly, GA, is a statutory body, which generally meets once a year and which is open to all ENCATC members. At the annual General Assembly, the overall Work Programme, budget, membership report, strategic developments and membership fees for the year ahead are discussed and approved. Work progresses are also evaluated.

In 2008, the **16th ENCATC Annual General Assembly** was organised in Lyon, (France) on the18th October.

ENCATC BOARD

The **ENCATC Board** consists of **seven people,** representing his/her institution, elected by the General Assembly for a two years mandate. The Board is responsible for the network's policy and for the design and implementation of the ENCATC annual working programme together with the General Secretary. The **members of the board** are also extremely active in implementing a number of activities of the network: each member of the board takes over a specific responsibility and he/she replaces the General Secretary broad.

In 2008, the 7 ENCATC members of the Board **met in four occasions:**

PLACE	DATE	Place
February	12-14	Brussels, Belgium
April	19-20	Brussels, Belgium
June	30	Goteborg, Sweden
September	13-15	Bratislava, Slovakia

President
Jacques Bonniel
Université Lumière Lyon II
France

Vice-president
Lotta Lekvall
Kulturverkstan
Sweden

Treasurer
Svetlana Waradzinova,
Academy of Music and Dramatic Arts,
Slovakia

Secretary
Magdalena Kopczynska,
National Centre for Culture,
Poland

Gerald Lidstone
Goldsmiths University of London, UK

Cristina Ortega Nuere
Institute of Leisure Studies University of Deusto
Spain

Pia Strandman
Helsinki Polytechnic STADIA
Finland

The ENCATC office is based in Brussels, where a staff of 4 people work together to design, implement and coordinate all the activities initiated or supported by ENCATC.

The Brussels office is also responsible for the general coordination of the ENCATC Working Groups, for preparing the Annual Conference and General Assembly, for the internal and external communication and for the administration of the mobility Fund "Thomassen Fund".

In 2008, the office was composed of 4 people:
(1) a General Secretary; **GiannaLia Cogliandro Beyens**, (2) an Administrative Assistant **Tara Schneider Appriou**; a (3) communication officer (Rosa Diaz Dominguez) and 4) a trainee.

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

With the objective of actively contributing to mobility of students, ENCATC hosted during 2008 3 graduates from ENCATC programmes: **Valeria Sacanna** from Italy; **Nicolas Tommes** from Belgium and Emilia Marieta Niewiarowska from Poland.

The Board of ENCATC was also extremely active in 2008 in helping the Brussels office in the development and implementation of different dossiers and European projects but also in replacing when necessary the General Secretary abroad.

In July 2008, the ENCATC Office moved from Square Sainctelette located in the North part of Brussels to the very central and well know Place Flagey. By joining the flagship building of "**La maison de la radio**" ENCATC was the first European network actively and symbolically supporting the development and the launch of new very ambitious initiative: **the European House of Culture**".

GiannaLia Cogliandr
Executive Director -
General Management

Rosa Diaz Dominguez
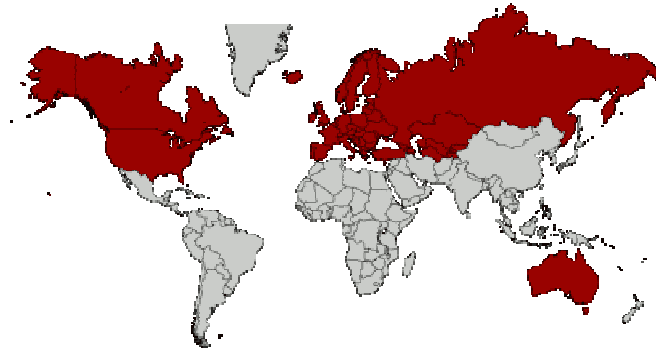Communication Policy Office
& Project Officer

Tara Schneider Appriou
Administrative Assistant

**Activity and Policy
Department**

Interns

MEMBERSHIP DEVELOPMENT

Countries where ENCATC is present today (2008)

ENCATC membership has continued to grow in 2008. At the end of the year 2008, the network counted **129 members representing over 10 million of professionals and managers**. With this growth in membership, ENCATC has also been able to increase its influence at international and European level.

During 2008, ENCATC **continued increasing the number of members** of the network by:

- Offering its members **more and new opportunities to network** and create joint projects

- Increasing the **quality and quantity of services delivered** to its members thanks to the increased budget coming from the new fees

The dynamic generated by the **working groups** was also very important in the development of the ENCATC membership. Infact, the majority of the new members joined the network after a first experience in attending an event organised in the framework of the working groups.

Since the previous General Assembly in Göteborg (June 2007) the following **17 new institutions** joined ENCATC:

Report June 2007 – October 2008

NAME OF INSTITUTION / MEMBER	COUNTRY	TYPE OF MEMBERSHIP	DATE OF ENTRY
1. University of Ca'Foscari (ICARE)	Italy	Full member	May 08
2.University of Ferrara	Italy	Full member	May 08
3. ENSATT Lyon (Ecole Nationale Supérieure des arts et techniques du theatre)	France	Full member	Sept 08
4. ENSAM, Arts et Metiers ParisTech, Cluny	France	Full member	June 08
5. Southern Utah University	USA	Full member	July 08
6. Fondacion Autor	Spain	Full member	July 08
7. University of national and world economy, Sofia	Bulgaria	Ass 08/Full 09	Dec 07
8. Southern Methodist Uni	USA	Full member	January 08
9. University of Toronto Scarborough	Canada	Full member	May 08
10. University Heilbronn,	Germany	Full member	Sept 07
11. ESSBTI (Ecole Supérieure Spécialisée de Bibliologies et Techniques Informatiques), Sofia	Bulgaria	Full member	April 08
12. Zarasai Center for Culture	Lithuania	Associate	May 08
13. Eva Lilla Kronauer	The Netherlands	Ind 08/Associate 09	Sept 08
14. Catarina Vaz Pinto	Portugal	Ind 08/Associate 09	April 08
15. SETEPES Foundation	Portugal	Full member	August 07
16. Russian State University of culture and art	Russia	Full member	Oct 08
17. Budapest Observatory	Hungary	Associate member	Oct 08

ENCATC gives cultural management education and training institutions **a voice** by its active engagement on regular dialogue with international and European institutions on all aspects of legislation, policies and programmes that have a direct or indirect impact on education and training in the broad field of cultural management. The aims is to ensure that the important role of cultural education is taken into account during the development and implementation of International / European policies and legislation having a direct or indirect impact on education and training in cultural management.

By actively contributing to the shaping, development and implementation of European and national policies, legislation and programmes relevant for cultural education and training institutions, ENCATC is a key partner for constructive dialogue with the European Commission, the European Parliament, UNESCO, the Council of Europe, the Committee of the Regions and the Member States.

The **ENCATC policy priorities for 2008** took into account the following considerations:

CULTURE IN A GLOBALISING WORLD

Context: On the 10th of May, the European Commission adopted a policy statement on the role of culture in a globalising world. This Communication proposes the first-ever European strategy for culture. The Communication affirms the central role of culture in the process of European integration and proposes a common cultural strategy for Europe, and for its relations with third countries. The policy statement presents **three major objectives** that together form a "common" cultural strategy for the European Institutions, the Member States, and the cultural and creative sector: Promotion of cultural diversity and intercultural dialogue; Promotion of culture as a catalyst for creativity in the framework of the Lisbon Strategy; and Promotion of culture as a vital element in the Union's international relations.

In order to implement its three strategic objectives the European Agenda for culture introduces new cooperation methods with various stakeholders: a more structured system of cooperation between the Member States and the EU institutions ('open method of coordination'), a reinforced mainstreaming of culture in all EU programmes and policies

through enhanced synergies between the departments of the European Commission, as well as a structured dialogue with the cultural sector.

