

encaTC

ACTIVITY REPORT 2010



Table of Contents

Acknowledgements	2
About ENCATC	3
About the ENCATC Network	4
Who we are	4
Our missions	4
Our key objectives	5
Our priorities	5
ENCATC Office	6
Governance	7
ENCATC In Numbers	8
ENCATC Membership	10
ENCATC in Euros	14
ENCATC Activities	15
Developing Policy	17
European Commission	17
EU Belgian Presidency	18
UNESCO	19
Building Capacity	21
Training for Trainers.....	21
Training for Students	26
Sharing Knowledge	28
European Projects	28
Working Groups	32
Stimulating Research	48
Within the ENCATC Network	48
Young Researchers in Europe	49
Promoting Mobility	52
Making Mobility for Educators a Reality	52
Making Mobility for Students a Reality	53
Artists on the Move	53
Communicating	54
Building partnerships	56

Acknowledgements

Established in Warsaw in 1992, ENCATC is an independent umbrella organization, and **gathers over 100 European training institutions and individuals** (experts, lecturers and consultants in cultural management and administration, cultural policies and funding) **professionally involved in education and training for the arts and cultural sectors.**

ENCATC's **main activities** include: international advocacy, representation and promotion of vocational training in the field of arts management and cultural policy; an annual conference for approximately 200 members, students and delegates; specialist focused workshops and seminars; training academies; summer schools; research, policy papers and publications relating to European and worldwide issues within arts management and cultural policy; on-line services including a monthly newsletter and a constantly updated website.

In 2010, once more ENCATC proved to be the leading European network on Cultural Management and Cultural Policy Education. As proved by our statistics, during 2010, ENCATC was directly involved in the design and implementation of **20 events** and in the co-organization of **8 events** and it organized for its members **21 study visits** in Europe. The 3 day ENCATC Annual Conference attracted **153 participants** from **28 countries**. A total number of **1162 people** attended our events. The number of multipliers who benefited from results directly or indirectly was **32 107 people**. **264 members** actively engaged in our activities by

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

In 2010, ENCATC also realized **15 videos, 12 newsletters, 3 publications, 9 press releases** and it managed **8 blogs and 3 websites**. Moreover, **1 630 people** watched our videos on YouTube and **89 139 visits** are registered on our website.

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

*Cristina Ortega Nuere
ENCATC President*

*Giannalia Cogliandro Beyens
ENCATC General Secretary*



ABOUT
ENCATC
2010

About the ENCATC network:

ENCATC is the leading **European network on Cultural Management and Cultural Policy Education.**

1. WHO WE ARE

ENCATC is an independent membership organization representing approximately 100 higher education institutions and cultural organization in 35 countries. It was founded in 1992 to represent, advocate and promote cultural management and cultural policy in higher education and to create platforms of discussion and exchange at the European and international level.

We have the **status** of an international non-profit organisation, an NGO with operation links with UNESCO, and of "observer" to the Steering Committee for Culture of the Council of Europe.

We are more

We are a **lively and expanding European platform** encouraging serious exchange of knowledge, methodologies, experiences, comparative research 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.

We **voice** the views of our members through our dialogue with international and European institutions and organisations on legislation, policies and programmes impacting on education and training in cultural management and cultural policy.

Our main partners are UNESCO, the Council of Europe, the European Commission and the European Parliament as well as the European Cultural Foundation.

We **foster** - in different forms and at different levels - close cooperation with networks worldwide concerned with the teaching of cultural policy and cultural management, in particular in Africa, the Asia-Pacific region, North America, Latin America and the Caribbean

We strongly **believe** that education and training of cultural operators are essential for the development, improvement and social transformation of societies today. The cultural sector is characterized by the immense importance of its human resources over other production factors. It is fundamental to invest in the education and training of those actors.

2. OUR MISSIONS

Our mission is underpinned by strong values

We believe that our role is to seek out and promote new education and training practice in the cultural and creative professions to enhance knowledge and skills, and thus employability in rewarding careers.

We believe it is our role to provide a creative space for our members to share competences in pedagogy to embrace cultural diversity in policies at all levels, local and global.

We believe that all of our activity should be underpinned where possible by research in areas of both culture and education to foster sustainability in the cultural area.

We believe in the power of sustainable partnerships to advance our aims to develop a creative aims to develop a creative approach to common

challenges.

We believe that by embracing flexibility in all our planning, activities and partnerships we will be in a position to effectively develop the network to adapt to change within Europe, and globally.

We believe that it is our responsibility to respect the diverse views of our members and stakeholders and provide an open platform for debate to encourage individuality, bringing our diverse strengths together.

3. OUR KEY OBJECTIVES

We strive for more!

Developing and influencing policies at European and international level by providing high level expertise

Building capacities by bringing together people and skills in order to create a stimulating environment, to share knowledge, curricula, experiences, different approaches and projects

Sharing Knowledge in order to Improve the quality and efficiency of education and training and thus by encouraging joint programs and partnerships, testing innovative solutions and analysing best practices and key studies

Stimulating research to bridge the – perceived – gap between education, training, research and professional practice in cultural management.

Establishing close cooperative links and partnerships with cultural managers and major stakeholders to further develop theory and cultural management learning that is rooted in practice, and providing a space for reflection and discussion for both teachers and managers.

Making mobility of teachers and students on cultural managers a reality

Collecting and disseminating information in order to provide the professional arts management constituency and students interested in the sector with update and detailed information about the European policy development.

4. OUR PRIORTIES

More precisely, the ENCATC agenda for 2010 was organised around six priorities:

We play a crucial role

Improving the quality and efficiency of education and training for the sustainable development of arts and culture organisations by bringing together people and skills and by mapping the artistic and cultural sector in order to anticipate trends and future needs.

Promote access to culture and wider participation in culture by an active participation in the OMC group and by an active participation in the "access to culture" platform.

Promote creative and innovative education and training by improving the educational and training offers in the field of cultural policy and cultural management and by an active participation in the platform "Potential of cultural creative industries".

Foster the mobility of academics, researchers, students and cultural managers by the organisation of a number of activities and tools.

Build creative partnerships with stakeholders active in the cultural and educational field by reinforcing the existing strategic partnership and developing new ones.

Collect data and provide ENCATC members and main stakeholders in the cultural and educational field with a wealth of useful information by reinforcing the current communication tools.

Sharing expertise

Building capacity

Cultural policy

Cultural management

5. THE ENCATC OFFICE

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

The ENCATC staff is responsible for the general management of the association, implementation of various activities initiated or supported by ENCATC, for the preparation of meetings and conferences, for the internal and external communication of the network, for fundraising, and for providing a range of information and other services to ENCATC members.

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

As in the previous years, ad *hoc* basis, specialised support (lawyer, webmaster, 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 2010 five students from Spain, Azerbaijan, Czech Republic, and Belgium. For these students, working in Brussels in the ENCATC office headquarters was a great opportunity to discover the European institutions and a professional multicultural environment.

Once more, in 2010, ENCATC also had the privilege to rely on the strong commitment and generous time of the voluntary Board and its members.



ENCATC Secretary General
Giannalia Cogliandro Beyens



Tara Schneider Appriou
Assistant to the
Secretary General



Elizabeth Darley
Projects Officer



Caroline Simpson
Communications
Officer



Trainee

The ENCATC staff

A small dedicated team in the heart of Europe

Made up of a multilingual team, the Brussels office in 2010 was composed of four people: The Secretary General, the Assistant to the Secretary General, a Communication Officer, and a Project Officer. During the year, the office staff was assisted by five student trainees studying at ENCATC members institutions.

6. GOVERNANCE

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

The ENCATC Board

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

The members of the board are also extremely active in implementing a number of activities and projects for the network: each member of the board takes over a specific responsibility and he/she replaces the Secretary General, when necessary abroad. The Board organises

each year a number of meetings aimed to discuss, among other issues, membership applications, network activities, strategic decisions, projects' proposals.

The Board of Directors met three times in Brussels in January, May and October of 2010.

ENCATC General Assembly

In 2010, the General Assembly took place on 7th October 2010, during ENCATC's 18th Annual Conference. The ENCATC annual General Assembly, GA, is a statutory body, which generally meets once a year and which is open to all ENCATC members. At the annual General Assembly, the overall Work Programme, budget, membership report, strategic developments and membership fees for the year ahead are discussed and approved. Work progresses are evaluated. The General Assembly elects each two year its Board.

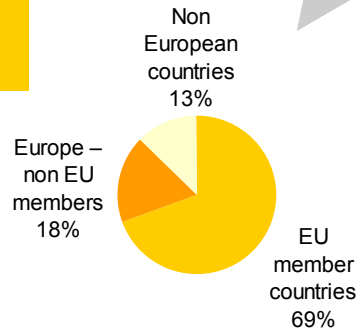


ENCATC in numbers

ENCATC Events in 2010

Events **28**
 Participants **1162**
 Countries represented **36**

Participation by country



Stakeholders & cultural managers receiving ENCATC information

6 053

Training centres & universities offering cultural management programs gaining

509

Number of universities directly benefiting from ENCATC information

725

Members actively engaged in ENCATC activities

264

Professional & cultural managers impacted directly by ENCATC

2 999

Students in ENCATC member institutions

21 120

Number of visits to www.encatc.org

89 139

Number of video views

1 630

ENCATC Communication in 2010

Newsletters	12
Online videos	15
Press Releases	9
Publications	3
Blogs	8
Websites	3
Social Network	1

Direct beneficiaries from our activities & receiving information from ENCATC in 2010:

32 107

Source: All statistics have been compiled from official participation lists from our events, the ENCATC website, member lists and PR lists.

ENCATC Membership

Australia

University of South Australia, Adelaide

Austria

Christian Henner-Fehr Kulturmanagement

IKM - Institute of Culture Management and Culture Studies

Institut für Kulturkonzepte in Vienna

KulturKontakt Austria

Belgium

Fondation Marcel Hicter

ICHEC

Ministère de la Communauté Française Wallonie-Bruxelles

University of Antwerp

Bulgaria

ESSBTI (École Supérieure Spécialisée de Bibliologies et Technologies Informatiques)

SWU-South West University 'Neofit Rilski', Blagoevgrad

University of National and World Economy

Canada

HEC Montreal

University of Toronto - Scarborough

Croatia

Prokultura

University of Dubrovnik

Cyprus

Kakia Catselli

Czech Republic

Janacek Academy of Music and Performing Arts

Denmark

Copenhagen Business School

Estonia

Estonian Academy of Music and Theatre

Finland

Helsinki Metropolia University of Applied Sciences

HUMAK University of Applied Sciences

Mikkeli University of Applied Sciences

Novia University of Applied Sciences

Seinäjoki University of Applied Sciences

Sibelius Academy / Sibelius-Akatemia

The Art & Cultural Professionals Trade Union

Turku University of Applied Sciences

University of Jyväskylä

France

AGECIF

Conseil Régional Nord-Pas de Calais

ENSAM, Arts et Metiers ParisTech

ENSATT, Lyon

ESC / Burgundy Business School

IUP Administration des Institutions Culturelles

IUT Michel de Montaigne - University Bordeaux 3

Louvre Museum

NACRE

Observatoire des Politiques Culturelles Grenoble

Université d'Avignon

Université Catholique de l'Ouest, Angers

Université de Haute-Alsace, Mulhouse

Université Lumière Lyon II

We are a growing network

6 new members in 2010

Our network expanded in 2010 to include 6 new member institutions from five European countries: Croatia, France, Italy, the Netherlands and Turkey. ENCATC is now present in 35 countries across four continents.

130 member institutions

Université Paris 1 Panthéon-Sorbonne

Université Paris VIII

Université Pierre Mendès-France, Grenoble

Université de Savoie

Université Versailles Saint-Quentin (UVSQ)

Germany

BBW - Akademie für Betriebswirtschaftliche Weiterbildung GmbH

Fachhochschule Potsdam

Hochschule Heilbronn

Institut für Kulturkonzepte Hamburg e.V

Institut KMM Hamburg

Pädagogische Hochschule Ludwigsburg

University of Hildesheim

Greece

Mesogeiaiko Symvouleftiko Systema LTD

Hungary

Budapest Observatory

Iceland

Bifröst University

Ireland

National University of Ireland at Galway

UCD - University College Dublin

Italy

Downing Street Srl.

