



ENCATC

2020

Activity Report

The European network on
cultural management and policy



What's here?

Foreword	3
Rising to the Challenges in a Year of Crisis	6
Key objectives & fact & figures	8
Memorable moments in 2020	12
Strong leadership in the face of uncertainty	16
Influencing Policy	16
Networking in New Ways	19
Stimulating Education	24
Research Responds	29
Knowledge empowerment for action	33
Reaching audiences in isolating times	36
An engaged actor	40
Partnerships	43
Transnational cultural projects	45
About ENCATC	48
Our story	59
Our members	51
Members Stories	55
Administrative	58
Governance	58
Secretariat	61
Finances	64

FOREWORD

Never in the 27-year history of ENCATC had the network experienced a year where the world was so profoundly disrupted – and likely forever changed. The global health crisis caused by COVID-19 set the dominos falling where every sector in every country was impacted including education and culture. Against the backdrop of crisis, the work and impact of ENCATC proved to be more important than ever as it carried out the final year in our 4-year agenda (2017-2020) with the strategic priorities that address our long-term challenges while we also tackled new ones stemming from the pandemic crisis.

The events organised in 2020 were adapted and innovated to respond to the evolving COVID context. After March 2020 with the lockdown restrictions imposed by governments all ENCATC's events transitioned to be online and remained so throughout the year. The largest online gathering of the year was ENCATC's annual flagship event, the Annual Congress on Cultural Management and Policy which had its first-ever digital edition. Organised from 3-11 November on the theme of "Cultural management and policy in a post-digital world – navigating uncertainty" we welcomed more than 170 participants from 39

countries. It was thrilling to witness the international community come together around the common purpose to advance cultural management and policy, learn from leading experts, explore common questions and look for common answers that may help all actors in the cultural management and policy sphere navigate uncharted waters accelerated by the pandemic.

In addition to working with ENCATC members in the co-design, the annual programming was successful because of the 12 strong partnerships ENCATC established in 2020 with arts organisations, regional authorities and education institutions based in 6 countries, one European project, the European Commission, and UNESCO. We also continued and strengthened our Memorandums of Understanding signed with the Association of Arts Administration Educators (AAAE) and the Taiwan Association of Cultural Policy Studies (TACPS) by offering new ways for members of the three networks to connect online and foster international collaboration in the area of culture and education.

As a network in 2020, one of the pressing questions was "What would networking and capacity building look like in the 'new normal'?" As our members and stakeholders were restricted from meeting and networking in person, ENCATC created the Members Talks in 2020 as a response for the need in the "new normal" to learn, exchange, and find partners. The success of this initiative not only shows in the hundreds of participants who connected online over the course of 12 Members Talks,

Over the course of 12 months, ENCATC was directly involved in the design and implementation of 24 events including 22 online.

but also the creation of a solid foundation embraced by the membership for a long-term platform to exchange about projects and any topics proposed by our members. Moving events online also had a positive impact on our capacity building offers. For example, the average attendance rate to the ENCATC Working Sessions on Evaluation rose by 95% and the diversity of countries represented increased 60%.

Guided by our aim to better anticipate the future and deepen our understanding of the past, ENCATC continued to promote access to cutting-edge research in the fields of cultural management and cultural policy. 2020 was also a year to celebrate research accomplishments and new trends. We celebrated research excellence by a young researcher at the 7th ENCATC Research Award Ceremony. We diversified our offer to learn about the latest research trends and developments at the 11th Annual Education and Research Session with a new Spanish research panel. We saw female researchers make up 60% of the article authorship in the 10th volume of the *European Journal of Cultural Management and Policy*.

The pandemic also impacted policy makers who were faced with difficult decisions on issues of social, economic, health and environmental. ENCATC took the lead in 2020 to establish a new Think Tank on the impact of COVID-19 to help shape cultural policies with a bold and united voice from the cultural sector. As evidence of this need for collaboration, 34 cultural networks and higher education institutions headquartered in 10 European countries joined with the aim to gather, analyse, and come away with robust findings for evidence-based policy recommendations that could allow the cultural sector to better navigate turbulent times.

In 2020 the network was made up of 144 members in 38 countries in Europe, Asia, North and South America, Africa, the Middle East, Asia, and Oceania. Applications for new membership were at an all-time high with a 73% increase over the number in 2019 showing that despite financial hardship faced by many institutions, the benefits provided by ENCATC were recognised for their value especially in times of crisis.