Building on the successful achievements of the first European Culture Forum that
took place in Lisbon in September 2007, and following an information session organised in Brussels on 19 February, a call for expressions of interest was published, with the view to giving cultural organisations of European dimension the opportunity to express their interest in participating in two new thematic civil society platforms on:

1. access to culture and
2. creative and cultural industries.
3. intercultural dialogue

Together, the platforms are expected to produce policy recommendations to be discussed with the broader culture sector during a large-scale Cultural Forum in September/October 2009.

They will act as the channel for cultural stakeholders to provide concrete input and recommendations and - in this way - actively contribute to the implementation and further development of the European Agenda for culture.

ENCATC was selected among other major stakeholders to join the platforms: **access to culture** and **potential of culture and creative industries**.

Activities: Active participation in all the **meetings** organised by the two platforms during the whole year 2008:

Deliverable: **Policy papers** for both platforms.

CULTURE AS A CATALYST FOR CREATIVITY IN THE FRAMEWORK OF THE LISBON STRATEGY FROM GROWTH AND JOBS

Context: The recent study on the "Economy of culture" (2007) clearly demonstrates that cultural industries and the creative sector are substantially contributing to European GDP, growth and employment. As an illustration, a recent independent study carried out for the Commission estimated that more than 5 million people worked in 2004 for the cultural sector, equivalent to 3.1% of total employed population in EU25. The cultural sector contributed around 2.6 % to the EU GDP in 2003, with growth significantly higher than that of the economy in general between 1999 and 2003. These industries and the creativity which they generate are an

essential asset for Europe's economy and competitiveness in a context of globalisation. The role of culture in supporting and fostering creativity and innovation must be explored and promoted. Creativity is the basis for social and technological innovation, and therefore an important driver of growth, competitiveness and jobs in the EU.

Activities:

In 2008, ENCATC started a long term platform for discussion (working group on creative entrepreneurship & education) with the aim of:

- Finding methods to involve the cultural sector in education and training, from early ages to life-long learning perspectives, and new ways of promoting culture and arts in formal and informal education.

- Finding new ways of capacity-building of the cultural sector by for example additional training in managerial skills, entrepreneurship, project management.

- Finding good examples and best practices of new alliances between cultural sector and other sectors and set up some examples.

- To discuss how a new infrastructure should be formed around the cultural sector to sustain growth, but also the intriguing question of how an economically viable sector can be built with a retained artistic integrity.

- To set a plan of a working programme during 2009 when the European Year of Innovation and Creativity will be held.

- The results of the work of the platform (2008-2010) will be summarized in **a set of guidelines and recommendations** to be handled to the European Commission.

Partners:

ENCATC worked in close partnership with a range of international, European and regional stakeholders (i.e. UNESCO, Council of Europe, European Commission, INTERARTS, EUA, ELIA, AEC, EUROCITIES, etc)

Deliverables: **Study visits and working meetings in Venice and Lyon**

- **Preparation of the international seminar in Chicago In July 2009,** on ""Creative Entrepreneurship and Education in Cultural Life, **15 – 18 July, 2009, Chicago, USA in Chicago**

- **Preparation of the working meeting in April 2009 in Brussels on "creative regions and cities"**

- **Blog** on creative entrepreneurship open

- **Policy** paper for the Platform on potential of culture and creative industries.

- **Contribution to the Kea Study on cultural industries Study (set of interviews for the session on education)**

PROMOTE AND STRENGTHEN INTERCULTURAL COMPETENCES AND INTERCULTURAL DIALOGUE

Context: The European Union is Treaty-bound to forge ever-closer ties between the peoples of Europe while encouraging the different cultures of its Member States to thrive. At the same time, the impact of globalisation is increasing interaction among Europeans themselves and between Europeans and the rest of the world. Intercultural dialogue is already a valued aspect of EU action, which the Union has encouraged through its programmes and initiatives. However, a deeper and more structured dialogue, involving all civil society, especially young people, is an effective tool to inspire Europeans to celebrate their own culture, connect with others in Europe and the wider world, and to foster tolerance and respect.

The year 2008 will be the European year of Intercultural dialogue.

Actions: In 2008, ENCATC organised a **major international conference** aimed to **define what kind of specific skills and knowledge are required for acting in the field of cultural diversity and intercultural projects**; to introduce some good practices in training on these subjects and innovate in pedagogy; to improve the access to researches and links between trainers and researchers on this specific theme.

In 2008, ENCATC was also closely associated to the implementation of the programme of the Council of Europe: "**Intercultural Cities: Governance and policies for diverse communities**" – a Three years programme to enhance and support community efforts to make the best of cultural diversity.

Partners: ENCATC will work in close partnership with a range of international, European and regional stakeholders (i.e. Council of Europe, European Commission, UNESCO, French Ministry of Culture, EUROCITIES, Local and regional authorities, etc.;).

Deliverables:

- **ENCATC International conference** in Lyon

- **Working meetings** in the framework of the "**Intercultural Cities: Governance and policies for diverse communities**" programme of the **Council of Europe**

- **Publication** (to be published in 2009)

BUILDING THE EUROPEAN HIGHER EDUCATION AREA: PROMOTING QUALITY IN EDUCATION AND THE MOBILITY OF STUDENTS AND TEACHERS

Context: The Bologna process was launched after 29 Education Ministers signed a Declaration in Bologna in June 1999 to reform the structures of their higher education systems. Each signatory country committed itself to reform its own higher education system in order to create overall convergence at European level. The process originates from the recognition that in spite of their valuable differences, European higher education systems are facing common internal and external challenges related to the growth and diversification of higher education, the employability of graduates, the shortage of skills in key areas or the expansion of private and transnational education. The «Bologna process» opens, theoretically, unexpected opportunities for the reinforcement of the European cooperation aspect of cultural management higher education and vocational education.

Between November 2005 and December 2006 ENCATC was responsible for conduction of SECEB, the project co-financed by the European programme SOCRATES. One of the SECEB's outcomes was the survey. Its aim was to give an overview of the existing degree programmes in arts/cultural management and cultural policy in Europe. The survey was intended to highlight similarities and divergences between these degree programmes in regard to the implications of the Bologna Process. It was intended as a starting point for an analysis and evaluation of the achievements reached up to today. The final outcomes of the project were presented on the international conference organised by ENCATC in Potsdam in April 2006.

Having the above in mind and particular aims of the ENCATC's mission the network activities, in the following three years, will be concentrated on the Bologna Process issue, and in particular on the information dissemination among its members and fostering the discussion on the possible tuning process among degree programmes in arts/cultural management and cultural policy in Europe.

Activities: Having in mind the results of the SECEB project (2005-2006), and being in cooperation with major players on the Bologna Process ENCATC organised a working meeting with the University of Deusto (Spain) to discuss possible application of the tuning methodology (elaborated and described in the project: "Tuning Educational Structures in Europe") on the degree programmes in arts/cultural management and cultural policy in Europe.

The cooperation will start in 2009, as to allow ENCATC to prepare in 2009 the application for an additional, operational grant (i.e. form the Socrates

programme), which will explore further and on the practical basis the tuning possibilities;

Tuning project, established by ENCATC, will take into consideration the variety of organisations, which provide degree programmes in arts/cultural management and cultural policy in Europe. Among them we find arts schools (which mean fine arts, drama, and music schools), universities (humanities faculties and economics faculties) and polytechnics.