Fondazione ATER Formazione

Fondazione Fitzcarraldo

Monti&Taft

Università Cattolica del Sacro Cuore

University of Bologna

University of Catanzaro

University of Ferrara

Lithuania

Lithuanian Cultural Administrator Training

Vilnius Academy of Fine Arts in Vilnius

Zarasai Center for Culture

Netherlands

Hogeschool Holland in Diemen

Hogeschool van Amsterdam

Kodex Advisory

Kunstenaars&CO Amsterdam

Utrecht School of the Arts

Norway

Norwegian School of Management BI

Poland

ICC - International Cultural Centre in Krakow

Jagiellonian University

Lower Silesian College "ASESOR", Wrocław

National Centre for Culture in Warsaw

The Maria Curie-Skłodowska University Lublin

Portugal

Catarina Vaz Pinto

SETEPÉS FORMAÇÃO/EDUCATION

Universidade Lusófona

Romania

Centre of Professional Training in Culture

Russia

ICP - Institute for Cultural Programmes

INTERSTUDIO in St.Petersburg

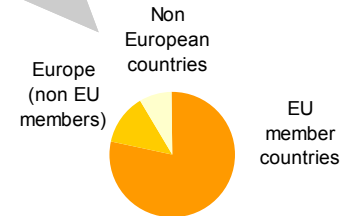
PRO ARTE Institute

RATI - Russian Academy of Theatre Arts
Russian State University of culture and art, St. Petersburg
St. Petersburg Theatre Arts Academy
Serbia
Arts Academy Belgrade
Center for International Studies of Art
University of Arts in Belgrade
Slovakia
Academy of Music and Dramatic Arts (VSMU)
Spain
Diputació de Barcelona. Area de Cultura
Fundacion Autor
Pedro García Cabrera Foundation
University of Barcelona
University of Deusto in Bilbao
Xabide, Gestión Cultural y Comunicación
Sweden
DIK Association
Nätverkstan
Södertörn University College
Switzerland
Université de Genève
Universität Zürich
Turkey
Cekul Foundation
Istanbul Bilgi University
Ukraine
Center for Cultural Management

KusiCreavision
United Arab Emirates
Ode Amaize
United Kingdom
APU - Anglia Polytechnic University
City University in London
De Montfort University
Geoffrey Brown
Goldsmiths College University of London
King's College London
London South Bank University
Queen Margaret University
University College Chester
University of Leeds
University of Warwick
United States
Carnegie Mellon University
Columbia College Chicago
Constance DeVereaux
Drexel University
J. Dennis Rich
Southern Methodist University
University at Buffalo

ENCATC Membership at a glance

Where are ENCATC members?



ENCATC's presence worldwide:

Countries represented **35**
Continents **4**

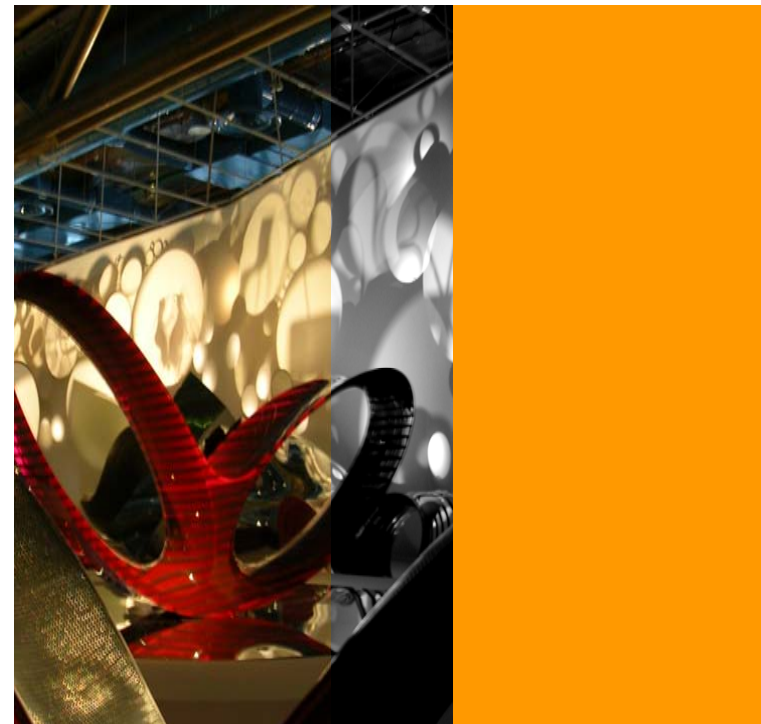
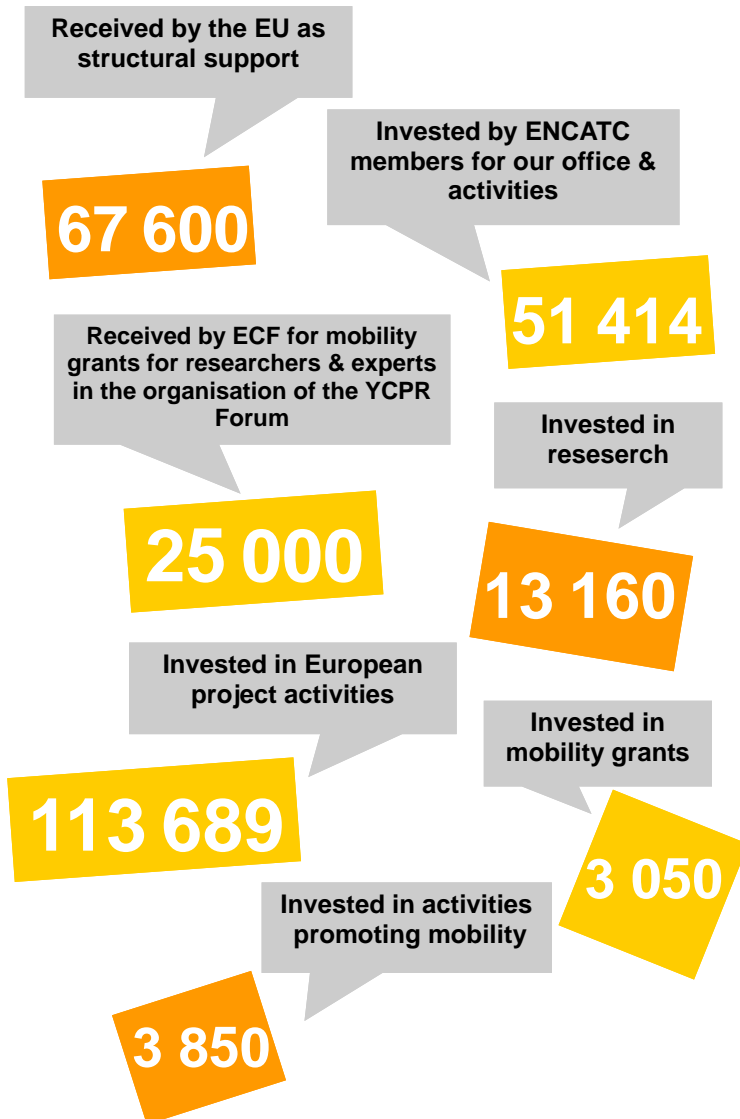


130 members in Europe & beyond

Who are ENCATC members?



ENCATC in Euros



**ENCATC
ACTIVITIES
2010**

Our activities are carried out according to 7 strands:



Developing policy

Building capacity



Sharing knowledge

Stimulating research

Promoting mobility

Communicating



Building strategic partnerships

Developing policy

ENCATC contributes its expertise to the development and implementation of European and national policies, legislation and programmes of interest for cultural education and training institutions. Our strong network of partnerships with stakeholder organizations, built on support, exchange of information and cooperation in practical projects, makes ENCATC a key partner of many international institutions.

mendations to European, national, regional and local policy makers. Given its expertise in the field, ENCATC provided its input in 2010 to the policy work and to the various case studies as well as to the Policy Guidelines of the Access to Culture Platform.

The “**Cultural and Creative industries**” platform was set up in the context of the structured dialogue with civil society and aims at unlocking the potential of the European cultural and creative industries, in particular SMEs. Composed by nearly 40 European organisations, it represents hundreds of thousands of cultural and creative actors from different fields. In 2010, ENCATC contributed to the drafting of the Platform’s Recommendation as well as playing an active role at the expert meetings.

1. EUROPEAN COMMISSION



ENCATC has established itself as an important partner for constructive dialogue with the **European institutions**, and regularly contributes to the European policy debate.

In 2010, ENCATC actively supported the European Commission in achieving the European Agenda for Culture’s three strategic objectives: Promotion of cultural diversity and intercultural dialogue; Promotion of culture as catalyst for creativity; and Promotion of culture as a vital element in EU external relations.

In 2010, ENCATC also played an active role in the development of future activities of the **European Platforms** “Access to culture” and “Cultural and Creative industries”.

Launched in 2008, the Platform on “**Access to Culture**” is a channel for cultural stakeholders to provide concrete input and practice-based policy recom-

We voice our members in Europe!

In addition to engaging with the European Commission through the new structures of the Open Method of Coordination, ENCATC has provided its expertise to 3 public consultations launched by the European Commission in June 2010 in the field of education and culture.

In April 2010, the EU launched a three month online public consultation linked to the **EU Green Paper on unlocking the full potential of Europe’s cultural and creative industries**. The EU Green Paper highlights the need to improve access to finance, especially for small busi-

To read the response to the European Commission Green Paper on culture and creative industries, visit the publications section of our website.

ENCATC in action

Our members sharing their expertise

ENCATC's members travel all over the world sharing their expertise at conferences and other events. Among others, ENCATC's President, Cristina Ortega Nuere from the University of Barcelona, shared her expertise at a dozen events organised outside of our network including the European Creative Industries Policy Award, European Forum on Cultural Industries and the 7th Euro-American Campus for Cultural Cooperation.

19

ENCATC experts invited to major events

nesses, as key to enabling the sector to flourish and to contribute to sustainable and inclusive growth. To voice the interest of its members in Europe, ENCATC published its response to the EU Green Paper on culture and creative industries in September 2010.

On behalf of all its members, ENCATC also participated in the **online public consultation on the Future of the European Capitals of Culture**. ENCATC has extensive experience on the subject given that ENCATC President, Cristina Ortega is jury member for the selection of the ECoC city in Spain 2016, ENCATC Board Member Svetlana Waradzinova was a jury member for the selection of the ECoC city in Slovakia 2013 and ENCATC's General Secretary, Giannalia Cogliandro Beyens, was during four years coordinator of the 2000 ECoC office.

ENCATC also took part in the online public consultations concerning the **Future of the Culture Programme**. In consultation with its members, ENCATC shared its expertise and offered its advice with regard to future funding opportunities and project ideas for the Culture Programme.

2. EU BELGIAN PRESIDENCY

The fact that Belgium held the Presidency of the EU in 2010 represented an ideal opportunity for ENCATC to engage in policy debates and extend its activities to a wider European audience. Taking full advantage of ENCATC's Brussels office in the heart of European capital, ENCATC seized the opportunity in 2010 to work in collaboration with the EU Belgian Presidency.



EU Presidency Label

EU Belgian Presidency

June - December 2010

The Artists Moving and Learning Final Conference was organized in October in Brussels so as to coincide with the Presidency which ran from June to December 2010. After application to the Belgian French Community, the Final Conference received the official "label" and was recognised as a cultural activity implemented during the Belgian Presidency. Information advertising the AML Final Conference therefore appeared in the printed leaflet about the Cultural Programme of the French-speaking Community, which was widely distributed in all 27 EU Member States. This conferred a greater visibility to the major outcomes of the European study conducted by the project partners and to the 10 national reports.

ENCATC contributes expertise for EU event

Conference on Cultural Heritage

Bruges, Belgium
9 December 2010

On 9 December, Claire Giraud-Labalte, ENCATC Representative for Heritage was invited by the Belgian Presidency of the EU to speak at the Conference "Cultural heritage: a resource for Europe. The benefits of interaction" in Bruges. The Conference gathered more than 200 participants and resulted in the "Bruges Declaration", presented by the Flemish Minister for Immoveable Heritage, Geert Bourgeois.

Claire Giraud-Labalte, Art Historian and Professor at the Université Catholique de



Claire Giraud-Labalte and Geert Bourgeois, Flemish Minister for Immoveable Heritage at the conference in Bruges.
© Guido Vloeberghs

l'Ouest in France, and **Chair of the ENCATC Thematic Area « Understanding Heritage »** opened this prestigious event as a keynote speaker at this event. Speaking on the topic of the importance of cultural heritage and its important challenges in the European context, Claire Giraud-Labalte provided an insight into the potential of heritage for society (from an economic, ecological and cultural diversity point of view). Claire Giraud-Labalte explained that the concept of « heritage » has been evolving over the past 2 centuries, and its scope has progressively expanded. Heritage refers not only to prestigious monuments and objects, museums and historic cities, but also englobes tradition, knowledge and natural landscapes which characterise our daily lives. Reflexions undertaken by the European Union, the Council of Europe, countries and civil society on the concept deserve to be given greater visibility. The ENCATC Chair also talked about the most important challenges facing cultural heritage in the European context: the financial crisis, digitalisation, identity etc.