To foster capacity building and encourage member cooperation on joint learning programmes, ENCATC and its members

were involved in 5 large-scale European projects funded by Erasmus+, JPIC Heritage in Changing Environments, and Interreg V-A Greece-Italy Programme, and the European Commission. In total, these projects involved 6 member institutions from 3 countries who collaborated to drive forward innovation in training, education, cultural heritage, entrepreneurship, and creative industries.

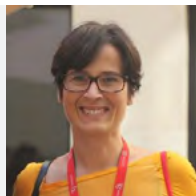
ENCATC went beyond organising events, promoting research, influencing policy, and participating in European projects, to also actively transform information into knowledge through 3 e-publications, 2 issues of the / encatcSCHOLAR e-bulletin, and 2 issues of the new ENCATC Magazine. ENCATC created its Creative #StayHome pack which ran for 22 weeks in response to the initial hit of the pandemic in order to show how the cultural and educational community were responding to the crisis with positive solutions, innovative ideas, and funding opportunities. ENCATC also continued its weekly Flashes and produced 10 issues of its monthly newsletter. To engage with audiences online, ENCATC animated 4 social media platforms with an increased audience of 13%, 5 contact databases which grew by 10%-, and 110,862-page views to ENCATC's website. ENCATC also ran 4 additional websites dedicated to specific activities and 1 publication. Through a strong multiplier effect, ENCATC was able to widely disseminate using our channels as well as those of our members, partners, funders, press, and over 170 third-party channels who regularly communicate information about ENCATC and our events. As a success of these combined efforts, we reached more than 2,000,000 multipliers who benefited directly or indirectly from our information.

Everything we do and achieve is made possible thanks to our active membership base, funders, and dedicated board and staff and our work is strengthened through deep engagement with our loyal community of stakeholders. Especially in times when resources were limited and hardship was everywhere, our members continued to generously contribute their energy, new ideas, and time. We are grateful for their commitment to advance cultural management and policy education, training, and research to reach new heights in the face of immense challenges. In April 2020, we were once again honoured to renew our partnership and be co-financed by the Creative

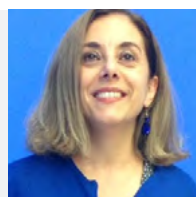
Europe programme of the European Union from 2017-2020. This partnership provides ENCATC with stability as we have experienced during a tumultuous year and gave us the capacity to test and evaluate new activities and tools for our growth and professionalisation of members, staff and practitioners in culture and education. We extend our deepest thanks to our international board members. They graciously shared their knowledge, expertise to draft policy and strategy documents, spoke on behalf of the network at key online conferences, and led European projects. We also thank our two international correspondent board members for their advice and bringing new perspectives from their world regions. Finally, ENCATC thanks its staff who made it possible for to smoothly transition, innovate, and adapt to new realities we never faced before

In the pages that follow, you will read highlights of all that we achieved in 2020. We hope you will come away sharing our optimism for the future seeing what we can accomplish in the face of adversity with energy and purpose to make the cultural sector stronger and more resilient.

Francesca Imperiale
ENCATC President (2017-2019)

