



ENCATC



Activity Report 2016

The European network on
cultural management and policy



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Foreword

Dear ENCATC members and our loyal followers,

2016 was another successful year! We welcomed new members, organised events and activities, fostered international mobility, and established new partnerships! All these accomplishments contributed to ENCATC's commitment to be the heart of where education meets culture, to internationalise the network, professionalise the cultural sector, and increase the capacity of academics, researchers, professionals and artists.

In 2016 the network grew, attracting **24 new members** from **12 countries** in Europe and beyond. It was also the first time a member from Argentina joined and marks an achievement to expand our reach in South America.

Over the course of 12 months, ENCATC was directly involved in the design and implementation of **23 events** in **4 cities** in **3 European countries**. With the launch of its **new labelling policy in 2016**, ENCATC was involved in **an additional 6 events** held in **9 cities** in another **4 countries**. All these events together resulted in combined attendance of more than **4,400 participants** from **41 countries** from **7 world regions**. These events included a major international conference, parallel research sessions, cultural seminars, study visits, two international study tours, a masterclass, cultural happy hours, training sessions, and a festival. ENCATC's biggest event of the year, the **24th Annual Conference**, was organised in Valencia, Spain to explore "**Cultural Management Education in Risk Societies - Towards a Paradigm and Policy Shift?!**" 146 ENCATC members, academics, researchers, cultural operators, artists, policy makers, and students from 31 countries in Europe and beyond attended the 3-day event to gain new knowledge, be inspired, and network.

In addition to these many events, international mobility of participants, research activities, and awareness-raising, ENCATC was actively transforming information into knowledge through publications and e-bulletins relating to European and worldwide issues in our field. ENCATC produced **6 issues of ENCATC News** e-magazine for its members, **5 issues of ENCATC Digest** for stakeholders, **9 issues of ENCATC Praxis** e-magazine for students enrolled in ENCATC member institutions, and **2 e-bulletins of ENCATC Scholar**. Engaging with audiences online, ENCATC also animated **4 social media platforms**, nourished **8 online discussion forums**, and managed **4 contact databases** and a constantly updated **website** that attracted **506,092 page views**.

ENCATC had achieved a strong multiplier effect through the dissemination through its own channels, those of our partners, our followers, and **more than 130 third party organisations** who communicated information about ENCATC and our events. Therefore, we reached an estimated audience of more than **3,500,000** who benefited directly or indirectly from our information.

We would not have been able to report such a successful year if it weren't for our active membership base, funders, dedicated board and staff. **Members so generously contributed with new ideas and enthusiasm** to help us realise an ambitious working programme on paper into the reality that was 2016. Collectively and individually, their commitment aided in the advancement of cultural policy and cultural management education, training, and research in Europe and beyond.

ENCATC was grateful in 2016 to again be co-financed by the **European Commission's Creative Europe programme**. This partnership was a major contributor to ENCATC's success in accomplishing all its 2016 goals! Moreover, the stability from this partnership provided ENCATC the capacity and time to evaluate and test new tools, launch new initiatives, create new employment, and invest in the professionalization of its members, staff, and professionals in the cultural, education, and policy sectors.

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



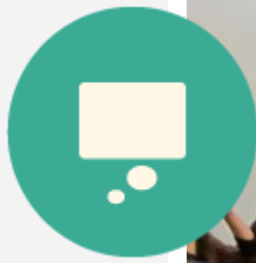
Annick Schramme
ENCATC President



GiannaLia Cogliandro Beyens
ENCATC Secretary General

"It is immensely appreciated the hard work you and your team (and the board) do every day to support the continued development of the cultural management field. Thank you for all your efforts."

- Richard Maloney, New York University in the United States, ENCATC member



ENCATC Masterclass on Cultural Leadership



"My research was made possible thanks to the ENCATC network through which I was able to establish connections to carry out my comparative research in four European countries. I am looking forward to continuing my research career, relationship with ENCATC, and the exciting new opportunities that lie ahead."

- Elena Borin, 3rd ENCATC Research Award winner



3rd ENCATC Research Award Ceremony with the winner, Elena Borin and ENCATC President Annick Schramme



Cultural Happy Hour at Espronceda, member of ENCATC and showing work by artist Fabian Vogler, also a member of ENCATC



ENCATC members, Carmen Croitoru from the National Institute for Cultural Research and Training and Milena Dragicevic Sestic, University Arts Belgrade in Serbia, collaborate and share expertise in Romania.

ABOUT ENCATC



Who we are

Established in 1992 in Warsaw, ENCATC is an independent organisation and the only European network in the field of cultural management and policy. Currently, it is made up of more than 100 member institutions in 40 countries. ENCATC is an NGO in official partnership with UNESCO and an observer of the Council of Europe's Steering Committee for Culture.

Our mission is to stimulate the development of cultural management and cultural policy education in Europe and beyond, engaging and responding to new developments in politics, economics, societies, and technology.

Our members are higher education institutions, training centres, cultural organisations, consultancies, public authorities, and artists. Since its creation, ENCATC cooperates in many ways with the Council of Europe, UNESCO, European institutions, and the European Cultural Foundation. As results of our

internationalisation policy, ENCATC is also a strategic partner of the Asia-Europe Foundation, and the Association of Arts Administration Educators in the United States.

We believe cultural management and policy education, training, and research have the power to make the cultural sector stronger, resilient, and sustainable in Europe and beyond.

ENCATC plays a crucial role in ensuring the sustainability and in strengthening the competitiveness of the cultural and creative sectors since its members are directly responsible for the education of tomorrow's managers and operators and of the future European citizens who will profit from cultural offers at the European, national and local levels.

ENCATC key objectives in 2016 were the following:

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

Modernizing and strengthening the sector 
by providing high-quality education and training programmes, encouraging joint programmes among members, testing innovative solutions, establishing creative partnerships with members and major stakeholders to further develop theory and cultural management learning that is rooted in practice

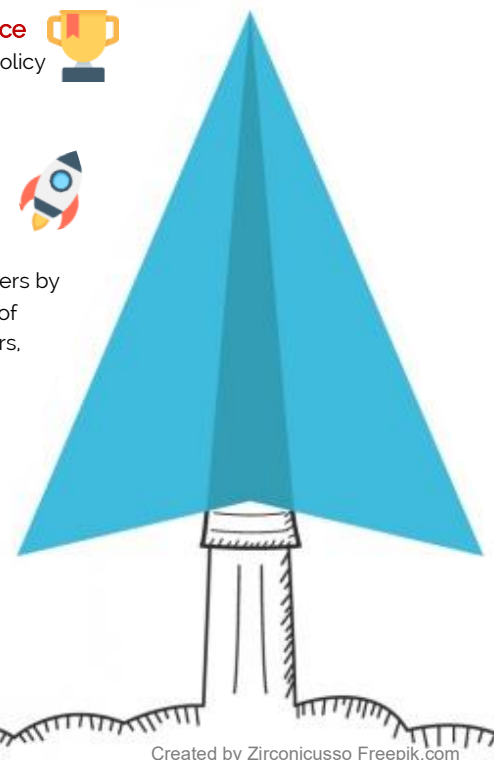
Encourage cross-border cooperation and knowledge sharing 
by bringing together people and their skills in stimulating learning environments

Anticipating the future and better understanding the past 
through scientific research and an annual gathering of young and confirmed researchers from around the globe

Rewarding excellence 
through the Cultural Policy Research Award

Promoting the internationalization of programmes and careers 
of our members by fostering the mobility of academics, researchers, students and cultural

Building knowledge societies 
by the transfer of information and knowledge inside and outside the network



Four strands of activity

In line with its mission and objectives, ENCATC operates around four complementary strands of work in 2016:

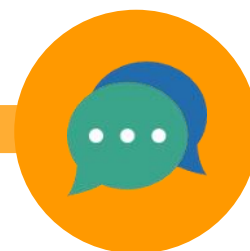
1. INFLUENCING POLICY

ENCATC develops and influence policies by engaging in advocacy actions through partnerships, expertise, policy recommendations, consultations, meetings and public speeches. Since 1992, the network has been a key partner for constructive dialogue with UNESCO, the Council of Europe, the European Commission, the European Parliament and Member States. Additionally since 2011, to press Europe to invest more in cultural heritage, ENCATC is an active member of the European Heritage Alliance 3.3.



2. NETWORKING

Through a major annual conference, a wide range of projects, activities and events, we enable academics, researchers, cultural operators, students, artists, and policy makers to operate in a transnational context, find new audiences, and share ideas, projects, methodologies, experiences and research.



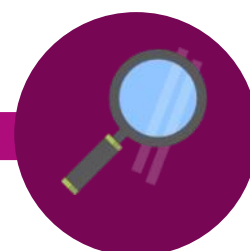
3. STIMULATING EDUCATION

ENCATC offers its members and non members a wide range of opportunities to enhance and strengthen their knowledge, skills, competencies and abilities. The *ENCATC Scholars* online bulletin is published to satisfy the growing demand for the latest teaching material from academics, researchers, cultural operators and students. On an institutional level, ENCATC uses its knowledge and experience as a network to facilitate other cultural organisations in becoming more established and prominent players.