Members of ENCATC regularly participate as speakers in international conferences in order to promote high quality education and cultural management

The **Bruges Declaration**, which came about as a result of the conference, highlights the importance of cultural heritage (in its wider definition) and its close links with culture but also a variety of sectors such as agriculture, spatial planning, media, research, environment, tourism, etc., which means that the European numerous other sectors can have direct or indirect consequences for cultural heritage. The Declaration is committed to creating in 2011 an international study group with

the aim of preparing a European cultural heritage platform to ensure greater collaboration between all parties involved in Europe.



© Flemish Heritage Institute

3. UNESCO

In 2010, ENCATC continued to update and expand the UNESCO-ENCATC Directory. Available on ENCATC's website, this interactive mapping exercise provides an overview of the wide range of cultural institutions and training centres active in Europe, the Russian Federation, the Caucasus, Central Asia, Latin America, Africa, North America and the Asia Pacific. This interactive tool is unique in the field.



The idea of developing a wider database on existing training programmes on cultural policy and management across different geographical areas was launched by the International Experts Meeting on "Cultural Policies: Training and International Co-operation" (UNESCO, Paris, November 2000). In order to implement this ambitious idea, UNESCO commissioned ENCATC to carry a survey of centres and institutions providing education and training for cultural development personnel, in particular in cultural policies, management, administration, animation and entrepreneurship.

The project addresses 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. This need is most

ENCATC & the Belgian Presidency

July - Dec 2010

In addition to Claire Giraud-Labalte's invitation to speak at the Cultural Heritage Conference in Bruges, ENCATC was also actively cooperating with the Belgian Presidency for the Artists Moving & Learning Conference (p. 30)

acute especially among universities, students and professionals in the field.

Since it was first launched in 2003, the **UNESCO / ENCASC directory** has proved to be of importance and great appreciation for universities, students and professionals as seen in the very high number of hits per day on our website.

UNESCO is also a valuable partner giving visibility to ENCASC's activities by disseminating information to over 725 universities in 130 countries.

ENCASC members shares expertise at UNESCO events

UNESCO 2nd World Conference on Arts Education

Seoul, South Korea
25-28 May 2010

Professor **Gerald Lidstone**, Director of the Institute for Creative and Cultural Entrepreneurship at Goldsmith's College, London and an **ENCASC Board Member**, and **Dr. Dejana Prnjat**, of the Arts Academy Belgrade, a **member of ENCASC**, were both invited to **UNESCO's prestigious 2nd World Conference on Arts Education** in Seoul, South Ko-



Professor Gerald Lidstone

rea as panellists. Professor Lidstone presented a paper entitled "*The policy and practice of learning entrepreneurial skills and future qualities of 'mind'*" at a workshop on creativity in Arts Education, while Dr. Prnjat presented a paper entitled "*How much can arts education affect the decision-making process when choosing classical or pop music?*" in a workshop on Digital Media, Popular Culture and Arts Education.

Professor Lidstone's paper deals with the issues generated by learning entrepreneurial (self determining) skills and future qualities of 'mind' within the context of a global culture. Dr. Prnjat's paper on the other hand, explores the question of how people develop their cultural habits. It points out that cultural habits usually develop at a young age and sets out to explore the differing influences of family, popular culture, mass media and the Internet.



Dr. Dejana Prnjat



Read the ENCASC papers online!

To read **Gerald Lidstone's paper** on "*The policy and practice of learning entrepreneurial skills and future qualities of 'mind'*" visit : www.unesco.org/culture/en/artseducation/pdf/abstract30geraldidstone.pdf

To read **Dr. Dejana Prnjat's paper** on "*How much can arts education affect the decision-making process when choosing classical or pop music?*" visit : www.unesco.org/culture/en/artseducation/pdf/presentation203dejanaprnjat.pdf

Building capacity:

ENCASC aims to promote capacity-building in the cultural sector and we are committed to opening our members to a European perspective. We therefore initiate and support training for trainers and students of ENCASC member organisations and institutions. Our training activities provide a platform for participants to share information on curricula and methods, analyse existing research and practice, compare different approaches, and experiment innovative solutions.

1. TRAINING FOR TRAINERS

We value the diversity of our membership base. With over 100 member institutions in Europe and beyond, we have a rich cultural network to draw from. Exchanging knowledge and experiences encourages our members to broaden their perspectives. The training we provide through our activities aims to provide our members with additional partnership and funding opportunities at the European and international level.

grams for culture and education info day" in January 2010.

The main target groups of this event were the following: directors and/or Administrators of Cultural management programmes, those responsible for development of European joint projects from ENCASC programmes and anyone interested in knowing more about EU funding opportunities.

ENCASC was looking to provide training to those who wished to renew the direction and dynamism of their projects and strengthen their capacities in order to fully exploit all the opportunities and resources which exist at the European level. During the two day event, participants were advised on how to find the right partner for projects in Europe, Asia, Latin America, Canada or USA. Participants also learned how to improve capacities in managing your projects and how to better finalise project applications.

This session training on "Training on EU programmes – Opportunities for the education and training sector" focused three European programmes: Lifelong learning (Erasmus, Leonardo da Vinci, Grundtvig), ALFA and ATLANTIS.

Info Day: Training on EU Funding

Opportunities for the educational and training sector

Brussels, Belgium
23-25 January 2010



Following the successful presentation of the "Grundtvig programme info day" last June 2009, ENCASC organized a two-day training event "European pro-



ENCATC 18th Annual Conference

“Can I Google it?”

Brussels, Belgium
6-8 October 2010

The 18th ENCATC Annual Conference took place in Brussels from the 6th to the 8th of October, in the framework of the Belgian Presidency of the European Union Council. Attended by over 100 participants from Europe and abroad, ENCATC's 18th Annual Conference focused on the changing role of the university, a topic at the heart of the European policy debate. Titled, 'Can I Google it?', the conference discussed the competences and skills required for the cultural field in 2020.



Opening Reception

The conference opened with keynote speeches by Mr. Jan Trusczyński, Director General of DG EAC of the European Commission and Ms. Katherine Watson, Director of the European Cultural Foundation, at the Gala Dinner taking place on October 6th. This evening event was an opportunity for ENCATC members to network and meet with each other in a relaxed and convivial atmosphere.



Keynote speaker, Mr. Jan Trusczyński, Director General of DG EAC of the European Commission

Keynote speaker, Ms. Katherine Watson, Director of the European Cultural Foundation.



Sharing Expertise

Gerald Lidstone (Goldsmiths University, UK) and Eric Corijn (Vrije Universiteit Brussel, Belgium) opened the conference on October 7th with thought-provoking ideas on Rethinking the Curriculum for Cultural management. Clare Cooper, Managing Director of Mission, Models, Money then focused the participants' attention on the need to build resilient arts and cultural organizations in the 21st century.

A lively panel discussion, chaired by Tomas Sedlacek, Strategist at ČSOB Czech bank, provided perspectives from both academics and employers in the cultural and creative sector on the topic of the Changing Role of Universities. Interventions from the participants and namely from students in the audience further invigorated discussions.



The conference closed on October 8th with the 3rd Annual Working Group meetings. This resulted in the organisation of five seminars, one debate and seven study visits. This organisation was made possible thanks to partnerships with EUNIC, RESEO, EUROCITIES, Europa Nostra, NEMO, United Cities and Local Governments and PEARLE.

Over the two and a half days, ENCATC welcomed 16 keynote speakers and 153 participants coming from 28 countries from across Europe and beyond.

Parallel Events

In addition to the ENCATC Annual Conference, there were also a series of parallel events taking place. These included the Young Cultural Policy Researchers' Forum organised by ENCATC and the European Cultural Foundation. The Cul-

tural Policy Research Award Ceremony, which closes the YCPR Forum, was attended by ENCATC members. ENCATC members were also invited to attend the first ENCATC Scientific Session where young cultural policy researchers from ENCATC member institutions presented their research. Finally, ENCATC organised the final conference for the European project, Artists Moving & Learning. This rich agenda and diversity of events and speakers ensured for an enriching Annual Conference for all those involved.

A Major Publication

The main result of the Annual Conference will be an ENCATC publication in 2011. This Compendium regrouping policy papers and case studies from eminent politicians, academics and professionals in the cultural sector around the topic tackled during its conference. The aims of this publication is to reflect the activities of the ENCATC conference, to share findings and ideas with colleagues, to enhance the debate on cultural management and cultural policy and to further contribute to boosting creativity and innovation in Europe through education and culture. It will supply academics and professionals in the cultural management sector with up to date material that can be used as a reference document in their professional and academic work.

Supporting the Mobility of Artists



The Annual Conference was also an opportunity for the network to contribute to the EU priority concerning the mobility of artists. Conference participants were treated to two performances during the opening gala dinner on October 6th.

Ivan Stevanovic was born in Serbia and lived for several years in New Zealand

where he graduated and received a bachelor's degree in Popular Music Studies at the University of Auckland. He has been playing piano since the age of five. He enjoys composing piano pieces, some with vocals, some instrumental. He has been in Serbia since 2007 and in that time worked for several years for the World Bank as part of the Youth Voices Initiative, a group of young volunteers dedicated to bringing forward youth issues such as education and employment by working closely with the bank on promoting their projects regarding those topics. He is currently doing a master's degree in Cultural Policy and Management at the Faculty of Arts in Serbia.

The evening's second performance was a modern dance piece performed and choreographed by dancer Claudia Catarzi. Ms Catarzi started her work with Micha Van Hoecke's Ensemble and took part in several projects directed by Ronit Ziv, Yossi Berg, Giacomo Sacenti and Constanza Macras' company. She collaborated with companies including Virgilio Sieni, Aldes, Roberto Castello, Company Blu, Certini-Zerbey and Yasmeen Godder for her research project ChoreoRoam. Since 2006 she participated in different Festivals where she presented her works such as Recording for Inteatro Festival Academy, Polverigi. This year, with Mariano Nieddu, she was shortlisted for the Premio Equilibrio 2010 with Un giorno. She continues to collaborate with Aldes and Company Blu, and she recently took part in an improvisation performance with Scott Smith.



ENCATC supporting the mobility of artists

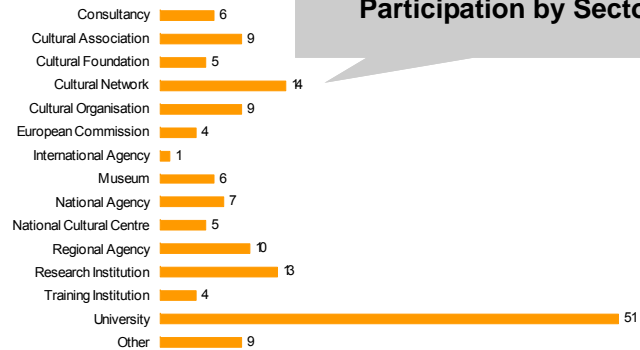
ENCATC Gala Dinner, 6 Oct

To prove its strong commitment in fostering the mobility of European artists and to offer these artists the possibility to present their work to a European audience, ENCATC invited Claudia Catarzi a young promising artist from Italy and a young talented piano player, Ivan Stevanovic from Serbia.

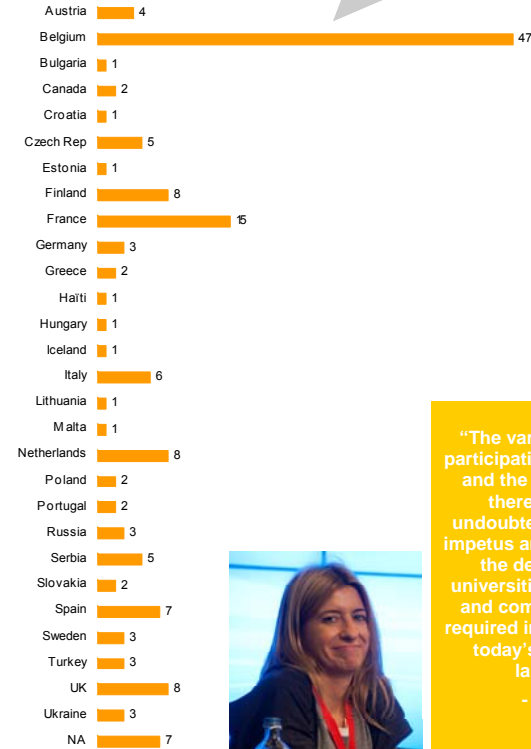
ENCATC Annual Conference 2010 in figures



ENCATC Annual Conference: Participation by Sector



ENCATC Annual Conference: Participation by Country



"The variety of personalities participating in this conference, and the mix of perspectives thereby provided, will undoubtedly provide renewed impetus and innovative ideas to the debate surrounding universities and the new skills and competences which are required in the cultural field for today's (and tomorrow's) labour market."