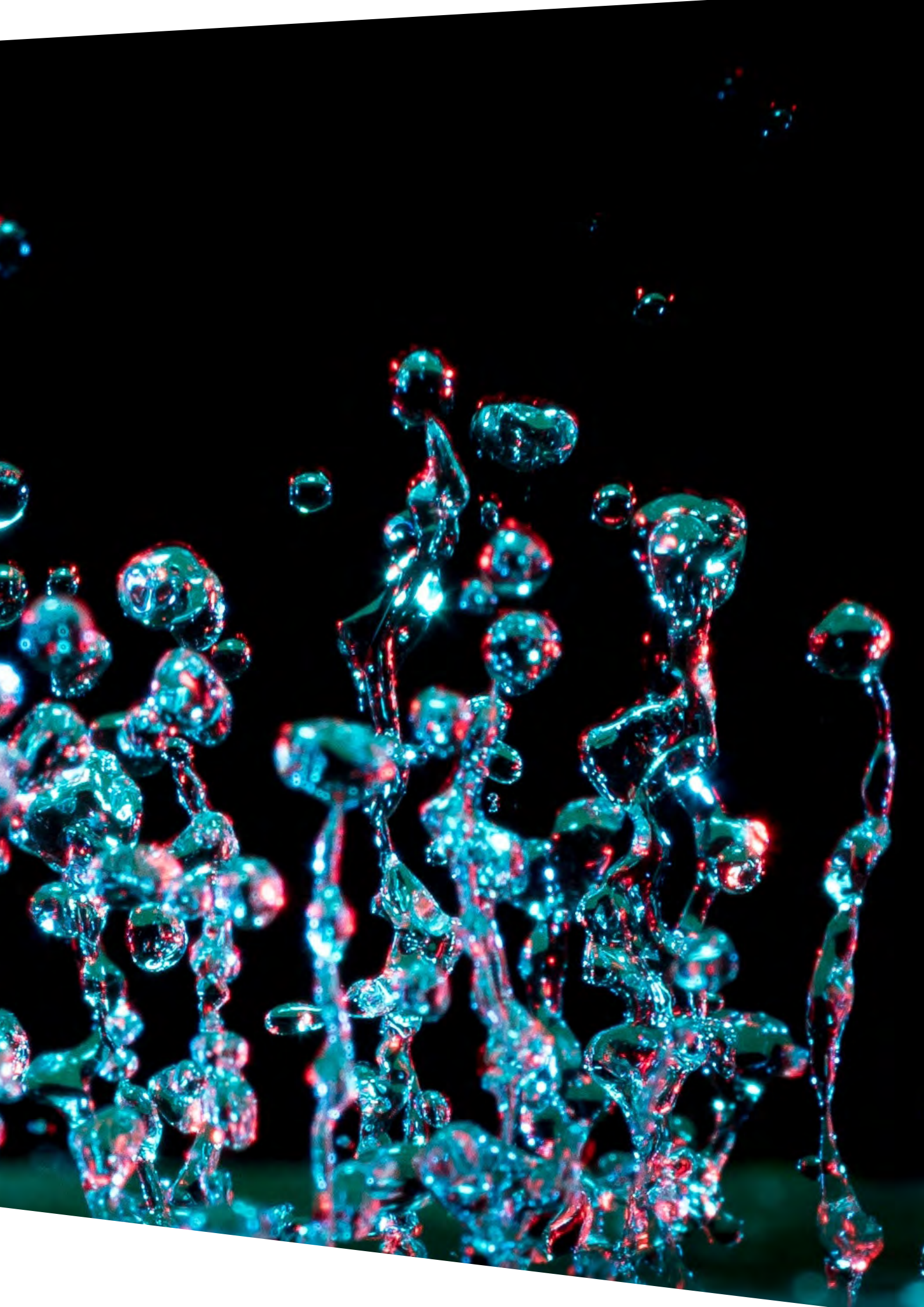


Giannalia Cogliandro Beyens
ENCATC General Secretary



RISING TO THE CHALLENGES OF A YEAR IN CRISIS





Key objectives 2020

ENCATC set out its 2020 objectives to be in line with its 4-year strategic plan (2017-2020). In 2020, ENCATC focused on the theme "Digital culture: media convergence, skills and knock-on effect". Also following its strategic plan, the geographic focus of the year was on Northern Europe, Latin America, and the Caribbean. Within this framework, ENCATC's 2020 objectives were to:



EDUCATION STRAND

Encouraging joint programmes among members by testing innovative solutions, establishing creative partnerships with members and stakeholders to further develop theory and cultural management learning that is rooted in practice

Fostering capacity building in the cultural and creative sectors by providing opportunities for peer-learning



RESEARCH STRAND

Rewarding excellence in research by offering an annual Award and opportunities to publish in scientific publications

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



NETWORKING STRAND

Promoting the internationalization of programmes and careers of educators, cultural operators/professionals decision-makers and students

Encouraging cross border cooperation and knowledge sharing in Europe and beyond by bringing together people and their skills online in a stimulating learning environment

Continuing to diversify, enlarge and strengthen the network

Enhancing further the engagement of young researchers in discussions on the future they want for ENCATC



TRANSFER KNOWLEDGE STRAND

Building knowledge societies by transferring information and knowledge inside and outside the network

Consolidating existing and testing new digital tools for informal and extensive knowledge transfer and exchange

Running the ENCATC YouTube channel and formats

Ensuring a greater interaction between courses/staff members by using digital tools



ADVOCACY STRAND

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

Strengthening cooperation between cultural networks at European and international level

24 events including 22 online

around **4** strands of work :

Influencing Policy, Networking, Education & Research

799
participants attracted



51 countries represented by
participants in Europe and beyond

11 

event partnerships
established with
organisations in 6
countries

7
joint
statements
on COVID-19
signed



11
events
addressing
challenges
related to
COVID-19



4 e-publications
released and 22
ENCATC Creative
#StayHome Packs



28 members in 19
countries involved
in the co-design of
events



46

Academics and
researchers from 17
countries having published
scientific work in our
publications

1 Think Tank on the impact of COVID-19 created

Event partners



Belgium

- Art Across Europe Network
- Brafa Art Fair
- Creative Europe Desk Wallonie-Bruxelles
- Creative Europe Desk Vlaanderen

Czech Republic

- AMU Praha

Germany

- Goethe Institute

Slovakia

- Technical University of Kosice

United Arab Emirates

- Abu Dhabi Department of Culture and Tourism
Culture Policy

United States

- Association of Arts Administration Educators

European Projects

- Heritage Pro Project

European Institutions

- Creative Europe Programme of the European Commission

International Institutions

- UNESCO (Resiliart)



Memorable moments 2020



ENCATC kicks off the year with a Cultural Happy Hour at the Brafa Art Fair which was celebrating its 65th edition.