The tuning project will be aimed on establishing methodology to (re-)design, develop, implement and evaluate study programmes for each of the Bologna cycles;

The project will take into consideration the European Qualification Framework, European Standards and Guidelines and Member States national qualifications systems to the EQF;

The project will explore the possibility of establishing the common core of curriculum, its theoretical and practical parts for each of Bologna cycles of the degree programmes in arts/cultural management and cultural policy in Europe.

Apart from these parts of curriculum there will be also some space left for the unique subjects, not defined in common curriculum (i.e. amounting up to 10% for each of the Bologna cycles). The project will be carried out from mid 2009 till mid 2010.

Partners: ENCATC works for this issue in close partnership with a range of international, European and regional stakeholders. Among its important partners will be the European Commission, EUA, EURYDICE, EURASHA, ENQUA.

Deliverables:

- Working meetings with the University of Deusto
- Working group meeting in Lyon

NETWORKING:
SHARING AND IMPROVING KNOWLEDGE

With the aim to provide the professionals involved in arts management education and training a better understanding of the field, ENCATC initiates or supports on regular basis the following types of events:

1. **Events that focus on specific topics** aimed for professionals or other target groups within the specific field and which correlates to the over all aims of ENCATC.

2. **Events that explore, debate, discuss** and challenge areas and themes related to cultural management, cultural management training and other training programmes within the artistic and cultural field.

3. **Events that aim to develop or explore new areas** within fields related to cultural management, cultural management training and other training programmes within the artistic and cultural field.

ENCATC is also leader or partner of a number of European projects. By taking part in joint projects, all the members of the network have the unique opportunity to create new links, to share best and bad practices as well as to develop and text new training programmes in the field of cultural management.

ENCATC also coordinates several **working groups** involving ENCATC members and major stakeholders. These platforms allow ENCATC members to share knowledge and information on a wide range of training issues and challenges in the field of cultural policy and cultural management.

ANNUAL CONFERENCE

The **16th ENCATC Annual Conference** will take place **in October in Lyon, France.**

Organized by ENCATC in close cooperation with the University de Lyon Lumiere II, this international event will **gather together over 200** professionals from more then **35** countries in Europe, USA, Australia, Canada, Latin America, Asia, and Africa.

The whole ENCATC network was strongly involved in the conception, development and delivering phase of this important event. This ensured a wider dissemination and awareness rising about the conference and its outcomes.

The Conference **will produce some concluding statements and recommendations** on future policy and researches needs (publication to be ready in 2009)

The **deliverables** of the Annual Conference also included:

- **Final Compendium** of the Conference proceedings and articles written by prominent experts. The Final Compendium will be published in EN in printed and electronic version.
- **Conference reader**, covering the topics debate.
- **Final Report**
- **Publication (2009)**

Through both ENCATC website and communication tools (Newsletter, Info Flash) it was possible to widely disseminate the Conference programme and its outcomes, including the reader and the recommendations afterwards.

Finally, it is important to stress that in order to reinforce the presence of ENCATC members to this event as well as to give to the conference a major visibility ENCATC organised its own year 2008 General Assembly alongside this event.

ANNUAL STUDENTS' CONFERENCE

This Annual meeting **gathered together in Lyon a group of 40 students, coming from ca.15 different universities and institutions.**

This year the students from ENCATC programmes were invited to attend the same programme that was designed for the members of the association. The also had the change to met their

colleagues from the Forum From Young researchers and thus offered them the possibility to know more the participated this year in all sessions of the ENCATC meeting and followed the same programme their own programme, presenting their projects on the international forum. The overall aim of this student conference is to enable students of cultural management, meaning the future cultural managers, to establish links, exchange opinions, share experiences, shortly - to network.

This meeting will be a place for dialogue and cooperation between cultural management students, teachers, researchers and experts all over the Europe. This unique ENCATC initiative could be also the first step towards a more active **participation of the students in the decision-making process and an opportunity to express their own standing points.** In this regard, the results of the students' meeting will be presented to the ENCATC's international forum.

The coordination of this event is ensured by the University Lumière II, in cooperation with ENCATC.

	PROMOTING ARTS ENTREPRENERSHIP
Rationale	Arts entrepreneurship as an area of academic study is just beginning to establish roots in the forest of academia. Little is known about the process of arts entrepreneurship and why some entrepreneurs succeed while others do not. Research and education in arts entrepreneurship are in the early stages. Also, there is some question as to the extent to which arts entrepreneurship can be taught. At the same time, it has become evident that arts entrepreneurship, particularly in the US, is the key to economic growth and creation of new jobs in the arts. At art schools and universities in the US, many are starting to believe that traditional art curricula should include an arts entrepreneurship component. If young artists added to the battery of skills and knowledge they already receive, the ability to think like an entrepreneur, and some basic management tools, their chances of achieving and sustaining financial viability would greatly increase.
Date and Place:	**Chicago**, USA, **Summer 2009**
Content:	In particular, this event **will focus on** the following topics: • Acceptance and legitimacy of arts entrepreneurship as an academic discipline • Scholarship and research in this field • Interdisciplinary focus of arts entrepreneurship • Arts entrepreneurship and educational practices within areas of Fine Arts, Performing Arts and the Media Arts • Topical arts entrepreneurship issues • Learning objective and outcomes • Instructional techniques
Target:	This event is proposed to ENCATC members willing to share their experience of teaching arts entrepreneurship and discuss the challenges of developing arts entrepreneurship curricula.

Actions 2008	• **Data collection** on existing bibliography and training programmes in this field. • **Call for contributions and papers**
Action 2009	• **One week seminar in Chicago, USA**
Action 2010	• **Publication** • Exploring the possibility of set up a **joint master** on the topic. • **Exchange of students** and **teachers** from ENCATC programmes from USA and EUROPE
Timetable:	• **January 2008 – December 2010**
Deliverables:	• One week event • Evaluation • Publication
Co-organiser:	The seminar **will be organized by ENCATC in cooperation with the Arts, Entertainment and Media Management Department of Columbia College Chicago and Columbia's Centre for Arts Entrepreneurship.** In addition to attending working session, learning about the activities of the Centre for Arts Entrepreneurship, the participants will have a chance to meet with arts entrepreneurs and visit a number of successful arts enterprises around Chicago.
Partners:	ENCATC will work in **partnership with a range of international, European and regional stakeholders.** Among its most important partners will be UNESCO, Council of Europe, European Commission, AAAE, IFACCA, etc.
Expected results:	• **Platform for dialogue and exchange** between representatives from the educational, cultural and business sector; • **Development of principles and actions** thanks to a set of guidelines and recommendations developed during the workshop on teaching arts entrepreneurship subjects and/or components within the broader arts management curricula; • Number of **good practices** identified and documented and promoted; • **Visibility and dissemination:** The organizers will ensure publication of the document in English and French and its circulation and dissemination among academics and practitioners interested in the subject.
Visibility and dissemination:	• seminar leaflets, • publication, • website,