- Cristina Ortega Nuere
ENCATC President



2
artistic performances



2. TRAINING FOR STUDENTS

ENCATC is committed to building future networks of professionals and values the cultural managers of tomorrow. Our network supports our members who engage in initiatives providing the skills and competences they will need in tomorrow's labour market.

Synaxis Baltica

Student Academy
Klaipeda, Lithuania
2-15 August 2010



Synaxis Baltica is a network for students studying in the field of arts and arts management. The network is currently made up of nine universities and other partner institutions. All network members are located in countries surrounding the Baltic Sea. Synaxis Baltica aims to highlight questions pertaining to European cultural management while also focusing on the regional aspects of the field. Each year one of the member institutions arranges a summer academy where students are invited to participate. The students meet and work on particular issues concerning cultural management and cultural policy.

The 2010 Synaxis Baltica took place in Klaipeda, Lithuania on 2-15 August and brought together 14 students from 6 countries. The theme of the 2010 Synaxis Baltica was connected to the buildings in the old town of Klaipeda and their revival (gentrification). Over the recent years due to difficulties in business, the number of empty business premises of Klaipeda has been growing, which affects the overall image of the downtown.

The experience of various cities (Chicago, London, Munich, Berlin, etc.) proves that creative initiatives allow for the revival of the abandoned places, thus creating the buildings' added value, and especially encourages people to become more socially active.

Future cultural managers from nine countries, together with students from the Klaipeda Faculty of Design worked to build up a cooperation platform with the business community to make preselected buildings in Klaipeda's old town more visible and attractive to visitors new functions for older buildings.

ENCATC Annual Student Conference

Discover the Heart of Europe
Brussels, Belgium
7-8 October 2010

The ENCATC Student is organised every year alongside the ENCATC Annual Conference. 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 conference gathers students, coming from different universities and institutions all belonging to the ENCATC network.



Following the success at Krakow (2004); Potsdam (2005), Bratislava (2006), Lyon (2008) and Barcelona (2009), in 2010 students met again in Brussels on 7-8 October for the 6th time.



Taking advantage of the city of Brussels, the heart of Europe, ENCATC offered student participants in 2010 to gain insights into cultural policy of the European Union and the practice of resource allocation in the field of culture at the European level; to establish contacts with NGOs, European Lobby organisations and networks in the area of culture; to encourage the possibilities of future project cooperation; and finally to obtain information about professional perspectives for cultural managers from Belgium.



Over the two-day conference, students visited the European Parliament and met MPs in charge of cultural and educational affairs. Sylvain Pasqua, from DG Education and Culture of the European Commission, who was closely involved in the drafting of the Green Paper on Cultural Industries, introduced students to European cultural policy and to this new important European policy document.

Students also introduced to the Kaaitheater Arts Centre, where they met with the artistic programmer, Kaatleen Van Langendock. This encounter provided participants with an insight into the workings of an international theatre company and how it coordinates with artists and companies both in Brussels and abroad.

Two ENCATC members were closely involved in the Students' Conference sharing their expertise and knowledge with these future cultural managers. In Brussels, students were welcomed by the Fondation Marcel Hicter and its Director, Jean Pierre Deru. He spoke to the group about cultural policy in the French Community in Brussels. Also as Director of the European Diploma in Cultural Project Management, Jean Pierre Deru was able to give practical advice and insight to these future cultural managers.

Students also travelled from Brussels to the Flemish city of Antwerp where they were welcomed by ENCATC member Annick Schramme from the University of Antwerp. Here students had the opportunity to visit, among others cultural venues, the MAS museum.



The MAS Museum in Antwerp

MAS opened its doors in 2011 and is set to become a 60m tall beacon in the city dedicated to the river and the port, focusing on diversity and reflecting on cultures past and present. Situated in the old port in the Eilandje district, a bustling part of the city, MAS straddles two worlds – the port and the city. The tower is an excellent example of formidable architecture, holding a captivating tale, within and beyond the walls, through the museum rooms, across eras, locations and cultures.

Encouraging tomorrow's cultural managers

Sharing knowledge

Stimulating new thinking and practice in training in cultural management and cultural policy is important to our network. In addition to coordinating several working groups, where ENCATC members share and improve knowledge on a wide range of training issues and challenges in the field of cultural policy, ENCATC is also involved in a number of European projects.

1. EUROPEAN PROJECTS

Since 2008, ENCATC has been involved in several European projects funded through the Grundtvig and Lifelong Learning programmes. 2010 saw the culmination of three such projects: "Digital Extra", "Museum Literacy" and "Artists Moving and Learning".

Through participation in these European projects, ENCATC fosters exchange with new partners on practice and research. These cross-country initiatives are a unique opportunity for ENCATC to share its knowledge contributing tangibly to the objectives of the European objectives in the field of education and culture.

ENCATC also plays an important role in the dissemination of project outcomes and results. Its vast network of members and contacts in Europe and beyond is an added value to these projects, raising their visibility to an international level.

The outcomes of EU projects ENCATC actively contributed to include two publications and a series of training modules and teaching materials.

European project:
"Digital Extra"



**Digital Extra Final Conference
Online Exhibitions: Low Cost,
Big Results**
Brussels, Belgium
16-17 September 2010



In 2010, ENCATC organized the European project, "Digital Extra"'s final conference titled, "Online Exhibitions: Low cost, Big results." This major international event took place in Brussels on the 16th of September 2010 and offered participants the opportunity to learn about the project's findings and network with other professionals in the cultural and ICT/media sectors. Project partners wanted to stress that professionals in the cultural sector don't necessarily need years of formal training in web design to make their own online exhibitions. The Digital Extra project created simple and cost effective training materials and tools for professionals in the cultural sector (mostly small and medium sized institutions) to create their own online material.

Taking place at the Royal Library of Belgium, situated in the heart of Brussels, participants were only a few minutes from many of the city's major museums

and its historical centre. The second day of the conference, on September 17th, the project partners hosted two free workshops where participants were invited to learn more about creating online exhibitions and produce their own using the Digital Extra modules. Participants were invited to take a hands on approach and, with the assistance of project partners, workshop participants were able to sit down and create their own online exhibition using text, images and video. This two day event brought together 38 participants from 12 European countries.



Dornbirn City Archive (Austria), Luerzer Graphics Dornbirn (Austria), the University of Applied Science Madrid (Spain), Power Lake AB (Sweden), Tinta Utbildning (Sweden), Middlesex University (UK), Montserrat National Trust Museum (UK), Pamukkale University (Turkey), and ENCATC(European Network of Cultural Administration Training Centres).

To learn more about the Digital Extra project, online exhibitions, the Digital Extra training modules and teaching support material, visit the project website: www.digital-extra.eu

European project:
"Museum Literacy"

MUSLI Final Conference
Bolzano, Italy
7-9 June 2010



From June 7th to 9th, the Final Conference of the European project "Museum Literacy" took place in Bolzano, Italy. This international event was hosted by the Provincia Autonoma di Bolzano Alto Adige. This international event was an opportunity for the project partners to share their results and outcomes with a wider audience. The conference was followed by several study visits to local museums to learn how they are reaching out to new audiences, what challenges they encounter when implementing programs and activities intended for new visitors with no formal education or who do not frequently visit museums.

At the core of the project, the idea is that many institutions think more and more about doing a part of their public relations on the internet. More traditional forms require costly resources and are often only visible for a limited time. The "Digital Extra" project offers to sort out this problem. By creating a kind of toolkit to help create small, concise, well-presented online exhibition projects, Digital Extra has developed basic and advanced training courses that use simple methods to produce professional results. This event will provide the opportunity to learn about these training courses, techniques, strategies, and best e-practices that could be most useful for creating online exhibitions.

Financed by the European Commission's Life Long Learning programme, this initiative develops training courses with associated eLearning material to create digital exhibitions.



The project partners included the Jamtli Museum in Östersund (Sweden), who is also the project leader, the University of Applied Science Vorarlberg (Austria), the

A valuable player

ENCATC and its members contributing to EU projects

ENCATC along with three of its members: The Louvre Museum, the Nord Pas de Calais region and the Fitzcarraldo Foundation, contributed to the Museum Literacy project. This represented four out of the nine project partners. This is an example of our network's members coming together to collaborate on a European level.

ENCATC not only plays an important role in the dissemination of project outcomes and results, but its members hold valuable knowledge and expertise that make important contributions to European projects.

Museums today can be fully considered as valuable environments for lifelong learning while embodying the idea of access to culture for all. With the support from the EU's Grundtvig Lifelong Learning Program that promotes adult education, "Museum Literacy" offers a forum for dialogue and exchange between training institutions, public bodies and museums from five different European countries.

By establishing a platform for museums, administrations and training institutions, "Museum Literacy", or MUSLI, strives to overcome cultural barriers through museum activities. These activities encourage participation from potential audiences with low levels of formal education, such as citizens with low qualifications or at risk of social exclusion. Working to pilot and encourage new methods learnt for designing and conducting educational sessions for this target group, MUSLI enables museum operators as well as trainers to learn about significant examples in terms of involvement of people with low educational qualifications in cultural activities.

The "Museum Literacy" project collected the evidence drawn from analyzed cases and experiences with the aim of presenting the most effective solutions and practices to be adopted in order to best approach audiences with low educational levels and cultural capital. These findings are presented in a final publication, "No qualifications needed: museums and new audiences" that was published in 2010 and is available in English with abstracts in French, Italian, and Hungarian.



Read the final publication online!

The Museum Literacy partners were led by the project coordinator, Fondazione Fitzcarraldo (Italy). Project partners included ENCATC (Belgium), the Foundation for Museums and Visitors (Hungary), the Manchester Museum from the University of Manchester (United Kingdom), and the Provincia Autonoma di Bolzano Alto Adige (Italy). The project was also joined by four associate partners: the Hungarian Museum Association (Hungary), the Louvre Museum (France), the Municipality of Turin (Italy) and the Nord-Pas de Calais Region (France).



To read the Museum Literacy publication "No qualifications needed: museums and new audiences" visit the "European projects" section of the ENCATC website and click on the link for "Museum Literacy".

European project: "Artists Moving & Learning"

Artists moving & learning

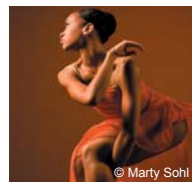
**Final Conference
Brussels, Belgium
6-7 October 2010**

The Final Conference of the European project "Artists moving and Learning" supported by the Belgian Presidency was held in Brussels on 6 – 7 October 2010. More than 70 participants attended the Final Conference, where 20 speakers



and panellists discussed and presented their projects on artists' mobility.

MEP Doris Pack was a keynote speaker at the Artists Moving and Learning conference. Doris Pack's expertise on the topic of the mobility of artists was invaluable, given her extensive and long-standing experience in the field.



The transnational mobility of artists and cultural professionals is of major importance in helping to make a common "European cultural area" a reality, and to bring about cultural diversity and intercultural dialogue. Artists and cultural professionals need to travel beyond borders to extend their scope of activities and meet new audiences, to find new and inspiring sources of inspiration to make their creations evolve, and to exchange experiences and learn from each other with a view to developing their careers. The transnational mobility of artists and culture professionals has been a priority of the Culture programme since 2000. It has been further reinforced as one of the three specific objectives of the Culture programme for the period 2007-2013, as a means of enhancing the cultural area shared by Europeans and encouraging active European citizenship.

Artists moving and learning has been one of the crucial European projects dealing with mobility of artists.

Over the course of two years ten national reports (Belgium, France, Hungary, Italy, Luxembourg, the Netherlands, Portugal, Romania, Slovenia, Spain and the UK) and one European comparative study analysing the impact of mobility of artists in ten EU Member States were produced. All of them are available on the dedicated project website.