4. FOSTERING RESEARCH

ENCATC promotes access to cutting-edge research in the field of cultural management and cultural policy. It also ensures that research feeds into policy making so decision makers have a better understanding of cultural policy and educational issues as well as ways to address them. As part of its commitment to strengthening the European Research Area, ENCATC has an Award to recognize excellence and organises an annual Forum for young and early career researchers. It also publishes the *ENCATC Journal on Cultural Management and Policy*, organises an annual Research Session for established and emerging researchers, and has its own Book Series on Cultural Management and Cultural Policy Education foster critical debate and publish academic research.



Governance in 2016

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

The members of the board are active in implementing a number of activities and projects for the network. Each member of the board takes over a specific responsibility and he/she replaces the

Secretary General, when necessary abroad. Each year, the Board organises a number of meetings to discuss, among other issues, membership applications, network activities, strategic decisions, and project proposals.



Annick Schramme
President

University of Antwerp/Antwerp
Management School, Belgium



Manuele Debrinay-Rizos
Vice-President

IMPGT-AMU Aix-Marseille University,
France



Marcin Poprawski
Vice-President

Adam Mickiewicz University in
Poznan, Poland



Maria Bäck
Board Member

Arcada University of Applied
Sciences, Finland



Bernd Fesel
Board Member

european centre for creative economy,
Germany



Ana Gaio
Board Member

City University London, United
Kingdom



Francesca Imperiale
Board Member

University of Salento, Italy



Marilena Vecco
Board Member

Erasmus University Rotterdam,
Netherlands



Jerry C Y Liu
International Correspondent Board Member

National Taiwan University of Arts Taiwan



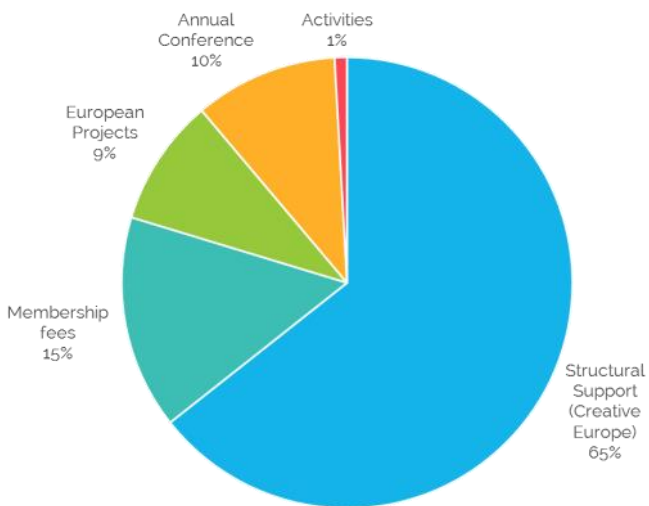
Alan Salzenstein
International Correspondent Board Member

Association of Arts Administration Educators (AAAE) and
DePaul University of Chicago, USA

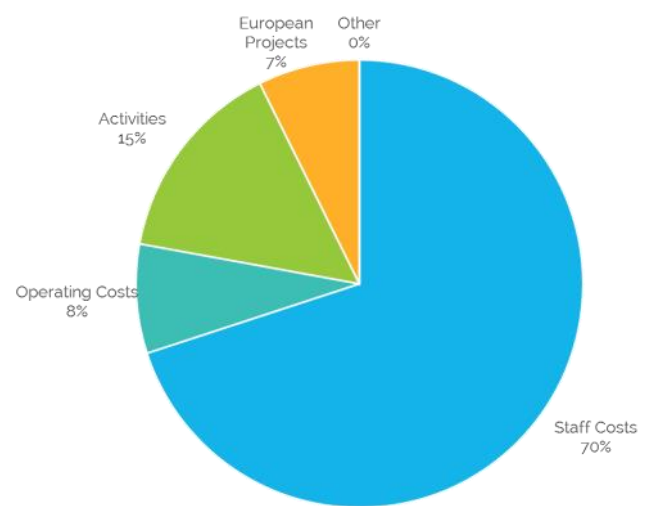
How are we funded?

These pie charts summarize the 2016 fiscal year with figures showing how ENCATC is funded and how its financial resources are utilized.

Income



Expenditure





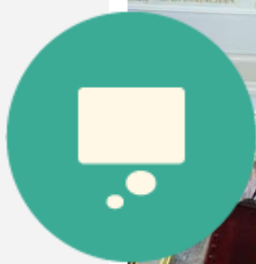
Presenting the Cultural Heritage Counts for Europe publication



Discussions on leadership and the role of the artist

"Attending ENCATC events is time well spent. After, I arrive at my office with new ideas, inside information, and valuable contacts to follow up on.

- Arjen Gerretsen UNESCO Liaison Office in Brussels



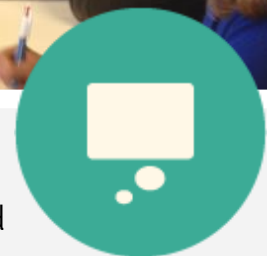
Performance by Capella Ministrers



Performance of the Muixeranga d'Algemesi



ENCATC Breakfast training



"The ENCATC Breakfasts are most useful and have a long-lasting impact. I have gained a critical view on global cultural values and my experience has encouraged me towards a more holistic approach in international cultural cooperation and intercultural dialogue."

- Gudrun Heymans, Creative Europe Culture Desk Vlaanderen

A YEAR AT A GLANCE



A year of activities and events

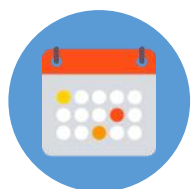
ENCATC events in 2016 were organised around four stands of work: influencing policy, networking, stimulating education, and fostering research. Each working strand made valuable contributions to pool new knowledge, stimulating reflection on crucial questions, fostering international mobility of experts and participants, and encouraging exciting collaborations.

Events were made possible thanks to the financial support of the Creative Europe programme of the European Union as well as **30 partnerships established with organisations in 6 countries.**

Participants from the main target group represented higher education institutions, training centres, research centres, arts and cultural organisations, cultural networks, cultural foundations, consultancies, local, regional and national governments, and EU and international institutions. As individuals, they were academics, researchers, educators, trainers, cultural

professionals, policy makers, artists, students and media. ENCATC was also able to successfully attract participants from outside of the culture, education, and policy sectors, to welcome participants from the business sector including ICT, real estate, and banking. This achievement demonstrates how other sectors see the value in supporting cultural management and policy for its contribution to a strong and sustainable cultural sector.

Through its labelling policy, ENCATC was associated with an additional 6 events in in Belgium, the Czech Republic, France, Italy, and Romania organised by ENCATC members. All had successfully applied for the new ENCATC label. Through the **6 labelled events**, another **3,520 participants were reached.**



23

events organised by ENCATC



362

international mobilities fostered



4

cities in Belgium, Spain and the United States



3

major publications released



909

participants attracted



68

Academics and researchers published gaining international visibility



41

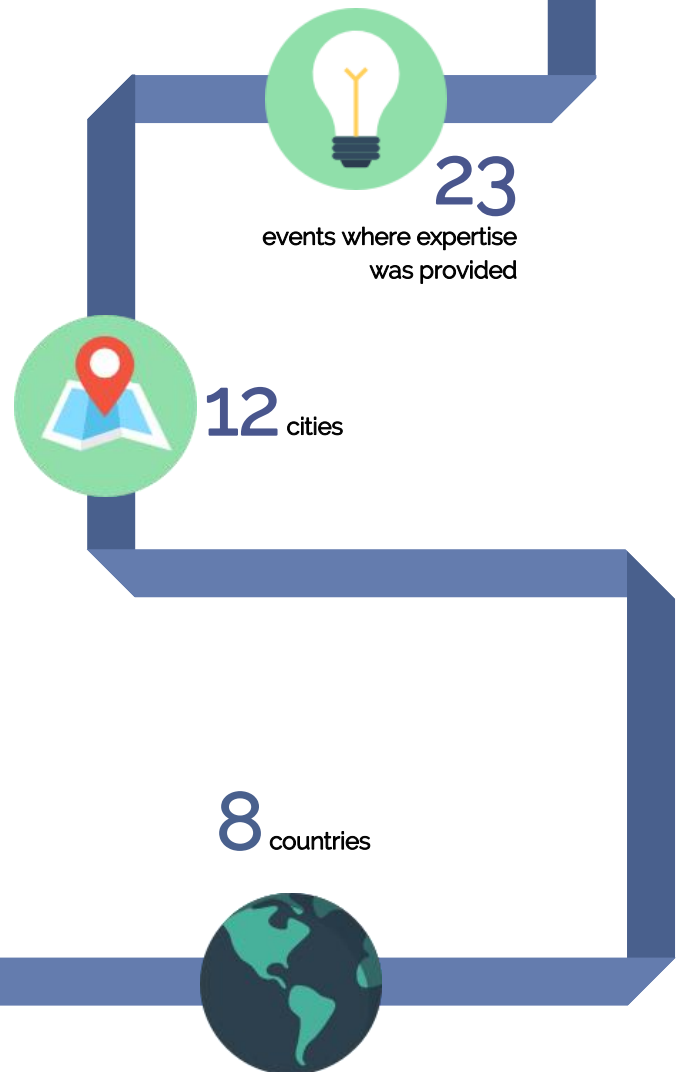
Countries represented by participants in Europe and beyond

Let's review what was accomplished in the 2016 INFLUENCING POLICY STRAND...