JANUARY



ENCATC designs and co-creates first-ever ENCATC Members Talk for members to pool their knowledge and experiences to overcome new challenges brought on by the pandemic.

MAY



ENCATC launches its own Magazine to educate, entertain, raise awareness on the most pressing issues on cultural management and policy.

JUNE

ENCATC launches its Creative #StayHome Pack launches for the cultural and educational community with the aim to regularly share positive phenomena, innovative ideas, and funding opportunities generated due to COVID-19 challenges.

MARCH



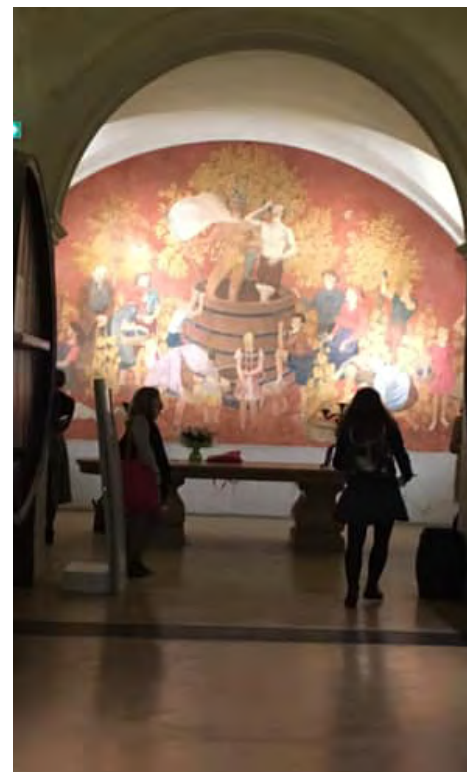
ENCATC partners after the lock down with its member the Abu Dhabi Department of Culture and Tourism for its first online event "Alone Together: Culture & Resilience" which is quickly reorganised to replace the cancelled Culture Summit Abu Dhabi 2020.

APRIL



ENCATC adapts its traineeship programme in a new virtual format help foster learning essential skills for remote work and adapting to new working conditions.

JULY





ENCATC debuts a complete redesign of its / encatcSCHOLAR website.

SEPTEMBER



The first-ever digital edition of the ENCATC Congress on Cultural Management and Policy gathers the international community from 39 countries in Europe and beyond to tackle urgent issues to help the cultural management and policy sphere navigate uncharted waters accelerated by the pandemic at

The 2020 ENCATC Research Award on Cultural Policy and Management announces Dr. Rocío Nogales Muriel from Spain as the winner.

NOVEMBER



ENCATC closes out the year with a record number of 33 new members joining the network, a reaction of the growing need to be part of a strong international community working together on common challenges and to find common solutions in COVID-19 times.

DECEMBER

Strong leadership in the face of uncertainty



The coronavirus forced ENCATC to adjust its 2020 work programme. What was feasible in times when travelling and networking was impossible? More importantly, how could ENCATC lead by example and from its position innovate and adapt in response to the pandemic's threat?

In these pages look out for the  to see how ENCATC offered innovative solutions!

Influencing Policy

ENCATC develops and influences policies by engaging in advocacy actions through partnerships, giving expertise, policy recommendations, consultations, meetings, and public speeches. Since 1992, the network has been a key partner for constructive dialogue with UNESCO, the Council of Europe, the European Commission, the European Parliament and Member States. Additionally, to press Europe to invest more in cultural heritage, since 2011, ENCATC is an active member of the European Heritage Alliance 3.3. In 2020, ENCATC was a leading contributor to European and international dialogues to help navigate the impacts of the pandemic on the cultural sector and raise awareness on the valuable contribution of cultural management and policy for the sector's resilience.



Our policy actions highlights in 2020

1 ENCATC COVID-19 solidarity statement

calling for continued knowledge transfers in face of mobility restrictions and pledge to maintain and nourish robust connections needed for innovation to overcome crisis.