The "Artists Moving & Learning" partners conducted interviews with artists from the performing and visual arts. A total of

144 artists residing in 10 European countries (Romania, Belgium, United Kingdom, Netherlands, Hungary, Slovenia, Spain, Portugal, France and Italy) were interviewed for this project. Their analysis of the interviews looks at different traditions of artistic mobility, studying their potential of learning effects to prepare artists for innovative leadership within the creative industries.

"Artists Moving & Learning" (October 2008 - October 2010) is a project financed by the European Commission under the framework of the Lifelong Learning Program, - Multilateral Projects, Networks, Accompanying measures.



The "Artists Moving & Learning" partnership is composed of an interesting mix of SMEs, academic institutions and cultural institutions. ENCATC led this project in collaboration with seven partners: the Belgian-based Mediana sprl (coordinator), Inteatro (Centro Internazionale per la Promozione e la ricerca teatrale) in Italy, Fondazione ATER Formazione also from Italy; Universidad de la Iglesia de Deusto in Spain; the Budapest Observatory on financing culture in Eastern-Central Europe in Hungary; the Romanian Centre of Professional Training in Culture (CPPC); and the French Joint Research Unit PACTE (Politiques publiques, Action politique).

To learn more about the "Artists Moving and Learning project" and its final outcomes and the national reports visit the ENCATC website at: www.encatc.org/moving-and-learning

2. WORKING GROUPS

With the aim of better structuring the exchange of knowledge, methodologies, experiences and comparative research programmes taking place within the network, ENCATC launched 6 working groups in 2007. Each ENCATC working group addresses a specific topic, selected as a result of wide consultation amongst ENCATC members and closely linked with the policy priorities of the association. Each working group provides 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.



ENCATC working groups are open to non-members from external bodies / institutions, i.e. organisations with expert knowledge or legitimacy in working group's topic areas (e.g. UNESCO, Council of Europe, European University Association, etc.).

In order to further promote dialogue within the cultural management community, ENCATC launched an online blog for each of the 7 working groups. Discover the activities, projects and events organised by each of these working groups in the following pages.

ENCATC Working Groups Meet in Brussels

**3rd Annual Meeting of Working Groups
Brussels, Belgium
8 October 2010**

Each Working Group organises meetings throughout the year according to their topic and pertinent activities taking place. One Annual Meeting regrouping all Working Groups is organised once a year. The first Annual meeting of the ENCATC working groups was organised in Lyon in 2008 and the second one in Barcelona in 2009.

The **3rd Annual meeting** of the ENCATC Working Groups was held in Brussels on the 8th of October 2010. The meetings took place in the framework of ENCATC's 18th Annual Conference where it centered on the evolving role of universities as they shift their teaching methodologies from content-based and domain-specific approaches to process-based and generic competency approaches to learning.

ENCATC coordinates 7 working groups in 2010

1. Creative Entrepreneurship & Education in Cultural Life
2. Interpretation /Mediation applied to Heritage Sites
3. Cultural Observatories & Cultural Information & Knowledge
4. Audience Policies in Europe
5. Europe International
6. Urban Management & cultural policy of city
7. Arts and Health

From Working Groups to Thematic Areas

Working groups continue to evolve

In 2010, two ENCATC Working Groups were successful in securing an operating grant from the European Commission in 2010 under the budget line Policy Grouping.

All Working Groups will continue their objectives and activities in 2011 under the umbrella of ENCATC Thematic Areas.

The 3rd Annual Working Group Meetings were held in partnership with 7 European networks:



Taking place in different venues across the city of Brussels, each working group organised a seminar contributing to the discussion of the skills and training needed today within the specific context of their group. University professors, professionals from the cultural sector were invited to share their experiences and expertise with regards to the 2010 Annual Conference theme.

To prove its strong commitment to engaging in strategic partnerships, seven European networks and organisations were invited to co-shape the Working Group meetings. Within the framework of the 18th ENCATC Annual Conference, these meetings took form in five seminars and one debate:

ENCATC / EURO CITIES Seminar

"Entrepreneurial Dimension of Cultural and Creative Industries"

ENCATC / PEARLE Seminar

"Role of Cultural Observatories in the Future"

ENCATC / EUROPA NOSTRA / NEMO Seminar

"Rethinking the curricula for cultural managers acting in the field of heritage and museums: state of art, trends and future perspectives"

ENCATC / EUNIC Debate

"The Power of Cultural Relations"

ENCATC / UNITED CITIES AND LOCAL GOVERNMENTS Seminar

"Cultural Innovations and Creativity as an Engine for Sustainable Urban Development"

ENCATC / RESEO Seminar

"Competences to offer for effective working methods in the field of health care and social services"

Each seminar or debate was followed by a study visit to a cultural venue in Brussels to contextualise the debates and discussions raised by each Working Group. In total there were five study visits to venues which included a gentrified business centre to support young companies and stimulate business creation, art exhibitions and other cultural hubs such as the Flagey building which houses the Brussels Philharmonic Orchestra and many other cultural associations.



5 Study visits

117 participants

5 seminars
1 debate

ENCATC Working Group

Creative entrepreneurship & education in cultural life

Working Group Chair: Lotta Lekvall, Nätverkstan, Sweden



Chaired by Lotta Lekvall from Nätverkstan, the ENCATC's Working Group "Creative entrepreneurship and education in cultural life"

was set up in 2007. At date, it brings together 48 educational and training institutions in about 30 countries and it actively cooperate to the European platform on cultural industries.

What is the rationale of this working group?

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? The working group aims to grasp these discussions and relate them to education and train-

ing. How is an education designed for the 21st century in content, methods, pedagogics and schedule-designing? And what is our responsibility as educators and trainers with regard to future cultural entrepreneurs?

What are the objectives?

We want to reflect on, and discuss topics related to creative industries, creativity, entrepreneurship, innovation, cultural management, creative spaces, artistic work and the situation for Artists, and connect this with education. We achieve this by doing study visits, participate in seminars and then meeting up together among working group members to exchange knowledge, ideas and reflections to both learn from each other and to add something new. In the long run, we want to strengthen the cultural and creative field by offering professional educational options in Europe. ENCATC is a network for education and training centres in Europe and a meeting place for exchanging ideas and exploring new possibilities. This leads to strengthen students from cultural administration training centres in employability in the cultural sector, in self-employment and entrepreneurship, and to strengthen mobility of students and teachers.

Check out the blog!
"Creative Industries & Arts Management"



WWW.ENCATC.ORG

Working Group Seminar

Cultural Innovation

Göteborg, Sweden
12 & 27 May 2010

The seminar on "Cultural Innovation", organized by Lotta Lekvall, chair of the ENCATC Working Group, "Creative entrepreneurship & education in cultural life" on 27 May in Göteborg explored cultural innovation. More specifically, it focused on how cultural institutions can facilitate everyday cultural innovation and how a given society or a community can strengthen its social capital? Can we pinpoint what should be the key determinants of a city/ region/ state's cultural policy? How are the thoughts of cultural innovation relevant for cultural and educational institutions?

The seminar was led by Arvind Lodaya, pictured here, who is a Senior Faculty member and Dean of Research at the Srishthi School of Art, Design and Technology in Bangalore, India. From May to June 2010, he is a visiting professor at the Region Västra Götaland. Mr Lodaya's work experience includes being a Senior Faculty member as well as Dean, and he also makes time for his own art. He has worked in developing the Srishthi School of Art, Design and Technology and on its pedagogical ideas while keeping in close cooperation with the institution's students.

Working Group Seminar

Google and the Future

Göteborg, Sweden
23 September 2010

Entitled "Google and the Future", this seminar focused on Digitization and its

implications for the cultural sector. Santiago de la Mora, European Director of Books and Libraries at Google, gave his and the company's view on these important future challenges. After a key note presentation, a discussion followed with a panel of, among others, Eva Swartz Grimaldi, CEO at Natur & Kultur and Lars Ilshammar, Director of Labour Movement Archives and Libraries, together with representatives from related areas, authors, researches and political parties. The audience also had the possibility to ask questions and debate.

Working Group Seminar & Study Visit

ENCATC / Eurocities Cultural Forum

Brussels, Belgium
26 June 2010

Members of ENCATC's Working Group "Creative entrepreneurship and education in cultural life" and members of the EURO CITIES Cultural Forum came together for a joint discussion about cities fostering cultural entrepreneurship.

Chaired by Karine Daniel, Deputy Mayor Europe International Relations of the City of Nantes, the EURO CITIES Cultural Forum is a platform of about 100 cities in over 30 European countries.

This joint seminar took a closer look at the entrepreneurial dimension of cultural and creative industries and to the access to finance for creative and cultural industries. The day ended with a study visit to the Centre Dansaert – Creative Business Center, a Center created to provide professional support to business creation and to provide a space and services for young growing companies.



WWW.ENCATC.ORG

ENCATC Working Group

Arts & Health

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



In Barcelona 2009, ENCATC set up the new Working Group "Arts and Health" chaired by Pia Strandman from Helsinki Metropolia University of Applied Sciences. This working group is meant to advance this important topic by discussing, analyzing and exchanging ideas, working methods and reflections on arts and health; exchanging information, academic and working knowledge and to contribute to the development of the collaboration between universities, expert organizations and practitioners; finding methods to integrate the cultural sector into social and health care sector, and to promote culture and arts in the context and to provide useful and relevant information to actors in the sectors; studying relevant European examples and theoretical approaches on the subject and to find good examples and best practices between cultural sector and social/health care sector.

What are the objectives?

It may be said that in the context of arts and health there are four main areas which need to be studied further: those of applied art and culture itself, interdisciplinary team work and co-operation, management, and finally education/training and research. So far most of the research conducted in the area is evidence-based. Additionally, interesting and topical questions are also arts/cultural management and coordination as

well as production process of art-based or cultural services for rehabilitation, and for social and well-being purposes. So does also forms and methods of arts based practices. It is important to study how to make the arts-based services long term and develop a permanent activity? How to enhance the participatory and user-led approach? And finally, how to evaluate the projects and how to enhance research?

What are the main challenges – present and future?

As said, there is a demand for bridge builders in the field, due to financial and professional reasons. Beside deep professional knowledge, practitioners within this interdisciplinary field need a creative attitude and understanding of various approaches in order to raise a beneficial partnership working method with the health professionals. In successful arts and health activities the aims and objectives are shared.

Check out the blog! "Arts & Health"



Working Group Experts' Meeting

Arts and Health

Paris, France
8-9 April 2010

The crucial questions for arts managers or co-ordinators are: what skills and qualifications are needed, what kind of professional role is relevant, what kind of practices and services are meaningful? What kind of professional role is offered for the practitioners within this context? The present situation varies a lot and the area needs to be promoted as there is a demand for multi-skilled professionals. Our challenge is to find and develop relevant training programmes and curricula to meet the needs.

What was accomplished in 2010?



At the moment there is a major mapping work in process. Firstly, a very basic question is how to train arts/cultural practitioners to work within healthcare settings. What kind of approaches, qualifications, skills and competencies are needed to work in the context? We are focusing on good practices and existing curricula, both in basic education as well as in adult and continuing education. Secondly, there is major interest in entrepreneurial activities and in the well-being industry. How to develop service concepts and products between cultural and social and health care sector, for audiences which don't have access to culture due to their condition or hospitalization. Art can be approached as a consumer service also in this context.

Members from ENCATC and experts from other institutions or/and organizations interested on the topic of Arts and Health to attend the Experts Meeting organised in Paris with the organization Musique & Santé.

To enhance the contribution of art and culture to health and well-being is a very topical issue. Art is discussed widely in its various social contexts, for social and community purposes, outside the traditional art institutions. This is a growing sector in meaning-intensive production and creative economy with beneficial cultural, social, employment and economic results. There is a demand for multi-skilled persons. The forms and methods of arts based practices in this context need to be studied further. What kind of challenges this means for cultural training institutes and cultural managers, will be discussed in Paris.

Musique & Santé was founded in 1998. It is a French non-profit organisation advocating and working for the development of live music in hospitals and institutions for disabled persons in France and Europe. Through actions, training sessions, research, and mediation, Musique & Santé engages with everyone – whatever their age and culture. Professional musicians work in health-care units at the patients' bedsides, in workshops, or organise ambulatory concerts. They mobilize and train the care and medical staff as well as the families.