ENCATC is recognised by institutions such as UNESCO, the European Commission, the European Parliament, and the Council of Europe for its expertise.

As an expertise provider, ENCATC's Board members, Secretary General, and Ambassadors are regularly requested to deliver expertise at 23 high profile events and policy gatherings. Moreover, ENCATC frequently contributed to meetings of the **European Heritage Alliance 3.3** and the expert group "**Voices of Culture on Innovation and Entrepreneurial Potential of the Cultural and Creative Sectors**".

As an **NGO in official partnership with UNESCO**, throughout the year ENCATC met with UNESCO representatives and attended meetings to speak about topics such as heritage, creative industries, sustainable development, and education. Furthermore, in this partnership ENCATC members regularly received calls, publications, and opportunities from UNESCO to foster engagement and cooperation.



1

public consultation on a renewed Modernisation Agenda for Higher Education in the European Union



1

policy debate on European cultural leadership and the role of the artist



In 2016 ENCATC organised its **annual policy debate**, this time to discuss "**European Cultural Leadership and the Role of the Artist**". It resulted in **60 participants** from **countries** engaging in lively dialogue with experts, artists, and policy makers. The report and recommendations from experts cover how to boost the professionalization of the cultural sector and the contribution artists can make in leadership roles and influencing policy.

Finally, to identify and interpret the **main opportunities and challenges for the creative economy**, ENCATC teamed up with UNCTAD to hold its first **Expert Forum** with **20 participants** from **7 countries** attending. The discussions fed into the reflections for the Creative Economy Report 2016.

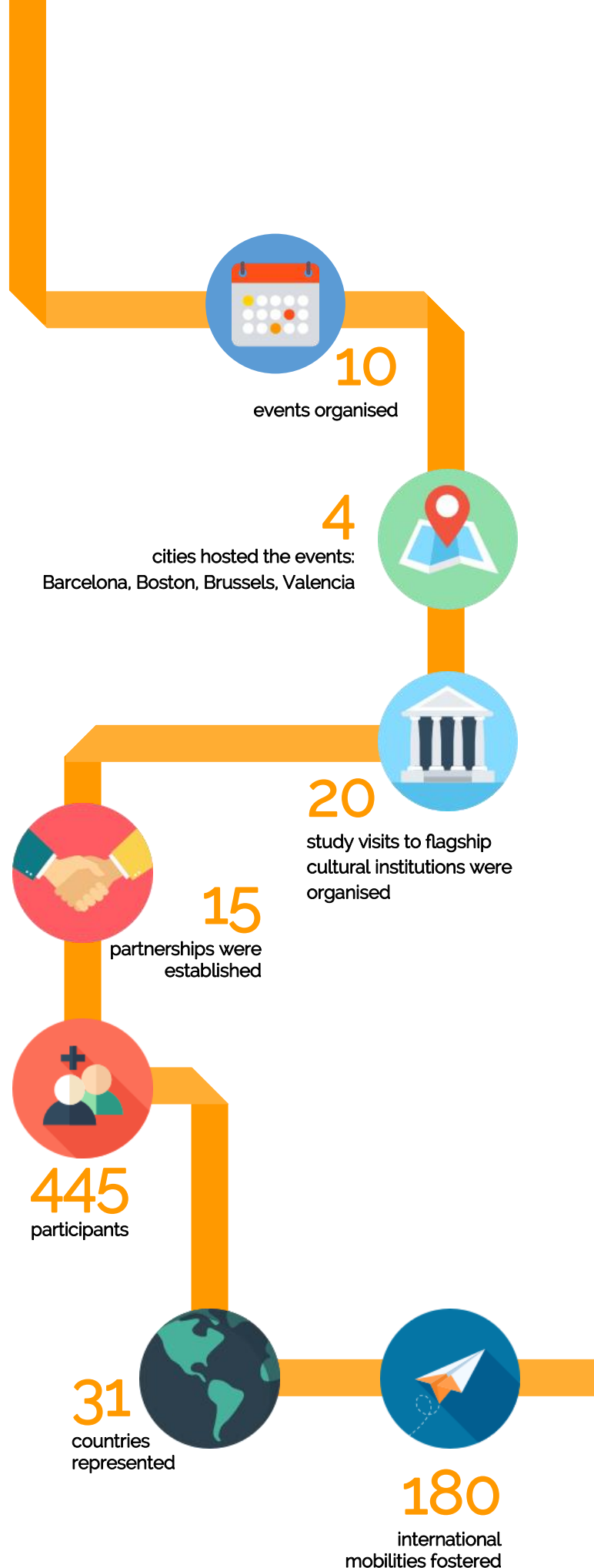
Let's review what was accomplished in the 2016 NETWORKING STRAND...

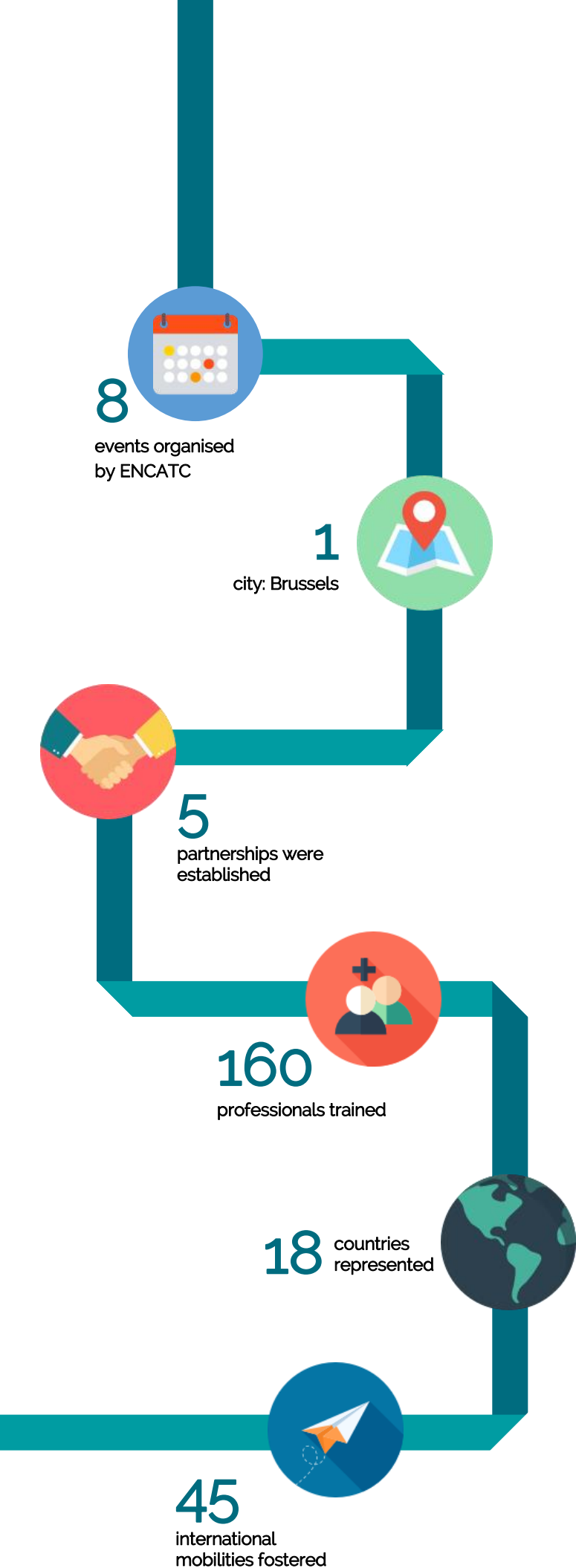
Networking is at the heart of ENCATC's programming. To learn and innovate, ENCATC members and its followers need to make contacts, find partners, share ideas, talk about projects, exchange methodologies, and compare experiences.

The cornerstone of ENCATC's yearly programme in 2016 was its **24th Annual Conference "Cultural Management Education in Risk Societies - Towards a Paradigm and Policy Shift?!"** that was held from 5-7 October in Valencia, Spain. As the only international conference on cultural management and policy, it attracted **146 participants** from **33 countries** for three days of **keynote speeches, debates, research sessions, 4 cultural study visits**, and **5 artistic performances**. Participants increased their knowledge on the threats as well as innovations within the cultural sector and new ways to operate in risk societies. For cultural management and policy education and training, participants learned how and what is taught to tomorrow's cultural managers across the globe to equip them with the skills and attitude to take on the future challenges. The attending research community improved their knowledge on the existing and emerging trends and questions needing their attention and analytic eye.