	• data collection,
	• articles, news, reports

	EUROPEAN ARTS MANAGEMENT PROGRAMME, EAMP
Rationale	The European Arts Management Programme is an alliance of Arts Management vocational training programmes in European higher education institutions. It will lead to the sharing of experience and the fostering of innovation in vocational training in arts management by bringing together experts and organisations in the field. It is based on the principle that the **arts play an essential role in fostering cultural and social integration between different ethnic, linguistic and national sectors of the population at local level, and through European international and transnational exchange.** The methodology is a combination of practice-based research, with discussion, comparison and exchange of teaching methodology among European institutes of HE, job-creation and enterprise organisations and small and SMEs.
EU Program	Leonardo da Vinci
Period:	24 months. 01/10/2006 – 30/09/2008.
Challenges	• To **improve the skills and competencies of people** by developing new measures to present, promote and compare formal qualifications in arts and cultural management at European and national level, taking into account skills and experience gained during work-placements and other forms of work-place learning. • To improve **quality of, and access to continuing vocational training**. By devising professional training routes in arts management which include work-placements and continuing professional development, and which address the vocational training needs of different sectors of the population including disadvantaged groups. • To **promote and reinforce the contribution of vocational training** to the process of innovation. By developing a range of new training modules leading to validated qualifications in arts and cultural management
Target groups	There are **4 categories** of target groups: • **Arts managers** in the voluntary and community arts

	sectors, including managers and administrative staff of arts centres including those based in socially deprived areas, community theatre groups, art and health programmes and disabled arts programmes.
	• **Arts development officers** in local government who are likely to encounter issues of social exclusion, social disadvantage and disablement as part of local authority strategic planning policy for arts and culture.
	• **Practicing professional artists** and crafts-people wishing to extend their range of arts management skills in an international context, and who find it difficult to establish themselves on a professional level.
	• **Students and researchers** within universities who are developing research material in the field of arts and cultural management, including assessment and evaluation of its social and cultural impact.
Deliverable 2008	• **4th partner meeting**: Thursday & Friday January 24 & 25 2008, **Bari**, Italy
	• **5th partner meeting**: Thursday & Friday 24 & 25 April 2008 **Krakow**, Poland
	• **6th partner meeting: Oxford**, UK July 2008
	• International Arts Management **Conference** in Oxford, July 2008
	• **Publication of Handbook** with the findings of the project translated into each of the partner languages.
	• **Valorisation:** Translation and publication and dissemination of results and findings
	• **Activity Reports & Evaluations**
Partners	ENCATC, Oxford Brookes University, Universität Hildesheim, Humak University Of Applied Sciences, ARSEC, Aries Formazione, The Vilnius Academy Of Fine Arts, The Jagiellonian University, University Of Information Technology And Management, Rzeszów, and The South-West University Neofit Rilsky.
Visibility and dissemination:	• Seminar leaflets, • website, • data collection, • articles, news, reports

	SYNAXIS BALTICA: Building a network for future professionals
Context:	Synaxis Baltica is a network for students in the field of arts and arts management. The network consists currently of eleven universities and partner institutions. They all are located in countries surrounding the Baltic Sea. Thus questions of European

| | culture management focus on a regional aspect.

Each year one of the member institutions arranges a summer academy. There the participating students of the network meet and work on particular issues of cultural management and cultural policy

The summer academy 2006 was arranged in Görlitz-Zgorzelec from 9th to 24th of September. The theme of this years academy was "Art, Nature, Responsibility"

The summer academy 2007 took place in Tallinn from 1st to 14th of August 2007. The topic was "**Creative Clusters – Future Model for the Cultural Field?**"

This challenging project was initiated by ENCATC in **2002**. |
|---|---|
| Challenge | • To **exchange information and knowledge** in the field of cultural management and policy;
• To **participate in training opportunity** that discusses cultural management and policy issues relevant to the hosting country and **analyses specific contemporary cultural trends of the region, as well as of Europe at large**.
• To form **international project teams** and to work with students from different cultural backgrounds |
| Actions 2008-2010: | • **Academy for students in 2008, 2009 and 2010.**

Place and date are not yet decided at date. |
| Timetable: | • **January 2008 – December 2010** |
| Deliverable | • **Students Academy**
• Academy **Report**
• **Evaluation** of the Academy |
| Partners | • This project is **supported by** the Nordic Cultural Fund, Kulturkapital Fund, InfoBalt, 5 Continents, The Nordplus-network Kult, Swedish Cultural Fund, Svenska Folkskolans vänner, The ENCATC Nordic Baltic Platform, Ministry of Culture of Latvia, Liepaja City Council |
| Expected results | • Contribution to the **mobility of students and teachers**

• **Long lasting platform for exchange of information and knowledge** between professionals in the cultural field around the Baltic sea

• **Development of new training material for cultural managers** |
| Visibility and dissemination: | • website,
• articles, news, reports |

ENCATC is a lively platform encouraging serious exchange of knowledge, methodologies, experiences, comparative research programmes and regular assessment of the sector's training needs in the broad field of cultural management from a European point of view through a wide range of working groups, projects, activities and events.

The extensive **consultation process** initiated by ENCATC in 2007 clearly shows the wish of the ENCATC membership to better structure the exchange of knowledge, methodologies, experiences and comparative research programmes taking place within the network. Therefore, in order to answer to this need ENCATC set up or confirmed a number of **working groups.**

Each ENCATC working group addresses a **specific topic**. The **selected topics** results from the consulation with the membership and they are all closely linked with the **policy priority of the association**.

	Working Group N°1: CREATIVE ENTREPRENEURSHIP & EDUCATION IN CULTURAL LIFE
Chair:	**Lotta Lekvall, Nätverkstan, Sweden**
Rationale:	Figures from the EU Commission show that the cultural and creative sector is growing. It is economically larger than the car industry. Europe is watching a new industry taking form. Cultural industries and the creative sector are substantially contributing to European GDP and employment. Researchers talk about the role of creativity, innovation and creative industries for the development of regions and cities in Europe. If culture is a motor for growth and is economically important in society, how should municipalities, regions and states act to support and develop this growing sector? How should infrastructure around art and culture be built to offer possibilities for a growing and vivid cultural life? And how are we to view a cultural sector that is to be both economically viable and retain its artistic integrity? These questions have been and will be on the agenda for cities and regions around Europe. On 10th of May European Commission adopted its first policy statement in the role of culture in a globalised world. The statement recognises the central role of culture in supporting and fostering creativity and innovation.
Challenges:	• To start a forum for discussion of the above mentioned issues with the aim of:

	• Finding methods to involve the cultural sector in education and training, from early ages to life-long learning perspectives, and new ways of promoting culture and arts in formal and informal education.
	• Finding new ways of capacity-building of the cultural sector by for example additional training in managerial skills, entrepreneurship, project management.
	• Finding good examples and best practices of new alliances between cultural sector and other sectors and set up some examples.
	• To discuss how a new infrastructure should be formed around the cultural sector to sustain growth, but also the intriguing question of how an economically viable sector can be built with a retained artistic integrity.
	• To set a plan of a working programme during 2009 when the European Year of Innovation and Creativity will be held.
Actions 2008	• **Expert meeting** and **study visit**, February, Venice
	• **Working meeting and study visit**, October, Lyon
	• **Call for papers and contributions** for the conference and arts and entrepreneurship in Chicago in 2009
	• **Good practice review, analysis of existing tools** and **strategies**
	• **Mapping of the current training programme on entrepreneurship**
	• **Bibliography**
	• **Evaluation of the activities**
	• **Application in the framework of the EU Platforms**
	• **Participation in the EU platform meetings** (June, September and October)
Actions 2009	• **Working meeting and study visit**, Chicago, summer
	• **One week International event**, Chicago, summer
	• **Evaluation of the activities**
Actions 2010	• **Working group meetings**
	• **Study visits**
	• **Evaluation of the activities**
Timetable:	• **January 2008 – December 2010**

Deliverables	• A major international event in USA • Working meetings • Publication • Bibliography • Directory of training programmes on the field • Guidelines and recommendations • Exchange of students and teachers Europe / USA
Target Groups:	• There are three types of target groups: • Cultural Organisations and institutions (public and private) at European, national and local level • Training institutions, universities and colleges, vocational education training institutions (VET) and similar organisations dealing with cultural entrepreneurship and creativity. • Business sector
Partners:	• ENCATC will work in **partnership with a range of international, European and regional stakeholders**. Among its most important partners will be UNESCO, Council of Europe, European Commission, European Cultural Foundation, EUROCITIES, AEC, UEA, EURYDICE, etc.
Expected results:	• Multi-stakeholders partnerships to foster creativity in education for all • Promote the mobility of European students and teachers to USA and vice versa • Fostering employability in the cultural sector • Improve the educational and training offers in relation to culture and creative professions • high quality training material produced and shared
Visibility and dissemination:	• Publication • website • data collection, • articles, news, reports • recommendations and guidelines