ENCATC Working Group

Monitors of Culture

Working Group Chair: Cristina Ortega Nuere, University of Deusto, Spain



Monitors of Culture is one of the initiatives which emerged from the ENCATC working group 'Cultural Observatories and Information and Knowledge'. After 3 years of functioning as an ENCATC Working, 'Cultural Observatories and Information and Knowledge' received an operating grant from the European Commission in 2010 under the budget line Policy Grouping. It is led by Cristina Ortega from the Institute of Leisure Studies of the University of Deusto in collaboration with institutions such as the Budapest Observatory (HU), ATER Fondazione (IT), and the Observatoire des Politiques Culturelles (BE). The group aims to set up a framework for a discussion-platform- and exchange best practices with the aim of improving the design and the evaluation of culture policies in Europe.

terms of exchange of information and knowledge

- Supply cultural managers useful information
- Recognize 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.
- Improve the links / connections between the researchers, academic sector and professionals.

What was accomplished in 2010?

2010 was a very ambitious year for this working group transformed into policy analysis group. The first meeting for the Cultural Observatories working group took place in Brussels on May 17-18, 2010, where the key projects and outcomes of the group were defined. The year followed with a Round Table held in

What are the objectives?

Monitors of Culture has eight objectives:

- 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



Bologna, Italy and a Think Tank in Bilbao, Spain. The main outcome was a final publication, *Monitors of Culture*, published in October 2010.

Policy Grouping Think Tank

Experts Meetings and Round Table

"Monitors of Culture"

Bologna, Italy
8-9 July 2010

The Policy analysis Group "Monitors of Culture" on Cultural Observatories and Information and Knowledge met the 8th and 9th July in Bologna hosted by expert Antonio Taormina and the Regione Emilia Romagna. The aim of the meeting was to create a space for discussion, get better acquainted with the Italian case and gather information. The group was then able to start reflecting about the issues that must be taken in consideration for the draft of the recommendations and at the same time for the dissemination of the project.



The Round Table "*Present Situation of Cultural Observatories in Europe: Opportunities and challenges*" was moderated by Peter Inkei from the Budapest Observatory. Participants Patrizia Ghedini, Responsible for the Culture Sector of the Regione Emilia-Romagna, Antonio Taormina, Director of the Fondazione ATER Formazione, Michele Trimarchi from the Observatory for the Performing Arts of the Region Emilia-Romagna, and Cristina Favaro from the Cultural Observatory of Piedmont, introduced and presented the case of "*The Italian Regions and the Coordination of Cultural Observatories - the Interregional ORMA project*".



"Monitors of Culture"

Bilbao, Spain
8-9 September 2010

One of the last activities organised by the Policy Grouping was the Think Tank that took place the 8-9 September 2010 at the University of Deusto in Bilbao. For the event a group of 30 experts came together to reflect and discuss about the Role of Cultural Observatories in the Future in Europe.

The discussions were moderated by Peter Inkei from the Budapest Observatory, and the results of the discussions have been gathered into a policy document of recommendations on the conditions needed for the setup of a Common Cultural Observation Methodology. This final document contains a list of recommendations which are available on the Monitors of Culture website and that were published within the final publication *Monitors of Culture*.



The Think Tank in Bilbao was enriched by a cultural programme proposed for the guests to discover the eclectic and innovative architecture and urban life of the city of Bilbao.

Publication

"Monitors of Culture"

The main outcome of consists of a final publication: Monitors of Culture. The publication is available in both English and Spanish and is organised in different parts, according to the following structure: the "SaCO", the State of Art of Cultural Observation; a section with key articles focusing on different topics; and a set of Recommendations on the conditions needed for the setup of a Common Cultural Observation Methodology (CECOM). The book, published in October 2010, was disseminated on an International and National level, and was also distributed in the most relevant events focusing on Cultural Policy in recent months.

ENCATC Working Group

Europe International

Working Group Chair: Gerald Lidstone, Goldsmiths University, United Kingdom



We want to develop thinking on the cultural relationship between Europe and the rest of the world. With this in mind, Gerald Lidstone, director of the Institute for Creative and Cultural Entrepreneurship at Goldsmiths, University of London, and ENCATC Board Member and launched the "Europe International" Working Group in 2007.

tionship 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.

What is the rationale of this working group?

We want to move the thinking on from a goal of 'Intercultural Dialogue' to the dialogue being a process rather than an aim. The aim being to use the dialogue to achieve actions that lead to intercultural respect, if not understanding. With regard to policies and competencies, we believe that staff and 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.

Our working group will research existing and emerging networks worldwide concerned with the teaching of international cultural policy and cultural management and where appropriate develop a rela-

What are the objectives?

We aim to develop thinking on the cultural relationship between Europe and the rest of the world.

We strive to undertake a range of international projects, seminars, symposia and international collaborations that can advance thinking on Cultural Policy and Management and its teaching.

We pay particular interest to develop how the EU relates culturally to the non EU through a variety of agencies and to develop the forums for students to reflect on how they construct their own cultural identity and that of others.



Working Group Policy Debate

From Cultural Diplomacy to Cultural Cooperation?

Brussels, Belgium
19 May 2010

Gerald Lidstone, Chair of the ENCATC Working Group "Europe International" invited Rod Fisher, Director of the *International Intelligence on Culture* to share his research on an analysis of whether there was evidence of a paradigm shift in EU Member States cultural relations with third countries away from traditional cultural diplomacy policies to more strategically focused international cultural co-operation (i.e. policies that were less encumbered by foreign policy agendas).



Rod Fisher focused especially on relations with industrialised countries and growing economies in North America, Latin America and Asia, plus the EU's Eastern Neighbourhood Partnership. He drew attention to those EU countries where a paradigm shift had taken place (e.g. Austria, Germany and Slovenia), those which appeared to have both cultural diplomacy and more genuine cultural co-operation policies (e.g. Finland, Netherlands and the UK), and those where policy shifts were being actively discussed (e.g. France) or were aspirational (e.g. Romania). Mr Fisher also identified trends in cultural diplomacy and international cultural co-operation. These included: a greater willingness on the part of national cultural institutes (NCIs) to co-operate and the emergence of EUNIC; a shift from bilateral to multilateral cultural agreements by some countries, and from cultural diplomacy to cultural relations and mutuality; and the interest of EU Member States to co-operate with accession/pre-accession states, which often tended to wane once they had joined. Mention was made of the cultural relations of some countries

which have been designated to 'mend fences' and restore trust for obvious political reasons. Reference was made to the growth in importance of the creative industries which has both accelerated interest by governments in the export of their culture and provided them with opportunities to 'brand' themselves in the process – trade interests are interestingly linked to foreign ones.

The event finished with a piano performance of a newly composed work by Ivan Stevanovic of the World Bank, which was performed by the composer.

Working Group Policy Debate

The Role of Cultural Relations in International Relations

Brussels, Belgium
8 October 2010

On the occasion of the 18th Annual Conference in Brussels of ENCATC, the ENCATC Working Group 'Europe International' joined forces with EUNIC (European Union Network of Institutes of Culture) in Brussels for a debate about the role of Cultural Relations in international relations.

There is increasing recognition of the value of Cultural Relations in addressing some of these issues. However, there is at the same time a need to be clear what we mean by this, to define its scope and its relationship with Cultural and Public Diplomacy.

Three prominent members of EUNIC in Brussels presented short opening remarks to prompt debate. Distinguished cultural activists from Russia and Asia then provided an international perspective on Europe and suggested alternative approaches that we might take to build more effective international relations through culture.

Cultural Relations

Recognition & value

There have been significant changes in international relations over the past two decades - the growing interdependence between nation states, the emerging role of non-state actors, the process of globalisation and the technological revolution. New challenges have emerged which face us all - climate change, international crime and terrorism, global health pandemics, and increased migration, and its impact on social cohesion.

ENCATC Working Group

Audience Policies in Europe

Working Group Chair: Anne Krebs, Louvre Museums, France



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.

What are the objectives?

This working group has five main objectives. The aim is to:

- To contribute to the development of the collaborations between universities, experts and practitioners form 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 media-

tion training, management and audience policies in museums.

- To contribute to the global evaluation of European cultural audience policies.

What was accomplished in 2010?

After three years of functioning as an ENCATC Working, 'Audience Policies in Europe' received an operating grant from the European Commission in 2010 under the budget line Policy Grouping. Entitled, "Museums and Municipalities (E= MU2)" this policy grouping has held six meetings in 2010. Meetings were held in Paris (FR), Manchester (UK), Brussels (BE) and Split (HR). In addition to these meetings where the group met with municipal authorities and museums, the group launched two online questionnaires in July 2010 aimed at museums and local authorities in Europe. The results from these questionnaires and the outcomes from the group were presented at the Final Conference held in Brussels on December 10th at the Bibliothèque Solvay.



Policy Grouping Meetings

Museums & Municipalities
April-December 2010

The policy analysis group *Museums and Municipalities* aims to show how museums can contribute to local development and which benefits derive from this relationship. The group also strives to shed light on existing partnerships between museums and local municipalities. Based on the variety of possible contributions made by museums to the development of their territories, the policy group's approach is centred on the nature and implementation of the mechanisms needed (contributions, partner and institutional relationships, governance). Coordinated by the University of Paris I Panthéon-Sorbonne and the Louvre, E= MU² relied on the unique experiences of the Manchester Museum (the University of Manchester), the City of Split and the ENCATC network.

During the summer of 2010, the group launched two online questionnaires on ENCATC's website intended for museums and municipalities. These important questionnaire were widely disseminated thanks to ENCATC, Eurocities, the Assembly of European Regions, AER, the Network of European Museums Organizations, NEMO, and the Direction Générale des Patrimoines (French Ministry of Culture and Communication) to museum managers, curators, local authorities, researchers and experts throughout Europe. Over 200 museums and 50 municipalities took part in this questionnaire (<http://encatc.org/questionnaires/?l=en>).



To read the White Paper "Relationship between Museums & Municipalities in Europe" visit the ENCATC website: www.encatc.org

Policy Grouping Final Conference

Museums & Municipalities in Europe
Brussels, Belgium
9-10 December 2010

The results from these inquiries were presented in Brussels on December 10, 2010 to over 70 participants. The European Policy Grouping "Museums and Municipalities" Conference brought together eminent museum managers, curators, local authorities, researchers, educators and experts from across the European continent and abroad. Prominent speakers at the Conference included Cristina Gutierrez, Member of the European Parliament, Karine Gloanec-Maurin, member of the presidium for the Commission for Education, Training, Culture and Youth at the Assembly of European Regions and Vice President of the Region Centre, France, Emiko Kakiuchi, Professor at the University of Tokyo, Graduate Research Institute for Policy Studies, Japan and Catherine Sueur, Deputy Administrator at the Louvre Museum, France.

This major international event organized by ENCATC represented a platform to launch the group's findings and recommendations. It also provided the opportunity to review and debate the contributions received and to consolidate the audience's concrete proposals and best practices into the drafting of the White Paper. This event therefore also provided an opportunity to network with museum staff and local authority representatives from across the continent and to discuss the variety of possible contributions and cooperation between museums and their local authorities.

White Paper

"Relationship between Museums & Municipalities in Europe"

The White Paper on the is one of the main outcomes of the activities organized by the "Museums and Municipalities" policy grouping. Written by Anne Krebs (Musée du Louvre) and Xavier Greffe (Université Paris I Sorbonne), it underscores the synergies and differences relating to the analysis of the museums' missions and to the shared expectations of museums and municipalities. Included in the electronic appendices to the White Paper (available in both English and French) are 14 case studies of the relationship between museums and municipalities in countries and cities across Europe and beyond.

ENCATC Working Group

Interpretation/Mediation applied to Heritage Sites

Working Group Chair: Claire Giraud-Labatte, Catholic University of Angers, France



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.

What is the rationale of this working group?

To meet this new reality, and to meet competition, public and private sites must re-think 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 necessary to review the existing programmes and methods, to include new

models and even create specific pedagogical programmes for initial education and continuous training.

What are the objectives?

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

What are the main challenges – present and future?

First, we want to conceive pedagogical models or pedagogical mediation programmes applied to patrimony. Second, we have 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). Third, we want to find the means of establishing the link between education, patrimonial sites and the cultural and tourist institutions. Finally, we will define

the basic elements and pedagogical content of the programmes. And, of course, we want to introduce didactic options into the teaching of mediation applied to the patrimony, alongside some good practices in training in mediation applied to the patrimony.

cultural sector as well as well shedding light on the practicalities which need to be taken into account for local authorities, universities and students who partake in an internship programme.