To offer an insider's experience to local cultural policy, management, and funding models, ENCATC organised two **International Study Tours**, one in **Boston** and another in **Barcelona** attracting a total of **62 participants** from **5 countries**. Combined, the Tours resulted in **16 study visits** to world-renowned cultural and educational institutions and **talks with 31 experts** who were policy makers, cultural influencers, and top academics. Participants established new contacts in the host cities and **exchanged ideas for cooperation projects**.

Throughout the year, ENCATC continued to organise its Cultural Happy Hours with **6 in Brussels** and **1 in Barcelona**. These popular opportunities for cultural discovery gathered **247 participants** from **27 countries**. As part of their success, the CHH went beyond ENCATC's traditional audience to also attract professionals banking, finance, energy, law, food and beverage, ICT, and marketing. ENCATC was able to make the CHH possible by **establishing 15 partnerships** with renowned cultural players, among them the BRAFA Brussels Art Fair, Art Brussels, PassaPorta, and the Balassi Cultural Institute.





Let's review what was accomplished in the 2016 STIMULATING EDUCATION STRAND..

As the only network positioned at the intersection of cultural management and policy education and training, in 2016 ENCATC designed tailor-made activities for professionals to update their knowledge, learn new skills, enhance their competencies, and open doors to new opportunities for collaboration.

The ENCATC Working Group on "Monitoring and Evaluation of International and European Transnational Projects" was a new activity launched in 2016. The kick-off meeting attracted **17 participants** from **7 countries**. This was an opportunity for cultural project managers, researchers, and evaluators to exchange **practice**, identify **common challenges**, learn about new **evaluation techniques**, and better understand **evaluation and monitoring needs** of major funders like the European Commission.

A **Masterclass on European Cultural Leadership** was also a first for the network. **35 participants** from **14 countries** gathered to explore a **common approach to leadership**, namely a **non-hierarchical and collective based approach**, rather than the **traditional top-down, individualistic style**.

Throughout the year, ENCATC organised **5 Breakfast Training sessions** for **77 participants** from **7 countries** to invest in their professional development and strengthen the knowledge and skills within their institution. Topics included both **hard and soft skills for a holistic approach**. Participants learned and tested digital tools for collaboration and unlocking new audiences. The later was accompanied by a **seminar on Digital Storytelling** for how to use tools in more dynamic and engaging means of communication. To boost performance and well-being in the work place, trainings were also given on meditation, productivity, and listening.

ENCATC was also part a partner in three European projects that all concluded in 2016: **ADESTE** (Audience Developer: Skills and Training in Europe); **Cultural Leadership and the Place of the Artist**; and **European Cultural Leadership - Fika Project**. ENCATC and its members played a vital role. **7 member institutions** from **5 countries** were partners in these projects and contributed to conferences, seminars, debates, and study visits in Belgium, Spain, and the United Kingdom, as well as producing training guidelines, reports, and publications. As the only network in these projects, ENCATC was in charge of the international dissemination of project outcomes.

Let's review what was accomplished in the 2016 RESEARCH STRAND...

ENCATC actively stimulated academic research in the field of cultural policy and management in 2016

Dr. Elena Borin, from Burgundy School of Business in France was announced as the winner of the **ENCATC Research Award on Cultural Policy and Cultural Management**. She won over the international jury with her PhD thesis, "Public-Private Partnership in the Cultural Sector: A comparative analysis of European Models" defended at the University of Ferrara in Italy. The jury revealed its decision at the **Award Ceremony** where **37 participants** from **11 countries** had gathered to support the careers for emerging researchers. This event also included an **international panel debate** on "The Role of Research for Practice, the Importance of comparative and Global Research" with experts from as far as the United States and Taiwan joining in.

During the **7th Annual ENCATC Research Session**, **44 papers** by **50 senior and emerging researchers** and **leading academics** coming from **18 countries** presented the latest trends, developments, and research from the field of cultural management and policy. This resulted in the **publication of an e-book** "Cultural Management Education in Risk Societies - Towards a Paradigm and Policy Shift?!"

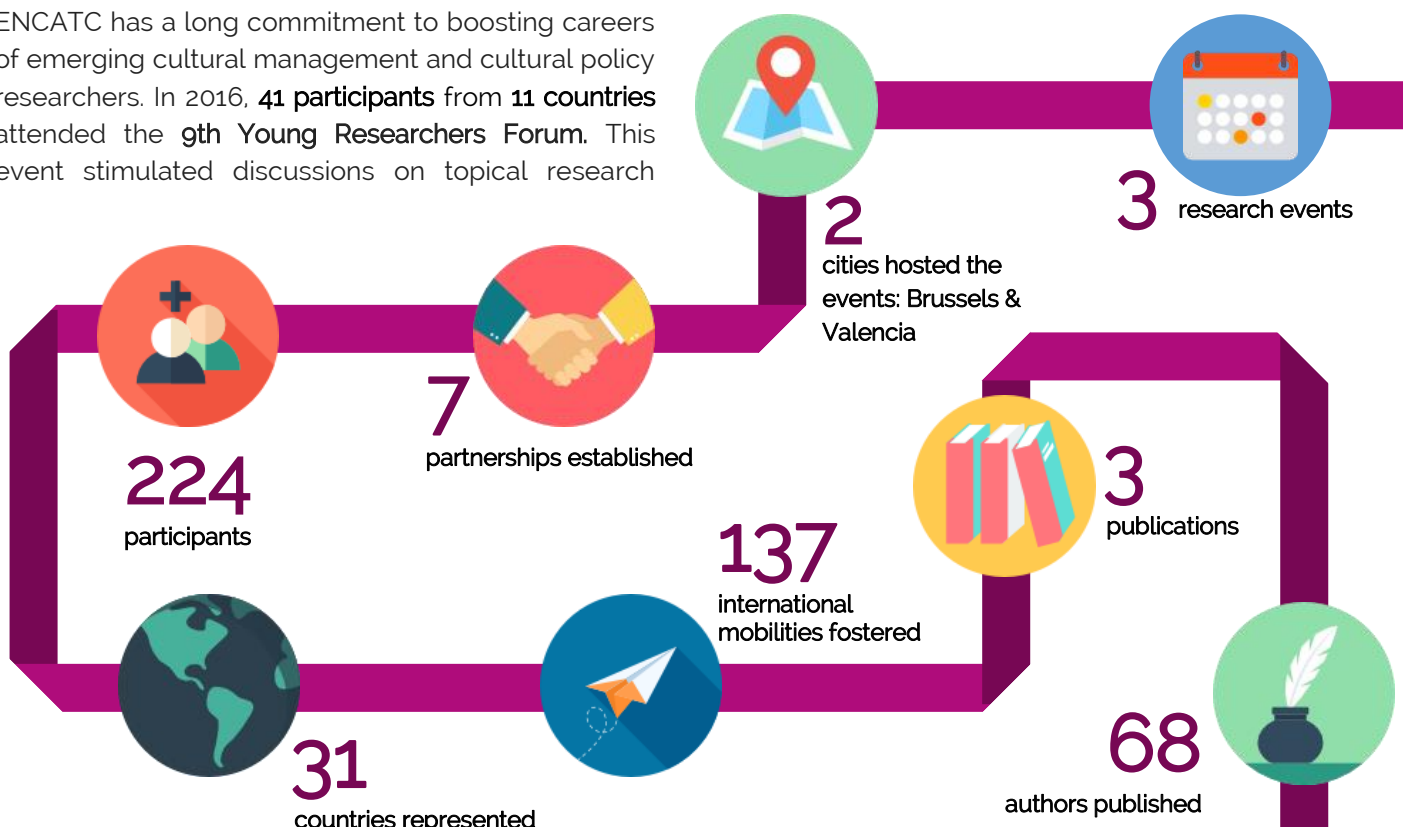
ENCATC has a long commitment to boosting careers of emerging cultural management and cultural policy researchers. In 2016, **41 participants** from **11 countries** attended the **9th Young Researchers Forum**. This event stimulated discussions on topical research

issues, methodology, professional cooperation, publishing possibilities, knowledge exchange and collaboration, as well as open access to a large network of researchers. It resulted in the **publication of a resource packet** to increase awareness on the state of art of cultural policy in the MENA region.

In 2016, ENCATC also published the **6th Volume** of its **Journal of Cultural Management and Policy**, connecting theory and practice in the realm of the cultural sector. **7 articles** of the latest cutting-edge research by **17 authors** were published.

To handle the increasing number of submissions for its research activities and publications, in 2016 ENCATC created a **new position for a young researcher**.

Finally, the second publication in the **ENCATC Book Series on Cultural Management and Cultural Policy Education** was released in 2016. ENCATC held a book launch in Brussels for "*The Creative City. Cultural Policies and urban regeneration between conservation and development*" written by Dr. Alessia Usai, one of the 2015 ENCATC Research Award winners.