	Working Group N°2: **INTERPRETATION/MEDIATION APPLIED TO HERITAGE SITES**
Chair:	Claire Giraud Labalte, Catholic University of Angers, France
Rationale:	The expansion of free time in European countries offers a good opportunity for the discovery of patrimony. In addition, the growth in travel, and the development of technology and the media makes the public increasingly demanding about what is available with regard to culture and tourism. In order to face up to this new reality and to the competition, public and private sites must re think about the mediation that they are offering to their public(s), come up with appropriate solutions for the diverse needs, explore all the possibilities offered by the developments that have taken place and even support the emergence of new artistic forms without always showing a stronger allegiance to the cultural content than to the technical. It is therefore necessary to review the existing programmes and methods, to include new models and even create specific pedagogical programmes for initial and continuous training.
Challenges:	• To find models to enable the conception of a pedagogical model or a pedagogical mediation programme applied to patrimony • To determine the types of qualifications required in the domain of mediation (in particular, the conception of what can be offered in the way of visits of patrimonial sites for a heterogeneous public) • To find the means of establishing the link between education, patrimonial sites and the cultural and tourist institutions. • To define the basic elements and pedagogical content of the programme. • To introduce didactic options into the teaching of mediation applied to the patrimony • To introduce some good practices into training in mediation applied to the patrimony.
Actions 2008	• **Evaluation** and follow up of the activities developed in 2006 and 2007 • **Working group meeting, Brussels,** June 2008, • Contribution to the design and implementation of the Synaxis baltica **Summer Academy**, St. Petersburg, July 2008

	• **Working group meeting, Lyon,** October 2008 • Contribution to design and development of the **European Forum** organised during the "heritage days" by the Council of Europe in Brussels, 23-24 October 2008 • **Collection of data and bibliographies**
Actions 2009	• **Working group meetings** in cooperation with the UNESCO Chair "Fleuves et patrimoine" (candidature en cours) • **Summer Academy** • **Heritage policy peer reviews** • Collection of **data and bibliographies** • **Publication of articles** • **Evaluation of the activities**
Actions 2010	• Set up of a UNESCO Chair on "Mediation applied to Heritage sites • Evaluation of the activities 2008-2010
Timetable:	**January 2008 – December 2010**
Partners:	ENCATC will work in partnership with a range of international, European and regional stakeholders. Among its most important partners will be the UNESCO World Heritage Center (WHC), Europa Nostra, National Trust; ICOMOS, and Council of Europe.
Deliverables:	• Working Meeting, Angers, May 2008 • Meeting, Lyon, October 2008 • Working groups meeting in 2009 • Summer Academy in 2009 • UNESCO Chair, fall 2010
Target Groups:	• Education and training institutions • Representatives from the cultural and heritage sector • Representatives and experts from international, European and national institutions. • Researchers
Expected results	• **Platform for dialogue and exchange** between education and training institutions, heritage organisations and research field. • **Increased awareness** among the local public and decision makers of historical sites as a resource for local development; • Hight quality **training material** on **mediation programmes applied to heritage sites** produced and widely shared and disseminated

	• Number of **good practices identifed** and documented and promoted
Visibility and dissemination:	• articles, news, reports • website • data collection • good practices tool kit

Working Group N° 3:

ANALYSIS OF METHODOLOGIES USED BY

CULTURAL OBSERVATORIES AND STATISTICAL CENTRES

Chair:	**Cristina Ortega Nuere, University of Deusto, Spain**
Partners:	UNESCO, INTERARTS, The Budapest Observatory; Observatoire du Canada; Observatoire des Politiques culturelles de Belgique,
Rationale:	Cultural observatories constitute a recent phenomena that has arisen in Europe by the end of X Century, in the context generated by the emerging society. Their sense appears as a consequence of: a) the increasing role assumed by information; b) the change of paradigm of knowledge in the present society; and c) the close relationship between the decision taking in the design of policies and the development of a contrasted indicators system.

Since cultural observatories are a recent phenomena it requires to be studied. Thus, there are several issues concerning their nature that need to be discussed such as the following ones: a) The meaning of organisms devoted to cultural observation (the role of information and knowledge in the change of paradigm in the current society; the role of statistics and indicators in cultural policies); b) Genesis of cultural observatories (conception, features, promoting agents); c) Different points of view to look at culture (sectors, fields, themes); d) Competences of cultural observatories (mission, aims, objectives); e) Geographical scope (area of influence, collaboration networks, etc.)

The WG will also provide the opportunity to research on the information systems used by cultural observatories and debate on the process of collecting, managing and disseminating information and knowledge. This will give the WG the chance to argue about cultural data, statistics and indicators, common frameworks, cultural mapping, supply and demand study, methodologies research, etc.

The WG should therefore provide a platform of exchange of knowledge, dissemination of information and access to best practices. |
| **Challenges:** | The aim of the WG is to provide tools in order to:

- provide useful information to organisms in charge of the observation of cultural phenomena:
- clarify the role and nature of cultural observatories |

	• innovate on cultural information systems
	• strengthen the collaboration between cultural observatories in terms of exchange of information and knowledge
	• supply cultural managers useful information
	• recognise what kind of skills and knowledge (methodologies, information systems, etc.) are needed for cultural managers acting for gathering and interpreting cultural data.
	• introduce didactic options in the teaching and learning of methodologies for gathering data about cultural supply and demand.
	• To improve the links / connections between the researchers, academic sector and professionals.
Actions 2008	• **Working group meeting** and contribution to the international conference, Split, Croatia, March 2008;
	• **Working group meeting, Split, March 2008**
	• **Working group meeting, Lyon, October 2008**
	• **International Conference, Bilbao, November 2008**
	• **Mapping**
	• **Submission of a project proposal (Culture 2000)**
	• **Evaluation of the activities**
Actions 2009	• **Two Working group meeting**
	• **Publication**
	• **Conference, spring 2009**
	• **Evaluation of activities**
Actions 2010	• Two days **Conference**
	• **Evaluation** of the activities 2008-2010
Timetable:	• January 2008 – December 2010
Deliverable:	• Working group meetings in 2008 and 2009
	• Conference in 2009 and 2010
	• Publication
	• Set of guidelines and recommendation
Target Groups:	• Educational and training institutions,
	• Representatives from cultural observatories and research organisations
	• Policy makers and experts from international, European and national institutions.