Working Group Meeting

Rethinking the curricula for cultural managers acting in the field of museums policies & heritage

Brussels, Belgium
8 October 2010

The ENCATC Working Group "Interpretation and Mediation Applied to Heritage Sites" joined forces with the ENCATC Policy Grouping "Audience Policies in Europe" on October 8th in Brussels to rethink the curricula for cultural managers acting in the field of museums policies and heritage. Organised in partnership with Europa Nostra and NEMO, this conference was the ideal platform to launch a lively debate about internships undertaken in the cultural sector, both at the national and at the European level.

The issue of how the labour market integrates students and interns within the professional sphere of the cultural sector was at the heart of the debate. Key speakers at the event included M. Verdier Magneau, Director of Cultural Development at the Château de Versailles, M. Pourtois, Director of the Centre International pour la Ville, l'Architecture et le Paysage in Belgium, Mme. Van der Kelen, Director of SVDK – Art & Craft, and Elizabeth Darley, an American student at the Université Libre de Bruxelles.

The variety of personalities brought together at this event provided the opportunity to examine the subject through the eyes of large employers recruiting in the

The debate closed with a study visit of the CIVA building where the meeting took place. Opportunities for seminar participants to build on the discussions and partnerships which emerged from the debate materialised online through the ENCATC Working Group blogs.

Understanding Heritage & Cultural Management

Using expertise & practice to develop curricula

Capacity building and cultural organization empowerment is one of the priorities of ENCATC. In line with this objective, Working Group chair, Claire Giraud Labatte, was involved in the design of a new programme on cultural management to be launched next year in Split, Croatia. Split has a rich cultural and architectural heritage with its town core centre housed in the Roman Emperor Diocletian's Palace dating back to 305 AD. Her expertise in heritage and cultural management offers an added value to other members looking to establish similar curricula in Europe.

Check out the blog! "Understanding Heritage"



ENCATC Working Group

Urban Management & cultural policy of city

Working Group Chair: Svetlana Hristova, South-West University in Blagoevgrad, Bulgaria.



European cities are a unique context in which significant processes of European integration and cultural interactions are shaped.

These changes take place at the scale of urban networks and the organization of urban space. Cities form important nodes in European and global networks of flows of capital, migration, ideology and culture. Increasingly they are being seen as sites in which new forms of identity can be created and co-exist, for example, through the promotion of innovative design and new architectural developments, culture-lead urban regeneration and creative management of public space.

What are the objectives?

Against the background of this new urban reality, we want to organise a creative core of scientists and practitioners in the area of urban management and cultural politics of the city for sharing professional experience, exchange of information and developing of joint projects of common concern. We also wish to raise awareness of civil society and relevant institutions about the possibilities for urban regeneration policy and the potential of urban environment as a factor of social integration of various disadvantaged groups on the territory of the city. There is furthermore a clear need to create a bridge between the academic world and the urban policy-makers by involving

them in academic and research programmes, and be sensitizing them about existing innovative practices and shifts in urban planning and regeneration.

We encourage systematic multidisciplinary comparative cross-national monitoring and analysis of important problems of urban development, enabling the comparison of existing urban policies and elaboration of most effective and context-sensitive urban policy models. It is also our aim to develop a database of empiric results, research findings and examples of innovative urban planning and use of urban imagery which allows the identification of good/bad practices – and also examples of successful/unsuccessful urban identity formation. We strive to stimulate debate among the scientific community and cultural sector about alternative science-based approaches in urban planning and regeneration – for example through conferences, special publications, photo-exhibitions, catalogues and media campaigns presenting changing European townscapes.

We want to map the curriculum of existing education and training programmes in the field of urban studies and to prepare a model for interdisciplinary programmes in 'Urban management and cultural policy of city', thus enriching the

**Check out the blog!
"Urban management & cultural policy of city"**



theory of cultural management with issues about the cultural politics and management of the city.

Working Group Seminar

Artists contributing to urban sustainability

**Utrecht, Netherlands
30 September & 1 October 2010**



In 2007 three young urban architects, who had just finished at the Utrecht School of Arts (HKU) and established a small design studio (HIK), became involved in upgrading the public space of Overvecht, an

immigrant neighbourhood in the city of Utrecht, in the Netherlands. Their simple yet creative idea was to stimulate the inhabitants' sense of belonging to place and therefore contribute to community integration by benchmarking some buildings in this grey monotonous living quarter. The project was supported by the Overvecht office for quarter affairs. Photographs of potential benchmarks were compiled through an open public competition, with the benchmark locations selected later on by the citizens themselves.

The case of Overvecht is an excellent opportunity to rethink the models of creative city and urban sustainability, which are often conceptualized as a dichotomy, and to re-estimate the capacity of artistic creativity for increasing the livability and sustainability of a city. It is also a positive example of successful networking be-



tween all concerned social actors: artists and their organizations, inhabitants and their local governments, and the universities. The case of Overvecht also contributes to our understanding of how issues of ethnic estrangement can be addressed through stimulating intercultural dialogue at local level with tools of design and urban architecture.

Working Group Outcome

Publication



As a result of close cooperation between ENCATC Members through this Working Group as well as other ENCATC events, Svetlana Hristova, Thomas Knubben and Pekka Vartiainen, three ENCATC Members, produced a publication.

United in diversity? Cultural Policy and Its Dimensions (Knubben T., Vartiainen, P. and Hristova, S. (eds.), Ludwigsburg 2011, is a compendium of papers and discussions presented in Helsinki 2010 during an Erasmus-DAAD Intensive Programme "Culture as a Resource for Future Europe. Cultural Policy and its dimensions in three European countries: Finland, Germany and Bulgaria" in which ENCATC Members were strongly involved. It brought together 30 students of cultural management and related studies and 10 teachers of cultural studies and cultural management from HUMAK University of Applied Sciences, Finland, from the South-West University 'Neofit Rilski' in Blagoevgrad, Bulgaria, and from the University of Education in Ludwigsburg, Germany.

Publication

"United in diversity? Cultural Policy and its Dimensions"

In a comparative historic quest of how culture/cultures operate and make policies at national, regional and European level, the book deals with all possible different dimensions of culture as a resource for future Europe – culture as an intellectual, mental, spiritual resource in reflecting, interpreting and creating the world symbolically and semantically as well as a materialistic and economic resource becoming more and more important in a post-industrial and knowledge-based global economy.

Stimulating research

We contribute to the creation of a European competitive research area by supporting capacity-building in cultural policy research. For the first time in 2010, ENCATC organised a scientific session with in the framework of its Annual Conference. This successful meeting demonstrates our networks commitment to stimulating research in the fields of cultural management and cultural policy in Europe. We take a specific interest in supporting the young research community and work with other institutions also we support young cultural policy researchers in Europe.

1. WITHIN THE ENCATC NETWORK

ENCATC is committed to stimulating research. We support our member who are experts and researchers in the broad field of cultural policy and cultural management. We encourage the exchange of research practices, proposals and outcomes.

A diverse network is a strong network

We value brining together young researchers into exchange with our established members who are experts in their respective fields. Crossing disciplines, cultures and generations makes our network stronger and opens our perspectives.

ENCATC Scientific Session

1st Annual ENCATC Scientific Session

Brussels, Belgium
7 October 2010

The ENCATC Scientific Session was initiated in 2010 as a means of further stimulating and encouraging research in the cultural sector. The session provides the opportunity for ENCATC Members to present one of their research papers to the international audience in attendance at the ENCATC Annual Conference. The session is chaired by Fabio Donato from the University of Ferrara in Italy and Jacques Bonniel ENCATC Vice President from the French Université Lumière II in Lyon.

A total of 17 researchers from 10 countries came to participate in Brussels, sharing their research objectives and interests with ENCATC members attending the 18th Annual Conference. Their research proposals ranged from implementing Web 2.0 in the cultural sector, problems experienced by NGOs operating in cultural management or analyzing the public cultural offer by taking a closer look at leisure as an innovative tool for the generation of values. The wide variety of research topics made for a dynamic and interesting scientific session as the researchers and participants



learned from their colleagues and other areas of research related to the cultural sector.

In 2011, ENCATC will be working with a handful of these researchers on a publication in hopes of giving these young researchers more visibility and allow them to reach an even wider international audience.

2. YOUNG RESEARCHERS IN EUROPE

ENCATC is committed to helping young researchers or persons at the beginning of their research career. For the past few years, ENCATC has managed the organisation of two research initiatives., thus illustrating our commitment to establishing a network of young researchers in cultural policy in Europe: the Cultural Policy Research Award and the Young Cultural Policy Researchers' Forum.

Cultural Policy Research Award

Cultural Policy Research Award Ceremony

Brussels, Belgium
7 October 2010

The Cultural Policy Research Award was launched in 2004 by the European Cultural Foundation (ECF), and the Riksbankens Jubileumsfond, and since 2008, is developed in partnership with and managed by ENCATC. Through the CPRA annual competition, the program partners aim to encourage and enable cultural policy researchers to take a step from evaluative (descriptive) to comparative applied research that can inform policymaking and benefit practitioners active in the field. The Award is devoted to research projects which shed light on con-

temporary European cultural issues and challenges by analyzing them and offering policy solutions.



Since 2004, onwards of six promising young researchers have won the Award which represents an important achievement for them in this discipline, and a key step in the production of new knowledge. Since its introduction, by having more than 75 young researchers involved in the annual competition, the CPRA has widened the map of young cultural policy researchers in Europe, and raised their visibility and recognition.

The 10 000€ Prize awarded is crucial in enabling one cultural policy researcher every year to carry out their research. One of the main outcomes of the CPRA competition is the publication of the winner's policy paper. The previous year's publications are available for download on ENCATC's website.

The winner of the CPR Award 2010 was publicly announced on October 7th during the the 4th Young Cultural Policy Researchers' Forum in the framework of the 18th ENCATC Annual Conference and taking place in Brussels (6-8 October 2010). Six finalists were invited to attend the ceremony, one of whom was named the 2010 Award winner.



Supporting young researchers in Europe

Claire Bullen is the 2010 CPRA winner



Claire Bullen

Age: 33
Nationality: British
Research Institute for
Cosmopolitan Cultures,
University of Manchester, UK

Winning research proposal:
European Capitals of Culture
and everyday cultural diversity:
Comparing social relations and
cultural policies in Liverpool
(UK) and Marseilles (FR)

The winner of the CPR Award 2010 is Claire Bullen (UK), a 2nd year PhD Student at the Research Institute for Cosmopolitan Cultures – an inter-disciplinary research centre at the University of Manchester. The final decision of the international jury was publicly announced on during the 18th ENCATC Annual Conference. The title of Claire Bullen's research project is "European Capitals of Culture and everyday cultural diversity: Comparing social relations and cultural policies in Liverpool (UK) and Marseille (France)".

In 2010, 22 applications were received from researchers aged between 24 and 41. 13 different nationalities were represented from institutions in 14 countries.

The Cultural Policy Research Award is supported by the European Cultural Foundation (ECF), the Riksbankens Jubileumsfond and ENCATC.



Young Cultural Policy Researchers' Forum

4th YCPR Forum
Brussels, Belgium
7 October 2010

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

It is designed to give young/early career cultural policy researchers the opportunity to meet their colleague, to present their recent research activities (e.g. first publications or research projects), to discuss together important questions (e.g. issues related to education and training, availability of scientific journals, access to networks of researchers and conferences), and to exchange about different methods and relevant fields of research.



The idea behind the Forum is to discuss and analyse a range of issues, from contextual to methodological.

To what extent, for instance, are we as cultural policy researchers effective when using comparative cross-cultural approaches? What can be our approaches to culturally diverse countries and regions where policies and realities may not be readily comparable? What are the difficulties we face and the lessons we learn when implementing cross-cultural approaches in our analytical framework? How do we collaborate and share such comparative cross-cultural methods of research in a networking mode, both online and offline? Do we have an understanding of all possible

resources for research and how can we best use the internet to enrich our research experiences? Do the policy recommendations we offer as a result of our research consider the diversity of our societies and cross-cultural communication at all levels? What are the best ways to validate and to disseminate the outcomes of our research?

larly across national borders and thematic issues tied to different research themes. In order to ensure that all participants are given the opportunity to voice their opinion and contribute to discussions, the Forum included research presentations and small round-table discussions.

The 4th Young Cultural Policy Researchers' Forum took place in Brussels on Wednesday and Thursday 6/7 October 2010. It was positioned alongside the 18th ENCATC Annual Conference and the selection and presentation of the European Cultural Policy Research Award (CPRA). This is the second time that these three important events have been fully integrated together, and it marks an important step in the growth and development of ENCATC.

Around 40 young researchers from Europe and beyond attended the two-day event and contributed to the lively debates on themes related to aspects of applying different methodologies, particu-

Want to learn more about how we support young researchers?