New Labelling Policy to support member initiatives

In 2016 ENCATC launched a new labelling policy to support and promote the development of scientific seminars, events, and workshops in various regional areas.

For its members, ENCATC offered to co-brand and ensure labelling of selected events. Successful applicants were granted the usage of the ENCATC logo, international visibility, communication support before, during and after the event, access to a wide pool of expertise for programming, and more!

6 events were selected for labelling in 2016 taking place in **9 cities** in **5 countries** supporting the work of **4 higher education institutions**, **1 cultural foundation**, and **1 national research centre**.



3rd National Conference for Cultural Managers

Organiser: National Institute for Cultural Research and Training
Country: Romania
City: Bucharest
Participants: 50

26th Setkání/Encounter International Festival of Theatre Schools

Organiser: Janáček Academy of Music and Performing Arts
Country: Czech Republic
City: Brno
Participants: 2,000

5th Summer School in Fashion Management

Organiser: University of Antwerp/Antwerp Management School
Countries: Belgium & France
Cities: Antwerp & Paris
Participants: 40

Cultural and Creative Entrepreneurship Forum

Organiser: ESC / Burgundy Business School
Country: France
City: Dijon
Participants: 200

Art Lab 2016

Organiser: Fitzcarraldo Foundation
Country: Italy
Cities: Milan, Macerata, Mantova
Participants: 1,200

Workshop on insurance and the protection of cultural heritage from catastrophic risk

Organiser: University of Salento
Country: Italy
City: Lecce
Participants: 30





Transforming information into knowledge

Since 1992 ENCATC transforms information into knowledge by collecting, analysing, and disseminating information inside and outside the network through a number of communication tools. In 2016 it celebrated the second publication in the *ENCATC Book Series on Cultural Management and Cultural Policy Education*, published 1 e-book from its Annual Conference, 1 issue of the *ENCATC Journal on Cultural Management and Policy*, 2 issues of its e-bulletin *ENCATC Scholar*, 6 issues of its bi-month e-magazine *ENCATC News*, 2 reports of events, 9 issues of *PRAXIS e-magazine for Students*, and a weekly *Flash* published for members. It also published 23 interviews with top cultural influencers, leading academics, emerging researchers, policy makers, and cultural entrepreneurs.

Since its creation, ENCATC has significantly improved knowledge sharing in the field of cultural management as well as opening access for its members to a worldwide bibliography database. In order to provide members with important resources relevant to the field of cultural management and cultural policy, in 2016 ENCATC nourished its **online bibliography database** with **101 more publications** to count **over 1,700 references and sources** on: Arts and Cultural Management, and Cultural Policy, and Culture in External Relations, and Audience Development.

For those looking to do desk research, ENCATC expanded and re-categorised its **office library** located at the ENCATC Secretariat in Brussels. Open to both members and non-members, this unique collection of **over 700 publications** covers a wide range of topics relevant to cultural management and policy with a special and rare collection dedicated to European Capitals of Culture. Other categories include: National

and European Cultural Policy, Arts Management, Cultural Diplomacy, Cultural Indicators, Culture and Tourism, and many more.

The voices of the next generation of cultural leaders

To give talented young and early career entrepreneurs a platform to share their experiences, ENCATC launched a new interview series. In times when unemployment among the young is at its highest, ENCATC wanted to share inspiring stories from recent graduates who had gone out on their own to follow an innovative idea, thus creating their own employment and bringing new ideas to the sector.

In 2016, **7 young cultural entrepreneurs** from Belgium, France, Italy, Germany, and Spain participated. They came from a variety backgrounds and cultural interests, from **fashion**, to **film production**, **storytelling**, **heritage**, **social engagement**, and **education** and **training**.

The series was a win-win situation for ENCATC and the young entrepreneurs. Each had a unique cultural project or start-up, sharing interesting business models and financial sources. They answered questions about innovations, challenges, the digital shift, skills and attributes, and motivations. For students studying cultural management and policy at ENCATC member institutions, the interviews were an excellent source of information and inspiration. For these young entrepreneurs, the interview series was a way to reach new audiences and expand their visibility to the international level. ENCATC was excited to share their enthusiasm, vision, and talent that has the potential to propel them to be the innovative cultural leaders of tomorrow.

Reaching and engaging with audiences

To reach, inform, and engage with members, loyal followers, and new audiences, in 2016 ENCATC managed **2 websites**, animated **5 social media platforms**, managed **4 contact databases**, and nourished **8 online discussion forums**.

In 2016 ENCATC regularly updated its official website which served as the go-to source for information about the network, its members, how to get involved, the events calendar, publications and much more.

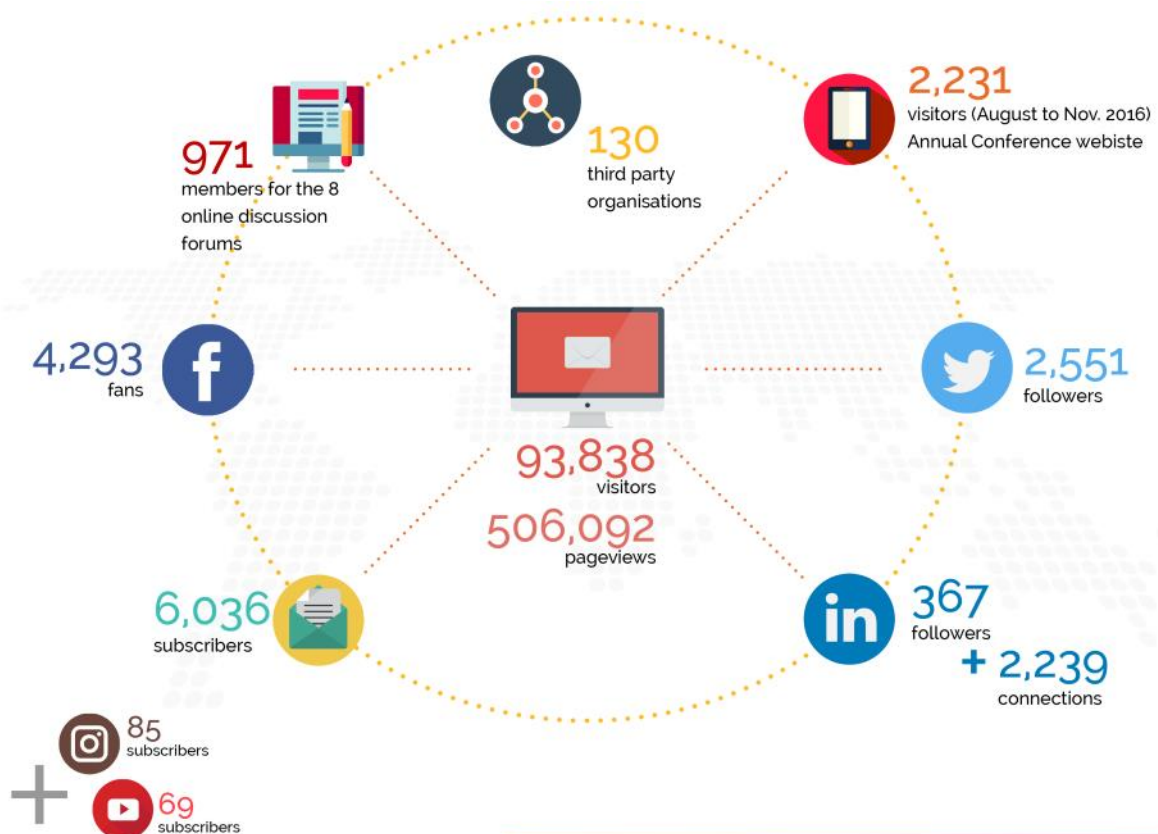
ENCATC was very active on its social media channels in 2016. With the help of its Community Manager, ENCATC increased its presence both on Facebook, Twitter and LinkedIn to inform followers about unfolding developments in real time, and microblogging keynote speeches, ENCATC news, calls, deadlines, reports, publications, news from members and ENCATC partners and the European Union and more. To capture the inspiring beauty of its popular Cultural Happy Hours, ENCATC launched its official Instagram account.

To increase engagement on social media, ENCATC also implemented a new social media strategy that

aimed to stimulate followers to switch from passive engagement to active. Reaching new audiences, each of ENCATC's social media channels grew: LinkedIn grew 17%, Twitter by 45%, and Facebook by 23%.

To facilitate the exchange of information and discussions on specific topics under the umbrella of cultural management and policy, 8 online discussion forums were animated for a combined audience of more than 970 members. Covering topics of arts and health, heritage, museums, cultural diplomacy, culture and creative industries, performing arts, urban development, and cultural indicators, ENCATC scoured for weekly updates on the latest developments, events, publications, articles, calls, and employment opportunities.