Expected results:	• **Multi stakeholder's platform for dialogue and exchange** between education and training institutions, cultural observatories, and research field. • **Contribution to the definition of skills and knowledge** (methodologies, information systems, etc.) **needed** for cultural managers acting for gathering and interpreting cultural data; • **Didactic options** in the teaching and learning of methodologies for gathering data about cultural supply and demand identified and documented and promoted; • **Number of good practices** collected and widely disseminated.
Partners:	ENCATC will work in close **partnership with a range of international, European and regional stakeholders**. Among its most important partners will be the Cultural observatories in and outside Europe, UNESCO, OCDE, European Commission (EUROSTAT), INTERARTS, Committee of Regions, EUROCITIES.
Visibility and dissemination:	• Publication • articles, news, reports • website • data collection • good practices tool kit

	Working Group N° 4: AUDIENCES POLICIES IN EUROPE
Chair:	Anna Krebs, Musée du Louvre , Paris, France
Rationale:	Visitors are now recognized to have a key role within cultural projects in museums and the cultural heritage. One sees the strong implementation of audience and public development policies; cultural institutions are enhancing their training and social roles, paying extra attention to their local audience and surroundings. A renewed economic and social context is redefining local and global audience policies. At the same time, cultural organizations experiment new management's models and their ambition is to carry new responsibilities in order to earmark their visitors policies. The professional and academic stakeholders need to enhance theoretical and practical approaches and new skills to accompany the European museums and heritage development. The question of audience policies' evaluation underlies the thoughts as a growing problematic. Audiences' policies cover a **wide range of academic matters** (art, sociology, economics, marketing, psychology, museum studies…), and a **wide range of services and job opportunities** (audiences marketing, mediation, and studies). Relations between cultural institutions and audiences are moreover to be constantly enhanced, unique in time, space and context. Therefore, professionals specialised in audiences policies finally need to **develop technical, intellectual and above all personal skills**. Educational programs dealing with audiences' policies and mediation are to be permanently updated. A balance must be found between theoretical and practical approaches.
Challenges:	• **To contribute to the development of collaborations** between universities, experts and practitioners from the museums, the cultural heritage and local communities. • **To exchange information, academic and working knowledge**, to study relevant European examples and theoretical approaches on the subject. • **To develop a network of Regional and European partners** within the Louvre-Lens project. • To introduce thoughts on a **European program focusing on mediation training, management and audience policies** in museums • To contribute to the global **evaluation of European**

	cultural audience policies
Actions 2008	• Expert meeting in Paris, March 2008 • Working meeting, in Lyon, October 2008 • 3-4 days International Conference, November, 2008, Turin • Application in the framework of the EU Platforms • Participation in the EU platform meetings (June, November)) • Project meeting (Digital Extra), December, Sweden • Evaluation of the activities
Action 2009	• Working group meeting in March, Turin • International Conference, March, Turin • Project meeting (Museum Literacy) Lille, May • Working group meeting in November • Evaluation of the activities • Platform (Access to culture) meetings
Actions 2010:	• Working group meetings (dates to be defined) • Publication • European program focusing on mediation training, management and audience policies in museums • Set of guidelines and recommendations • Evaluation of the activities 2008 2010
Timetable:	• January 2008 – December 2010
Deliverables:	• Working meetings in 2008, 2009 and 2010 • International Conference in 2008 and 2009 • Publication • European program focusing on mediation training, management and audience policies in museums • Set of guidelines and recommendations
Target Groups:	• Educational and training institutions • Professionals from museums • Specialist on Audiences Policies • Researchers • Policy makers at international, European and local level.

	• Representatives from UNESCO, Council of Europe, European Commission, ICOM, organisations dealing with museums' audience policies issues.
Partners:	ENCATC will work in close partnership with a range of international, European and regional stakeholders. Among its most important partners will be UNESCO, Council of Europe, European Commission, ICOM, other major stakeholders.
Expected results:	• **Multi-stakeholders platform for dialogue and exchange** between **education and training institutions, museums, policy makers and researchers;** • **Policy makers awareness** that renewed economic and social context is redefining local and global audience policies for cultural infrastructures; • **Number of good practices and innovations in policy identified, collected and documented** • **High quality training materials produced and widely shared** • Contribution to the global **evaluation of European cultural audience policies**
Visibility and Dissemination:	• Conference leaflets • Publication • articles, news, reports • website • data collection

	Working Group N° 5: **EUROPE NON EUROPE**
Chair:	**Gerald Lidstone, Goldsmith University of London**
Rationale:	To develop thinking on the cultural relationship between Europe and the rest of the world. **1.Policies and Competencies** Students need to develop competencies and skills to work worldwide across and between cultures. To understand and respect cultural difference in both policy and management. This is best achieved through dialogue with partner organisations institutions and networks in countries outside Europe. ENCATC will research existing and emerging networks worldwide concerned with the teaching of international cultural policy and

| | cultural management and where appropriate develop a relationship with them , for example the new Higher Education Cultural Policy network in Japan, UK Cultural Policy and Management Network and Asia - Europe Foundation. ENCATC will research and share knowledge of the specific international schemes and funding to facilitate international exchange of the arts of member EU and related countries - to encourage inclusion within curricula and discussion and analysis. ENCATC will through symposia examine the role of national cultural agencies such as the Institut Francais, Goethe Institut, British Council, Instituto Cervantes, Romanian Cultural Foundation the OMNI Foundation Bulgaria in a European and International context

2.Diversity of students
Many academic partners within the network have a significant percentage of students from outside Europe. There is a need to develop understanding by staff of the cultural context and the cultural key issues that concern these students. In addition evidence suggests that students from different cultures/countries working together on projects and programmes (as they maintain their contacts) leads, when employed back in their countries, to a greater future movement of performances/exhibitions worldwide and an enrichment of intercultural dialogue. ENCATC will provide the forum (through conferences and web dialogue) for both its members and others to develop strategies to deal with these concerns and provide practical examples of good practice to disseminate into the public domain.

3.Learning and teaching
For staff in Universities to be able to reflect on cultural policy and practice in Europe with their students there needs to be further knowledge and dialogue with universities from countries outside the EU. There also needs to be dialogue with the national agencies responsible for policy - this could initially be achieved in part through International Federation of Arts Councils and Cultural Agencies, IFFACCA. This dialogue will be focused on the exchange and translation of key documents and bibliographies for staff and students to become more familiar with policy and practice in other countries. **This links directly to the ENCATC Bibliographies Project.** |
|---|---|
| **Challenges:** | • To undertake a range of international projects, seminars, symposia and international collaborations that can advance thinking on Cultural Policy and Management and its teaching. Particularly :
• To develop how the EU relates culturally to the non EU through a variety of agencies

• To develop the forums for students to reflect on how they construct their own cultural identity and that of others. |

Actions 2008	• Create **a resource** of EU and international agencies both governmental, NGO and Foundations that have a mission to encourage and fund international arts. December 2008 Available online; • Working meeting, Lyon, October • Evaluation of the activities
Actions 2009	• **International ENCATC event** both staff and student to explore the role of international agencies **April London** [this will be in partnership with 5 or more international agencies – mentioned above] • Evaluation of the activities
Actions 2010	• **International Student event Europe- Asia** on international policies and cultural identity. With representatives from all EU countries; • Evaluation of the activities 2008 - 2010
Timetable:	**January 2008 December 2010**
Deliverables:	• Online resource on EU/international agencies • International Event London, April 2009 • International Event in Asia, summer 2010 • International Bibliography and policy resource
Target Groups:	• ENCATC Members • Cultural Management Students • International Government and NGO agencies • EU agencies
Partners:	ENCATC will work in **partnership with a range of international, European and regional stakeholders**. Among its most important partners will be Asia Europe Foundation, European Commission, EUA,
Expected Results	• Development of forums for **students** • Development of principles and action guidelines to encourage the exchange of students and dialogue among different cultures • Increased **mobility** of students and teachers on cultural policy and management from / to Asia/Europe
Visibility and dissemination:	• Conference leaflets • Publication of the data collection of principles and guidelines • articles, news, reports website