To learn more about the Cultural Policy Research Award and the Young Cultural Policy Researchers' Forum, about the institutions who support these initiatives, you can visit the ENCATC homepage.

ENCATC stimulating research in 2010



Promoting mobility

Promoting mobility of academics, researchers, students and cultural managers fostered through a number of activities, projects and communication tools is important to our network. The geographical coverage of our events allows for our members to attend events in different countries

across Europe. In 2010 our network organised events and activities in more than **15 European cities**. Promoting mobility fosters fruitful encounters and opens our perspectives and ideas. The map below highlights the various locations where ENCATC events took place in 2010.



1. MAKING MOBILITY FOR EDUCATORS A REALITY

ENCATC is convinced of the benefits of mobility in the cultural management sector and therefore offers travelling opportunities adapted to all its members.

Conscious of the structural financial challenges present in some countries, ENCATC launched the Thomassen Fund in 1999. This mobility Fund provides grants

to individuals and/or organizations keen to contribute their expertise to the ENCATC network but restricted by the financial difficulties of their country. These mobility grants thus enable aspiring members to travel to various ENCATC events in order to cooperate, to exchange experiences, to improve their skills and competences and to develop new educational tools. In 2010, 4 cultural managers from Ukraine, Bulgaria and Russia benefited from the Thomassen Fund. Through this Fund, these 4 cultural

Promoting mobility

Our activities in over 15 European cities

- Antwerp, Belgium
- Bilbao, Spain
- Bologna, Italy
- Bolzano, Italy
- Bratislava, Slovakia
- Brussels, Belgium
- Ferrara, Italy
- Glasgow, UK
- Göteborg, Sweden
- Grenoble, France
- Klaipeda, Lithuania
- Lisbon, Portugal
- Paris, France
- Porto, Portugal
- Prague, Czech Republic
- St. Petersburg, Russia
- Utrecht, Netherlands

managers were able to cooperate, develop projects and build partnerships with ENCATC's rich membership base.

tislava (SK), Brussels (BE), Ferrara (IT), Glasgow (UK), Lisbon (PT), Nicosia (CY), Porto (PT), Prague (CZ), Saint Petersburg (RU), and Stockholm (SE).

2. MAKING MOBILITY FOR STUDENTS A REALITY

ENCATC is committed to helping our students take advantage of training and education opportunities in Europe and beyond. From promoting student projects like Trans Europ'Express, to collecting and distributing information about internships in our Praxis Newsletter to welcoming student trainees from our member institutions for an internship in our Brussels office, ENCATC plays a crucial role in facilitating the mobility of cultural management students across the world.

Trans Europ'Express

Trans Europ'Express January 2010

In preparation for their future role as cultural managers, a group of second year Cultural Management Master's students enrolled at the Université Catholique de l'Ouest in Angers, France, were given the opportunity to expand their horizons. 23 students were encouraged to travel to different European cities in an effort to learn more from their European neighbours and support Europe's unified diversity.

In 2010, each group prepared a theme and a series of interview and meetings with cultural professionals and experts in their destination city. Not only did these students benefit on a professional level from their exchanges with cultural representatives and managers, this experience also fosters an intercultural dialogue between students, academics, experts, professionals and managers in the cultural sector in 11 European cities: Bra-

Praxis Newsletter

Praxis for students January - December 2010

ENCATC reaches out to the students of its member institutions by publishing PRAXIS, a monthly newsletter for young graduates or early career cultural managers seeking to enter the job market. Widely disseminated throughout its member universities, PRAXIS lists training and job offers for their students across Europe and beyond.

3. ARTISTS ON THE MOVE

In addition to promoting the mobility of students and cultural educators, ENCATC was also instrumental in 2010 in ensuring the mobility of artists.

ENCATC welcomed international artists at several of its events. Cultural Educators and Managers attending ENCATC's Annual Conference enjoyed the artistic performance of Serbian pianist Ivan Stevanovic and of the Italian dancer Claudia Catarzi. Artistic entertainment was also provided at the ENCATC Working Group "Europe International" Policy Debate.

Taking the lead in the EU project Artists Moving and Learning is another vivid example of ENCATC providing tangible results in the field of artist mobility. Over the course of two years, a total of 144 artists were interviewed which fed into the production of ten national reports and one European comparative study analysing the impact of mobility of artists in ten EU Member States. Further information about the Artists Moving and Learning project are available on page 30.

Communicating

Our communication strategy expanded in 2010 to include social media tools like Facebook and the popular video website, YouTube. Building on its monthly newsletter, interviews and other publications, ENCATC is inviting its members to engage, exchange and discuss through these adopted channels.

Newsletter

Our monthly newsletter offers update-to-date information on European policy development as well as on activities of ENCATC and other organizations.

Interviews

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

Blogs

In 2010, ENCATC revamped its blogs for its seven working groups. The new layout provides readers with more access to each group objectives, activities and outcomes.



Through our blogs we promote dialogue within the cultural management community .

ENCATC Events Calendar

For the first time in 2010, ENCATC pub-

lished its online events calendar. This document promoted ENCATC working group seminars, conferences, summer school and training academies, and the network's active participation in European projects.

This online guide allowed members with up to date information with presentations of each activity as well as important practical information.

Videos

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

These videos also provide ENCATC members, students, educators and stakeholders who are unable to travel to our seminars and conferences to watch interviews with keynote speakers and to experience out activities at a distance.

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

ENCATC Website

ENCATC's website is an effective platform used to promote our network, highlight out objectives and missions, and give visibility to our members, projects, working groups and activities.

In 2010 the ENCATC website had 89,139 visitors. There was a dramatic increase in the number of visits in 2010, going from 4,769 in January to 15,296 visits in November, an increase of 220%.

Press Releases

ENCATC's PR list has over 2,000 contacts who receive information about our events and activities promoted by our press releases. This information is also

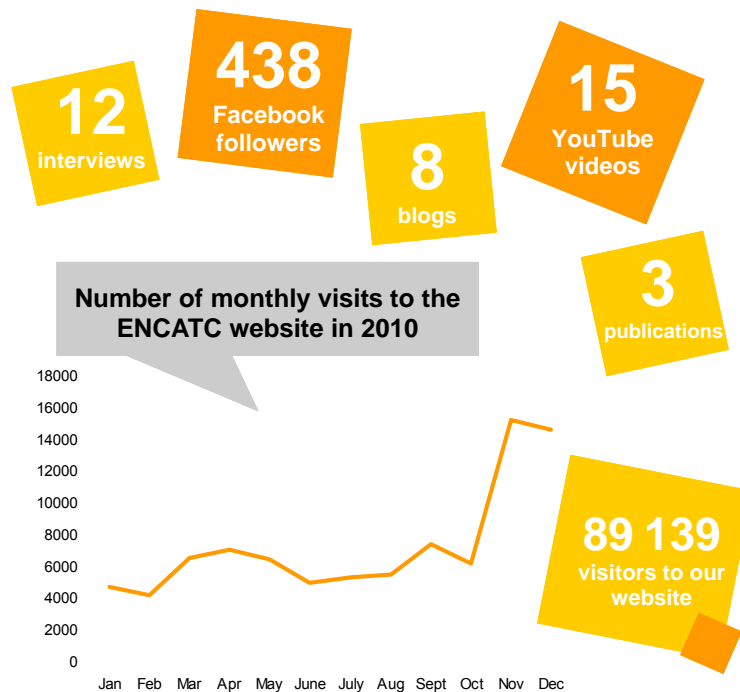
disseminated to 249 individuals from ENCATC member institutions.

Other Publications

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

Printed Publications

ENCATC members are actively publishing the outcomes of their activities. This past year we published our Annual Conference publication 2009, one white paper, "Relationship between Museums & Municipalities in Europe", and two books: "Monitors of Culture" and "United in diversity? Cultural Policy and Its Dimensions "



USEFUL LINKS

Website: www.encatc.org

YouTube: www.youtube.com/user/CommunicationsENCATC

ENCATC Blogs: www.encatc.org/pages/index.php?id=126

Our Facebook page: www.facebook.com/pages/ENCATC/271896836957?v=info

ENCATC & Facebook

Using social media to connect with members

In January 2010, ENCATC launched its official Facebook page. This online platform to inform members and interested parties about upcoming activities, news from member institutions and interesting developments in the arts, cultural policy and management.

ENCATC has 438 followers on Facebook and this platform is growing.

ENCATC tries to engage members in discussion by asking questions and posting links to articles and videos.

Building partnerships 2010

As a key actor in the field of education and cultural management, ENCATC has created dynamic synergies with major stakeholders in Europe and beyond. ENCATC cooperates closely with the European Institutions in Brussels and has developed strong relationships with UNESCO, the Council of Europe, the European Cultural Foundation and many more international institutions active in the field of education and culture. Our network has a strong commitment to engaging in strategic partnerships. 29 European partnerships were nurtured in 2010. Seven European networks and organisations were invited to co-shape the Working Group meetings.

European Union:

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

UNESCO:

ENCATC is a non-governmental organisation, NGO, with operational relations with UNESCO since 2000. ENCATC has developed and carried out several projects in close cooperation with UNESCO. The most recent result of our cooperation with UNESCO is the UNESCO-ENCATC Directory, an interactive on-line database proving up-to-date information on training centres in Europe, the Russian Federa-

tion, the Caucasus, Central Asia, Latin America, Africa, North America and the Asia Pacific, which is accessible from the ENCATC website. Several of the UNESCO Chairs in cultural management related fields are valued members of ENCATC who contribute regularly in a fruitful exchange of information and sharing of knowledge.

Council of Europe:

ENCATC has the status of observer to the Committee of Culture of the Council of Europe. ENCATC was launched in 1992 under the auspices of the Council of Europe, in the framework of the "Training of cultural administrators" programme of the Council of Europe. The programme aims to facilitate the mobility of trainers and trainees in the field of arts administration; to stimulate the exchange of information on pedagogical contents and methodologies; to encourage arts administration training programmes and to include a European dimension in the arts curricula. Recent cooperation with the Council of Europe included cooperation on the project "intercultural cities" and with the working group on "mediation of Heritage".

European Cultural Foundation:

ENCATC is among the key partners of the ECF since 1999. There is a regular exchange of information and of expertise between the European Cultural Foundation and ENCATC, particularly in the field of young cultural policy researchers. The Young Cultural Policy Researchers Forum and the Cultural Policy Research Award are two concrete initiatives organised jointly by the European Cultural Foundation, LabforCulture, Riksbankens Jubileumsfond and ENCATC.



Education and Culture DG



Moreover, in 2010 ENCATC reinforced its close ties with **29 European partnerships**. Seven European networks and organisations were invited to co-shape the 3rd Annual Working Group meetings.

Belgian EU Presidency - Universiteit Antwerpen - British Council - Fondation Marcel Hicter - Centre International pour la Ville, l'Architecture et le Paysage, La Monnaie - Dansaert Creative Business Centre - Flagey - European House for Culture - Assembly of European Regions - Polish Cultural Institute - European Festival Association - European Composer and Songwriter Alliance - Eurocities -

European Network for Opera and Dance Education - Europa Nostra - European Union National Institutes for Culture - Riksbankens Jubileumsfond - Banlieues d'Europe - Communauté française de Belgique - United Cities and Local Governments - Université Catholique de l'Ouest - Network of European Museum Organisations - Performing Arts Employers Association League Europe - VŠMU Academy of Performing Arts Bratislava - County Council for Västra Götaland, West Sweden - Natverkstan, Sweden.



WHAT IS ENCATC?

The logo for ENCATC, consisting of the lowercase letters "encatc" in a white, sans-serif font, centered within a dark red rectangular background.

ENCATC is an independent membership organization representing approximately 100 higher education institutions and cultural organization in 35 countries. It was founded in 1992 to represent, advocate and promote cultural management and cultural policy in higher education and to create platforms of discussion and exchange at the European and international level.

We have the status of an international non-profit organisation, an NGO with operation links with UNESCO, and of “observer” to the Steering Committee for Culture of the Council of Europe.

We cooperate closely with our partners at UNESCO, the Council of Europe, the European Commission and the European Parliament as well as with the European Cultural in Africa, the Asia–Pacific region, North America, Latin America and the Caribbean.

OUR PARTNERS:



ENCATC BRUSSELS OFFICE:

Place Flagey 18
B-1050 Brussels
Belgium

Tel / Fax: + 32.2.201.29.12

For more information about our network and our activities, please visit our website: www.encatc.org