To reach beyond its communication channels ENCATC also benefited from visibility through the channels of its partners and from more than 130 third party organisations that shared ENCATC news, events, and publications. Highly visible organisations included UNESCO, the European Commission, the European Cultural Foundation, the Asia-Europe Foundation, European cultural networks, major education networks in the United States and Asia, and press.



Who did we impact in 2016?



80,871

Staff from education institutions



578,723

General public



73,073

Students



140,494

Artists



80,074

Cultural worker



69,723

Staff from local, regional, and national institutions



68,027

Youth

1,243,272

Estimated audience* reached through ENCATC channels and those of our partners..

Thanks to the visibility through 3rd party organisations, ENCATC was able to create a multiplier effect to reach an even wider audience of

3,907,732

Estimated multiplier effect
*Source: ENCATC Impact Assessment 2016

Tackling an ambitious working programme and reaching high achievements

How was ENCATC able to implement so many activities throughout the year? Thanks to its active **8 board members**, and **2 international correspondent board members**, in 2016 ENCATC also had one ENCATC ambassador, **3 dedicated and experienced full-time employees**, **4 trainees**, and **3 external service providers**. Thanks to the dedication and professionalism of everyone involved, the network was able to successfully implement all of its foreseen activities and events, as well as additional events being organised throughout the year as opportunities arose to partner with members and other organisations.

Establishing strong partnerships

We know that we are stronger when we are not alone. One of the strengths of a network is that we can count on one another and share resources whether that be expertise, programming, hosting space, translation, communication, etc.

But ENCATC knows that it must look outside its network as well, not only to benefit from partnerships, but also to share what it has to offer to other stakeholders to build a stronger more sustainable cultural sector.

In 2016 ENCATC a **Memorandum of Understanding** with the Association of Arts Administration Educators (AAAE) based in the United States. Mutually beneficial, the MoU broadly aims at developing cooperation activities between the two networks in the fields of teaching, research, and training. Through this strategic agreement, educators from European universities will be able to coordinate academic and student activities and share in the wealth of knowledge exchange in fields of mutual interest.

Throughout the year **30 partnerships were established** with organisations in **6 countries** in the **cultural sector**, but also from **education, governments, and business**. These strategic partnerships also opened up vast communication avenues for ENCATC to promote its activities and reach new audiences.

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

Member Stories

How did ENCATC members work and collaborate together in 2016? "Member Stories" was a new initiative launched to **highlight cross-border and cross-cultural cooperation** between members in the network and the impact such collaborations can have for the sector.

While ENCATC is aware there are many hundreds of examples of collaboration between members, it is not always evident to collect and share this information. "Member Stories" provided a **formalised and much needed format to monitor and promote successful examples of members working together** on projects, events, research, teaching, and more.

In 2016, **15 members** from Croatia, France, Germany, Italy, Poland, Romania, Serbia, Spain, and the United Kingdom were profiled in 6 "Member Stories".

Fostering mobility for educational staff, students and early career professionals

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

Through a combination of skill development tasks, specific projects, and group collaboration, trainees become integral members of our team. They participate in daily activities, contribute skills and ideas, and produce excellent work, all the while preparing to become the next generation of cultural professionals.

In the framework of the **Marie Claire Ricome ENCATC Traineeship Programme**, in 2016 the ENCATC Secretariat in Brussels hosted **4 trainees** from Belgium, Greece, and Italy.

In addition to the hands-on learning experience the traineeship provides, trainees took advantage of free training through the ENCATC Breakfast initiative. These lifelong learning training sessions focus on a variety of skills to enhance professional performance, boost well-being in the workplace, and stay on top of the latest digital tools for efficient organizational and project management.

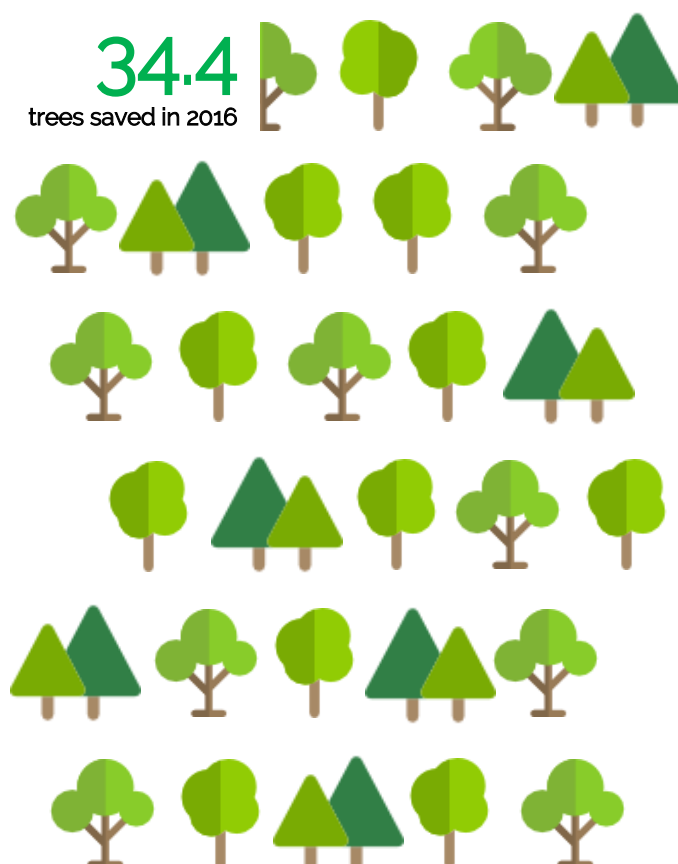
Trainees also gained access to various cultural venues and events in Brussels. They discovered cultural spaces, got a behind-the-scenes look at major cultural institutions, and met with local cultural professionals to expand their network for future employment.

ENCATC was also committed to boosting the mobility opportunities for the thousands of students enrolled in cultural management and policy programmes at ENCATC member institutions. Through the *PRAXIS* e-magazine, **145 internship opportunities** in **33 countries** around the world were shared to promote gaining professional experiences abroad in different cultural contexts.

An engaged actor for the environment and society

ENCATC is dedicated to making decisions that are good for our planet and for society. In 2016 it continued to implement its green policy and corporate social responsibility activities to reduce the amount of printed pages, long-distance transportation, and face-to-face meetings.

Thanks to efforts to increase the number of e-publications (magazines, books, a journal, and reports) just for the membership alone ENCATC **saved 33 trees** or the equivalent of 278,169 pages*. This is in fact a conservative estimate because it does not take into account the number of pages saved for followers outside of the network who also read and used these e-documents. For its many events, ENCATC produced e-invitations, e-brochures and e-readers for its participants **saving 1.4 trees** or the equivalent of 5,936 pages.



*These numbers are based on the calculation from conservetree.org that estimates 1 tree is equivalent to 8,333.3 pages.

ENCATC reserved printed material only for special occasions like the programme for its Annual Conference, Research Award Ceremony and to use for marketing, such as its official brochure and business cards.

To support the local economy and cut down on transport emissions, when ENCATC chose to print, it hired services of local printing companies (although printing abroad would have been cheaper).

For the catering of ENCATC events, again local and selected service providers were favoured who proposed organic or local produce providers, especially those embracing "Kilometre Zero" - a global concept aimed at reducing as much as possible the distance between the consumer and the supplier.

To further reduce its carbon footprint, ENCATC privileged **slow travel and virtual meetings** thanks to new Zoom technology. This reduced the number of face-to-face meetings and subsequently the number of kilometres travelled by ENCATC Board members and the Secretary General.

Promoting female entrepreneurs

ENCATC provided international visibility to the WISE4ALL initiative in 2016. This young project aims to **enhance female contribution to the innovative processes** that are currently crossing society. One of the project's founders, Valentina Zoccali, was invited to present at the 24th ENCATC Annual Conference in Valencia and her intervention was subsequently published in the event's public report.

She was also among the **5 young female entrepreneurs for ENCATC's new interview series** that also gave visibility to women starting their own businesses in film production, education and training, fashion, and storytelling.

For 2 of its Breakfast training series in 2016, ENCATC sought the services of coach, trainer, and entrepreneur, **Anne-Françoise Gailly** who has created her **own business helping professionals increase productivity and well-being in the work place**.

For its events in Brussels, ENCATC engaged the services of Oups catering in its continued "kilometre zero" efforts and also to support an entrepreneur and her start-up catering business. Furthermore, ENCATC provided her with additional visibility through its partnerships with other cultural and educational institutions in Brussels.



Highlights in 2016: What was new?

- ENCATC signed a Memorandum of Understanding with the Association of Arts Administration Educators (AAAE) to promote cooperation in the area of culture and education between the two networks.
- To support and promote the development of scientific seminars, events, and workshops in the various regional areas, the ENCATC labelling policy was officially announced.
- To promote the talent of young cultural entrepreneurs and inspire students and young professionals, ENCATC launched a new interview series in its PRAXIS Magazine for Students.
- For the first time, the Forum for Young Researchers was designed around a geographic theme, in this case the MENA region. This was decided in order to bring much needed awareness to the cultural management and cultural policy issues those countries.
- ENCATC launches its official Instagram account to capture the inspiring beauty of visits during the Cultural Happy Hours.