CULTURAL POLICY RESEARCH AWARD	
Rationale:	The main aim of the Cultural Policy Research Award (CPRA) is to stimulate academic research in the field of cultural policy. The overall area covered by the award is applied comparative cultural policy research. Emphasis in 2008 is placed on research which analyses various aspects of cultural creativity in Europe and which seeks to inform policymaking and benefit practitioners active in the field. • Proposed research projects must focus on matters related to creativity and innovation through Education and Culture. Proposals may tackle this highly topical issue affecting contemporary Europe at three levels: a) • Promote creativity in education by involving the cultural sector in building on the potential of culture as a concrete input/tool for life-long learning and promoting culture and arts in informal and formal education (including language learning). • Promote capacity building in the cultural sector by supporting the training of the cultural sector in managerial competences, entrepreneurship, knowledge of the European dimension/market activities and developing innovative sources of funding, including sponsorship, and improved access to them. • Develop creative partnerships between the cultural sector and other sectors (ICTs, research, tourism, social partners, etc) to reinforce the social and economic impact of investments in culture and creativity, in particular with regard to the promotion of growth and jobs and the development and attractiveness of regions and cities. Priority will be given to evaluative, comparative and action-research projects which cover the European or macro-regional space. The research outcomes should contain relevant policy proposals for systemic and structural changes, or innovative ideas for rethinking culture as a key element for social and technological innovation, and therefore an important driver of growth, competitiveness and jobs in the EU.
Challenge:	In exploring the role of creativity and innovation through Education and Culture the research project must provide new

	insights and suggest practical policy orientations and/or recommendations for decision-makers and thinkers (new policy solutions and proposals of new instruments and/or procedures which will create favourable conditions for creativity and innovation).
Actions 2008	• **Evaluation** of the previous process and building up the new strategies and Com tools for the Award 2008 • Implementation of the CPRA competition • Finalists' selection • **August: Organisation CPR Award 2008 Awarding Ceremony** • **Organisation of a round table** on cultural policy research
Actions 2009	• **Evaluation** of the previous process and building up the new strategies and Com tools for the Award 2009 • Implementation of the CPRA competition • Finalists' selection • **August: Organisation CPR Award 2009 Awarding Ceremony** • **Organisation of a round table** on cultural policy research
Action 2010	• Implementation of the CPRA competition • Finalists' selection • **August: Organisation CPR Award 2010 Awarding Ceremony** • **Organisation of a round table**
Timetable:	• **January 2008 – December 2010**
Deliverable:	• Awards on Cultural policy research in 2008, 2009, and 2010 • Round Tables in 2008, 2009, and 2010
Target Groups:	• Higher education Institutions • Young researchers
Partners:	• European Cultural Foundation, • Riksbankens Jubileumsfond
Expected Results:	• Contribution to the development of competitive European **research area**; • Long term **platform for dialogue and exchange between young researchers** on cultural policy in Europe and beyond

	• Enhancing **research policy linkage** on cultural policy in Europe and beyond • **Researches** and studies published
Visibility and dissemination	• Award ceremony leaflets • Publication • articles, news, reports • website

With the aim to provide the professional arts management constituency and students interested in the sector with update and detailed information about the European policy development ENCATC publishes each month a **NEWSLETTER.** It also publishes ad hoc basis FLASH Info or thematic newsletters. The newsletter is a service for the ENCATC members but it is also posted to a selected list of partners and stakeholders.

ENCATC also manages a regularly update **website** (www.encatc.org) rich in documents, researches and useful information.

With the objective of influencing decisions that are being made at European, national level ENCATC also publishes on regular basis number of **Policy papers.**

Since 2004, **ENCATC publishes** each year **a book** on a topic that is closely related to the theme of the Annual Conference.

FACILITATE THE DISCUSSION ON CULTURAL TOPICS AT EUROPEAN AND INTERNATIONAL LEVEL

ENCATC GLOSSARY

Context	In international cultural cooperation communication is difficult because although people speak a foreign language, they do not know the specific terms for cultural work/management. A glossary facilitates communication and makes professional interchange possible. Glossaries for other fields (f. ex. economy) already exist, but one for cultural work/management is still crucially missing. In 2006, ENCATC has already started to collect and translate some terms and introduced a project proposal to the Slovak Ministry of Culture.
Challenge	• To facilitate the linguistic part of the international cooperation, save time when looking for terms, provide specific terminology, support professional work and discuss on a high level.
Actions 2008	• **Data collection:** (selection of t terms to be included in the glossary) • **Translation of the terms**

	• First version of the online glossary (pilot version): EN, FR, SP
	• Evaluation of the methodology
Action 2009	• New languages: Italian, Slovak
	• Evaluation of the activities and methodology
Action 2010	• New languages
	• Printed version
Timetable:	• January 2008 – December 2010
Deliverables	• Online glossary of cultural management, Arts Management, Cultural Administration terms in several European language
Expected results	• Glossary on cultural management, Arts Management, Cultural Administration terms published in several European language
	• Improvement of mutual understanding in cultural cooperation
Partners	• LAB For Culture in cooperation with ENCATC members.
Visibility and dissemination:	• Website
	• Glossary
	• Articles, news, reports

IMPROVING THE ACCESS TO RELEVANT MANAGEMENT EDUCATION AND TRAINING INFORMATION

	ENCATC/UNESCO ON LINE INTERNATIONAL DIRECTORY
Background	This project **address the need** for **an update and free of charge database** of existing centres and institutions providing training for cultural development professionals, in particular in cultural policies, management, administration, animation, entrepreneurship. The basic difficulty is that the existing publications are **not always available on the Internet** and catalogues are either difficult to find or **very expensive to buy.** This need is most acute especially among universities, students and professionals in the field. It was identified by ENCATC after a wide range of consultations in Europe and beyond with universities, students and organisations and after discussions with ministers in charge of education and culture. Questionnaires were also sent to a large mailing list of universities.

	The first UNESCO / ENCATC directory was published in June 2003 and made immediately after available on line at: http://www.encatc.org/library/directory.lasso.
	A **clear proof** of the importance and great appreciation of this first directory for universities, students and professionals is the very high number of hits per day on our website.
Challenges	• To provide complete on line information on available training programmes for cultural development professionals in order to: • Allow graduate and post graduate students, as well as practitioners, to **identify training courses and programmes** corresponding to their particular needs; • **Develop cooperation among training centres** within and across the regions • Provide a complete picture of the present situation in training of cultural development specialists in order to allow the **identification of gaps and shortcoming in training provision** and make recommendations for the development of corresponding programmes. • Identify **major trends and new training needs** within the field and make policy oriented recommendations.
Actions 2008	• **Data collection**, of existing centres and institutions providing training for cultural development professionals, in particular in cultural policies, management, administration, animation, entrepreneurship, in **USA, Canada and Asia etc.** • **Promotion of the webpage through postcards and leaflets.** • **Evaluation of the methodology**
Actions 2009	• **Conference in Paris** • **New training programmes uploaded on the database**
Actions 2010:	• **Updating of the directory**
Timetable:	• **January 2008 – December 2010**
Target groups	• Universities; training and research institutions • Graduate and post graduate students; Researchers • Practitioners; • International and European Institutions (UNESCO, Council of Europe, European Commission); • Professional organisations.
Partners	ENCATC, UNESCO

Expected results:	• Number of **training programmes for cultural development professionals identified and collected and published on line**
	• **Cooperation among training** centres stimulated
	• **Identification of gaps and shortcoming in training provision** and make recommendations for the development of corresponding programmes.
	• Identification of **major trends and new training needs** within the field.
Visibility and dissemination:	• Website
	• Online Directory
	• Conference leaflet
	• Articles, news, reports

	BIBLIOGRAPHIES DATABASE
Rationale:	One of the major resources for teaching all areas of Arts Management and cultural policy is texts, books reports, and articles. All university courses compile bibliographic reading lists for their students. As a resource large lists themselves are useful but also can become a challenge to negotiate. They become more useful if there is some guidance from teachers as to which might be a priority.