A parallel session at the 24th ENCATC Annual Conference



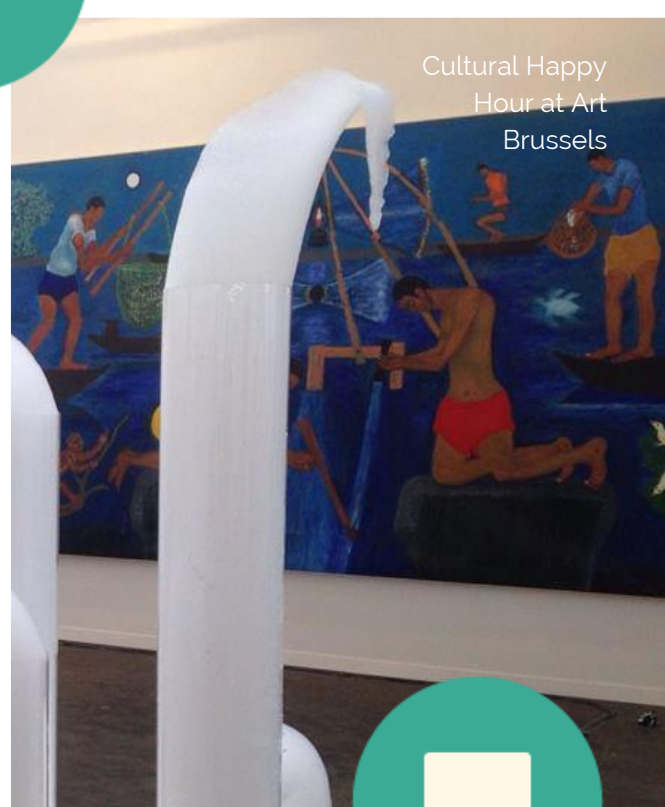
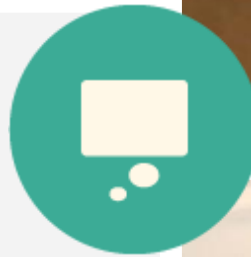
ENCATC's Secretary General attending the annual UNESCO International Conference for NGOs



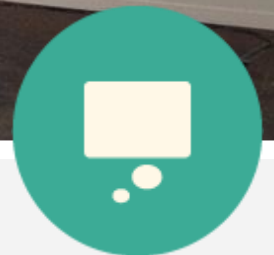
24th ENCATC Annual Conference participant

"It is not just about acquiring a new knowledge, it is also about being inspired to use new methodologies, but also, to better prepare our students for the future of international cultural cooperation, which should be based on respect and mutual knowledge. Knowledge about ways of working, but also about cultural policies that operators can rely on, values they are cherishing and values - les oeuvres they are creating."

- Milena Dragicevic Sesic, University Arts Belgrade in Serbia, ENCATC member



Cultural Happy Hour at Art Brussels



ENCATC Board meeting in Valencia

"ENCATC gives great opportunities for different types of professionals (researchers, educators, managers, policy makers, arts creators, etc) to exchange best practices, knowledge and discuss the actual trends and needs. Networking is also important and the opportunity to learn about arts and culture, people and life in general."

- 2016 ENCATC Conference participant

MEMBERSHIP

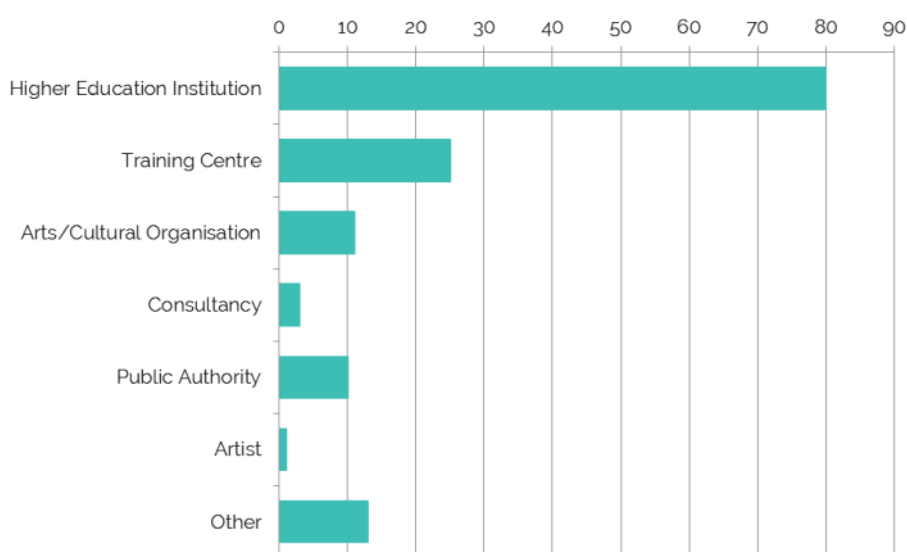


What was the make up of ENCATC membership in 2016?

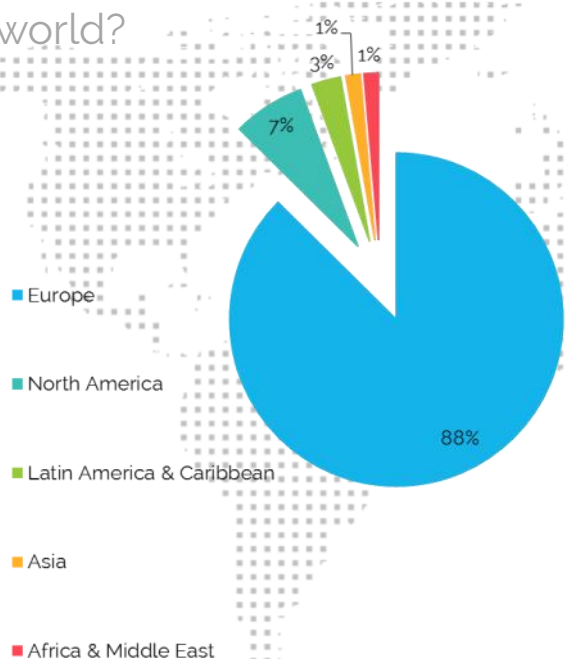
In 2016 ENCATC had **143 members** in **40 countries**. Over the course of the year, **24 new members** joined from 12 countries in Europe and beyond. For the first time, a member joined the network from Argentina.

The membership was made up of higher education institutions (57%), followed by training centres (18%), arts and cultural organisations (8%), public authorities (6%), artists (2%), and other (9%) who are dedicated to the advancement and sustainability of cultural management and policy.

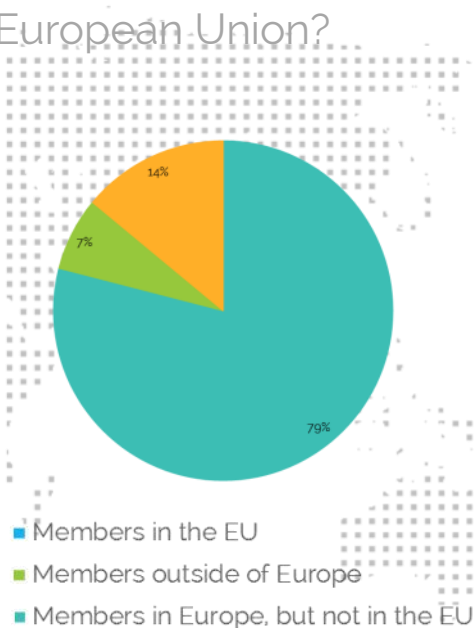
57% of member represent higher education institutions



Where are members in the world?



How many members are in the European Union?





Who were our members in 2016?