Directly leading from discussion with ENCACT members it was identified that we should and could easily share this key resource of bibliographies. In some countries of the EU there more university programmes and research undertaken in a particular discipline of policy or management therefore there tends to be more books and other resources. Each country has strengths and weaknesses. By creating an international bibliography for Arts Management and Cultural Policy it will enable programme directors to have access to a greater range of resources. Many students on postgraduate programmes speak a range of languages and come from different cultural backgrounds however in their host university the bibliographies mainly relate to that country. For Example this list will assist a Spanish speaking student on a UK programme research a particular area such as Cultural Tourism from a Spanish Bibliography as well as an English one.
It will:
• Enable students to be more aware of Cultural Policy and Practice across EU countries (and internationally)
• Encourage staff in one country/language to recommend texts from another context.
• Encourage students to be more international in their perspective by providing them with the tools to research |

	other cultural contexts. • Provide a list that can be easily updated • Encourage staff and students to become further sensitive [through using the bibliography] to how the disciplines within cultural policy and management are interdependent and overlap for example Cultural tourism and regional Development • ENCATC members will be actively engaged in contributing to the project and will therefore have a sense of common ownership. This is a resource that exists but in many different places. It gains considerable value when collated together. ENCATC is in a unique position with its membership to create this new resource effectively
Challenges:	• To collect bibliographies from the ENCACT membership • To reform the data into a single or complimentary format • To update and sustain the bibliographies so they are up to date
Actions 2008	• **Introduce the project to the Membership** • **Determine the best method of data collection** • **Collect data** • **Publish it on the ENCATC Web** • **Evaluation**
Actions 2009	• **Collection of data** • **Evaluation of the methodology**
Actions 2010	• **Collection of data** • **Evaluation of the project**
Timetable:	• **January 2008 – December 2010**
Target Groups:	All staff and students on HE Programmes of Cultural Management
Partners:	ENCATC in close cooperation with the **Goldsmith College University** and a number of its members.
Expected results:	• **Bibliography** database of researches and studies on cultural management and cultural policy published on line in several languages
Visibility and dissemination:	• Website • Bibliography • Data collection • Articles, news, reports

Since its creation, the ENCATC cooperates in many ways with the **European Commission**, the **European Parliament** and other European and International institutions including **UNESCO,** the **Council of Europe**, the **European Cultural Foundation**, etc

EUROPEAN COMMISSION & PARLIAMENT

ENCATC is one of the European networks active in European level in the field of culture.

In 2007, the new generation of Community programme in the field of culture, education and training was lunched and the Communication on culture in a globalised world published. The network will play and **active role in representing the views of its members and the sector** in relation to these programmes and to the communication. It will also **monitor the legislative process** at Council, European Parliament and Commission level.

In 2008, **ENCATC will also organise** number of meetings with representatives from the European Commission and the European Parliament. The aim of these meetings will be to present the view point of the sector in relation to the future policy and research needs in the cultural management field but also to explore possible synergies and joint actions.

UNESCO

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

In 2008, UNESCO will take **an active role in the organisation of the Annual Conference in Lyon, France**. The Conference will be placed under the patronage of UNESCO and representatives from the UNESCO Division of Culture and Intercultural Dialogue as well as from UNESCO cultural Chairs worldwide will attend this event.

In 2008, ENCATC will deliver to UNESCO the **online version of the UNESCO/ENCATC** directory on Training in cultural policy and management in **USA, Canada and Asia**.

The **UNESCO World Heritage Center** will be also one of the key partners of the **working group on "mediation of Heritage".**

COUNCIL OF EUROPE

ENCATC was launched in 1992 under the auspices of the Council of Europe. The launch was supported by the Council of Europe in the framework of the "Training of cultural administrators" programme of the Council of Europe. The programme's aims are to facilitate the mobility of trainers and trainees in the field of arts administrations; to stimulate the exchange of information on pedagogical contents and methodologies; to encourage arts administration training programmes to include European dimension in the curricula. The Council of Europe is an ex-officio member of the ENCATC Board.

Between 2008 and 2010, ENCATC will be one of the key partners of the "**Intercultural cities: governance and policies for diverse communities –** A Council of Europe programme to enhance and support community efforts to make the best of cultural diversity.

In 2008, there will be a regular information exchange between the Council of Europe and ENCATC. Moreover, a representative from the CoE will be invited to attend and actively participate to the ENCATC Annual Conference in October 2008.

EUROPEAN CULTURAL FOUNDATION

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

Since 2004, ENCATC is closely associated to the LabforCulture project. LabforCulture.org is the essential online tool for everyone involved in arts and culture that creates, collaborates, shares and produces across borders in Europe. This interactive web platform was launched in 2006 to encourage dialogue, networking and collaboration across physical, cultural and imaginative borders across 50 countries in the broader Europe. Initiated by the European Cultural Foundation (ECF) and jointly developed and supported by many of Europe's leading cultural organisations, LabforCulture offers a wealth of essential information, debate and research – including all the latest news, vital funding tips, blogs and a vast searchable database of cultural organisations operating from Rome to Reykjavík.

LabforCulture and ENCATC will intensify their collaboration over the next **five years** and they will investigate partnerships with other organisations, networks and projects in order to bring added value to the cultural sector, in particular in our support of emerging cultural administration professionals.

In 2008, LabforCulture and ENCATC will specifically develop a collaborative project focused on building a **multi-lingual glossary of terms**. In addition they will consider **workshops and educational modules on the use of online tools within the sector** and find ways **to animate student alumni networks.** Together ENCATC and LabforCulture provide a valuable intersection between formal and informal education and training that ensures the professional development and the capacity building of the cultural administration sector.

OTHER ORGANISATIONS & EUROPEAN NETWORKS

In 2008, 2009 and 2010, ENCATC will continue to reinforce its cross-cooperation with the other European and International networks-like EFAH, **Pearle**, **CEREC**, **ISPA** and **IAMA**-networks for producers, **ERICARTS** and **CIRCLE**-for cultural policy research, **IFACCA**-for cultural agencies. In particular ENCATC will explore the possibility to foster the cooperation and mobility in Europe through the activation of the inter-networking dialogue. In **2008** ENCATC will also **publish and widely disseminated** the results of its research on "European cultural networks" curried out in 2007 with the aim of **answering to the following important questions**:

- What kind of evolution in cultural cooperation and mobility we see in Europe today as a result of the long existing networking process and growing number of networks? How do the networks encourage mobility and collaboration across borders in Europe?
- How and by what means is the mobility of cultural workers, projects and ideas facilitated through the networking process?
- How cultural networks could improve their efficiency as a result of better inter-networking programs and initiatives?
- How the networking capital of knowledge on cultural cooperation and mobility can be turned into training methodologies?
- What could be the pan-European initiatives and programs in relation to engage sustainable actions of networks for improving mobility and cultural cooperation?
- What are innovative models of cooperation and self-organisation in the cultural field enhancing mobility (in a post-network age)?

In 2008, ENCATC will **analyse the research findings with the aim of answering** to these important questions: How (?):

- Fostering an interactive a **long-term dialogue between cultural networks** in Europe and improve mobility of cultural operators within and outside of their respective networks.
- Analyzing their current activities, services and programs, to **identify the gaps and needs in relation to inter-network relations** in order to strengthen their efficiency and create better links between them, their Board and members.
- **Identifying means and innovative ways by which European cultural networks play an active role as "learning experiences"** in cultural cooperation by mapping their current mobility potential and forecast future changes.
- Improving the capacities of cultural operators and artists in cross-boarder international projects and initiatives, with a special emphasis on the involvement of networks and initiatives in the new member states of the EU and beyond.
- Outlining **ways of transformation of accumulated networks' knowledge** on mobility and cultural cooperation into training modules and joined activities.
- **Defining new strategies** and **curricula development** for a better cultural understanding among networks members.
- Outlining more **efficient ways of disseminating results in inter-networking cooperation.**

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European Network
of Cultural Administration Training Centres