ARGENTINA (1)

Ministerio de Cultura de la Nación Argentina

AUSTRIA (3)

Educult - Institute for Cultural Policy and Cultural Management

IKM Institute of Culture Management and Culture Studies

Institut für Kulturkonzepte

BELGIUM (7)

Association Marcel Hicter pour la Démocratie Culturelle

BOZAR, Centre for Fine Arts of Brussels

Damien Helly, Chef de programme (adjoint), Action extérieure de l'UE

Flemish Ministry of Culture

Observatoire des Politiques Culturelles // Ministère de la Communauté Française Wallonie-Bruxelles

SMartBe - Association des métiers de la création

University of Antwerp / Antwerp Management School

BRAZIL (1)

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

BULGARIA (3)

ESSBTI University of Library Studies and Information Technologies

Foundation for Urban Projects and Research (FUPR)

The Paissii Hilendarski University of Plovdiv

CANADA (2)

Lidia Varbanova - researcher/lecturer/trainer

University of Regina

COLOMBIA (1)

University of los Andes

CROATIA (3)

INTERACTA, Association for Production and Interaction in Culture and Education

Kultura Nova Foundation

Prokultura Association - Observatory of Cultural Policy

CUBA (1)

Oficina del Historiador de la Ciudad

CYPRUS (1)

Kakia Catselli, Artist

CZECH REPUBLIC (2)

DAMU Theatre Faculty of Academy of Performing Arts

Janacek Academy of Music and Performing Arts

ESTONIA (1)

Estonian Academy of Music and Theatre - EAMT

FINLAND (7)

Arcada University of Applied Sciences
Helsinki Metropolia University of Applied Sciences
HUMAK University of Applied Sciences
Seinajoki University of Applied Sciences
Sibelius Academy / Sibelius-Akatemia
Turku University of Applied Sciences
University of Jyväskylä

FRANCE (13)

AGECIF
Claire Giraud-Labelle, Art Historian
Conseil Régional Nord-Pas de Calais
Burgundy School of Business
Institut d'Etudes Supérieures des Arts
Musée du Louvre
Musée de Picardie
Université Aix-Marseille
Université de Cergy Pontoise
Université de Bordeaux MONTAIGNE
Université Lumière Lyon II
Université Paris 8
Université de Savoie - IUT de Chambéry

GEORGIA (2)

Luciano Gloor
Ministry of Culture and Monument Protection of Georgia

GERMANY (10)

European Centre for Creative Economy GmbH (ecce)
Fabian Vogler, artist
Fachhochschule Potsdam
Heilbronn University
Institut für Kulturkonzepte Hamburg
Institut für Kultur- und Medienmanagement (KMM)
Jelena Löckner
Karlshochschule International University
Pädagogische Hochschule Ludwigsburg
Tetiana Biletska -Capacity Building Expert

GREECE (1)

Panteion University

ICELAND (1)

Bifröst University

ISRAEL (1)

Sapir College

ITALY (16)

Antonia Liguori, European Projects Coordinator
City Council of Genoa
Explora the Children's Museum of Rome
ATER Associazione Teatrale Emilia Romagna
Fondazione Fitzcarraldo
Il Sole 24 Ore Business School
IMT Institute for Advanced Studies
Istituto Luigi Sturzo
Maria Cristina Strati
Melting pro. Laboratorio per la cultura
Politecnico di Torino
Symbola Foundation for Italian Quality
University of Bologna (Graduate Program GIOCA)
University of Ferrara (MuSeC - Course on Economics and Management of Museums and Cultural Services)
University of Macerata
University of Salento

LATVIA (1)

Arts Academy of Latvia

LITHUANIA (4)

Lithuanian Academy of Music and Theatre LMTA
Lithuanian Cultural Institute
Vilnius Academy of Arts
Vilnius kolegija / University of Applied Sciences

MALTA (2)

University of Malta
Ministry of Justice, Culture and Local Government

NETHERLANDS (6)

De Domijnen
Erasmus University Rotterdam
Kódex Advisory & Consulting
University of Groningen
Utrecht School of Arts
Utrecht University

NORWAY (1)

Norwegian School of Management BI

POLAND (3)

International Cultural Centre

Narodowe Centrum Kultury / National Centre for Culture

ROK AMU Culture Observatory, Adam Mickiewicz University of Poznan

PORTUGAL (2)

Catarina Vaz Pinto

ETIC – School of Technologies, Innovation and Creativity

QATAR (1)

Qatar Museums Authority

ROMANIA (1)

National Institute for Cultural Research and Training (NIRCT)

RUSSIA (2)

INTERSTUDIO Innovative Programs in Culture

Institute for Cultural Programmes (ICP)

SERBIA (2)

Central Institute for Conservation

Faculty of Drama Arts, University of Arts in Belgrade

SINGAPORE (1)

LASALLE College of the Arts

SLOVAKIA (1)

Academy of Performing Arts (VSMU)

SPAIN (9)

Cristina Ortega

Fundacion SGAE

Fundacion Iberoamericana de las Industrias Culturales y Creativas (FIBICC)

MariaPaz Marques

Observatorio Cultural del Proyecto Atalaya - Universidad de Cádiz

University of Barcelona

Universidad de Deusto

Universitat Internacional de Catalunya

Universitat de València

SWEDEN (5)

DIK Association

Jamtli Foundation

Karlstad University

Nätverkstan

Södertörns Högskola / Södertörn University College

SWITZERLAND (2)

United Nations Institute for Training and Research (UNITAR)

Université de Genève

TAIWAN (1)

National Taiwan University of Arts

TURKEY (3)

Çekul Foundation

Cultural Policy and Management Research Center (KPY)

Istanbul Bilgi University

UKRAINE (2)

KusiCreaVision NGO

NGO "KATKA"

UNITED KINGDOM (9)

Anglia Ruskin University

City University in London

Goldsmiths, University of London

Queen's University Belfast

Sue Kay, Trainer, Consultant

The Audience Agency

University of the Arts London

University of Plymouth

University of Westminster

UNITED STATES (8)

Boston University

Carnegie Mellon University

Columbia College Chicago

J. Dennis Rich

National Creativity Network

New York University

Southern Methodist University

University at Buffalo



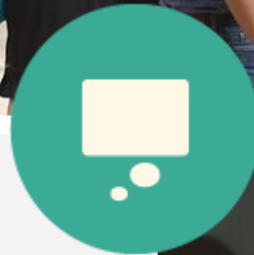
ENCATC/UNCTAD Expert Forum

“ENCATC is an opportunity to share knowledge between professionals and academics in Europe and then to promote the cross-fertilization between theory and practice.”

- Mara Cerquetti from the University of Macerata in Italy, ENCATC member



24th ENCATC Annual Conference



“ENCATC is a source of ideas for curriculum and teaching. Thanks to a friendly and sharing attitude among the network members we engage in several international co-operations. It is most valuable to be able to connect students across national and cultural boundaries.”

- Pamela Schultz Nybacka and Ann-Sofie Köping Olsson, Södertörn University in Sweden, ENCATC member



Performance by the Tornejants d'Algemesi



Cultural Happy Hour at the BRAFA, Brussels Art Fair

JOIN THE NETWORK

Together we have the power to make the cultural sector stronger and sustainable!

Influence

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Reach **new audiences in over 40 countries** around the world with the bonus to share calls, conferences, teaching opportunities, new publications and more through ENCATC's communication channels.

Plus

Receive weekly round-ups on the state of cultural policy and management education, research, and policies.



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MEMBER:**
500€

1 year as a
**ASSOCIATE
MEMBER:**
330€

1 year as a
**SUPPORTING
MEMBER:**
550€

1 year as an
**INDIVIDUAL
MEMBER:**
200€

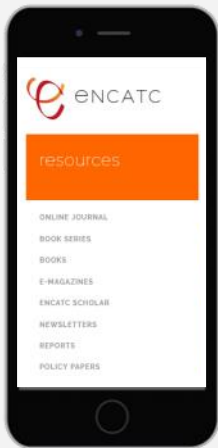
Apply to become a member now: <https://www.encatc.org/en/members/apply-now/>

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WEEKLY



ENCATC Flash
An essential weekly must-read for the latest news and happenings in cultural management and policy. Always benefit from a free publication, a rich offer of training and networking events, and a cultural discovery to satisfy your cultural curiosity!

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Feeling too much is happening too fast? Ease your mind as we work to find and compile key EU policy developments, calls, publications, events, conferences and more. You'll get what you and your institution need to stay on top of progress and opportunities in our field.

TWICE-YEARLY



ENCATC Praxis
Where can today's students and tomorrow's cultural managers get a jump start on their careers? Including exciting internship and training offers, inspiring interviews and more, students are equipped with tools and opportunities to internationalise and build up their profile to enter today's competitive job market with confidence.



/encatcSCHOLAR
This is a unique tool for education and lifelong learning on arts and cultural management and policy. With the teaching needs of educators and trainers in mind, we publish unique content, exclusive interviews, case studies, conference reports and more from around the globe and across sectors useful for the classroom and in the field.

YEARLY



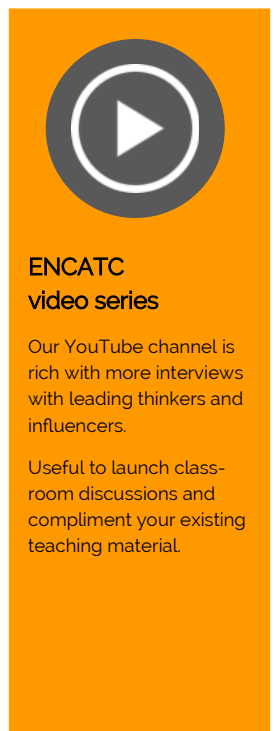
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Be part of the stimulating debate on hot research topics in our field happening among scholars, educators, policy makers and cultural managers. Benefit from the Journal's scientific rigor to bring you a multidisciplinary perspective bridging theory and practice.



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Our YouTube channel is rich with more interviews with leading thinkers and influencers.

Useful to launch classroom discussions and compliment your existing teaching material.

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ENCATC Cultural Happy Hour to Art Brussels, 2016



CARBON FOOTPRINT

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

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

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

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