7 joint COVID-19 statements

calling on European policy makers for strong support measures to have immediate financing, employment, and long-term investment to help the cultural sector recover from the crisis.



European Heritage Alliance meetings

where ENCATC, a founding Alliance member, once again actively contributed expertise and was a signatory of the Europe Day Manifesto underlining the readiness to the wider heritage world to contribute to Europe's immediate social and economic recovery.

2

Council of Europe Steering Committee for Culture meetings

As an official observer to the committee ENCATC attended meetings in June and November 2020 to share expertise of topics of "Climate change and Sustainable Development", and "AI and culture, creativity and cultural heritage".



#EUvsVirus Hackathon

From 24-26 April ENCATC responds to the European Commission's need for civil society to disseminate about the #EUvsVirus Hackathon, promote the new ideas born from the intense collaborations, and raise awareness about key outcomes



European Week of Regions and Cities

ENCATC's Secretary General, GiannaLia Cogliandro Beyens moderated "Culture Beyond Borders" workshop and ENCATC Imanol Galdos from Donostia Kultura in Spain contributed his expertise on how culture can help dismantle emerging borders in our heads.



An NGO in official partnership with UNESCO

ENCATC regularly shared calls, publications, and opportunities from UNESCO in its social media channels and newsletter to foster engagement and cooperation and attended the annual UNESCO meeting of NGOs in December 2020.



Alternative Funding for Cultural Heritage

From 24-26 April ENCATC responds to the European Commission's need for civil society to disseminate about the #EUvsVirus Hackathon, promote the new ideas born from the intense collaborations, and raise awareness about key outcomes and results.



New Think Tank on the impact of COVID-19 on culture

3 meetings from April – June 2020

51 participants

34 cultural networks and higher education institutions represented

Early in the pandemic, ENCATC identified the need to contribute to the shaping of cultural policies in the "new normal" with a bold and united voice from the cultural sector. While different organisations were eager to launch their own stand-alone surveys, reports, and statements, ENCATC was the driving force behind bringing together culture and education institutions from across Europe.

On 29 April, ENCATC organised the first meeting of what was to **become a new Think Tank on the impact of COVID-19 on culture. 34 European cultural networks and higher education institutions** headquartered Belgium, France, Germany, Ireland, Italy, Latvia, The Netherlands, Spain, Switzerland, and the United Kingdom joined. Two more meetings were held in May and

June gathering a diverse group of professionals, academics, researchers interested to **gather, analyse, and come away with robust findings for evidence-based policy recommendations** that could allow the cultural sector to better navigate turbulent times. With **streamlined indicators, methodologies, and practices**, the Think Tank could contribute to a better understanding and deeper knowledge of COVID-19's various impacts on the cultural sector. Starting in November 2020, ENCATC also began producing a bi-monthly News Flash with updates for the Think Tank members on new activities, funds, policy and research developments to face the "new normal".

Creating new opportunities for members



For the benefit of its membership, ENCATC also organised on 12 June its 4th Members Talk on “**COVID-19 impact on Education and culture: EU tenders opportunities**” to raise awareness on ways members could contribute on the topic and collaborate with the Think Tank in the future.

UNESCO #ResiliArt Panel

11 November 2020

57 participants

20 countries represented

On 15 April 2020 for World Art Day, UNESCO launched the ResiliArt global movement with the aim to give voice to artists and cultural professionals and strengthen the resilience of the cultural sector in the face of the enormous challenges posed by the COVID-19 health crisis. As an NGO in official partnership with UNESCO, ENCATC was proud to join the ResiliArt movement in 2020 through the organisation of the “**Tangible and Intangible heritage and digitisation: policy and practices in the ‘new normal’**” panel held during the 2020 ENCATC Digital Congress.

Panel experts from different sectors and countries discussed how **the COVID-19 pandemic changed the daily practice of cultural heritage organisations** across the continent and accelerated the digitalisation of tangible and intangible cultural heritage. The facilitation of digital literacy also plays a role in this context. There is the need to accord more support for more audience development. The challenge lies to pass on costs



and consequently the fees of online services while simultaneously raising awareness about copyright and artist compensation. There will be a **greater demand for investment in education** as artists and cultural professionals need to acquire or update their digital skills to better adapt to challenges and new digital realities.

Governments were swift to roll out new support schemes focused on compensation or revenue loss, but also on digitalization in the long-term and support the development of new digital offers. However, panellists said government action is not enough and there must be **more cooperation practices between private and public sectors**. The challenge lies in trying to mix the two, providing the private sector with strong evidence on culture's contribution to society, the economy, and well-being to boost private long-term investment. On its side, the cultural sector needs to try new innovative models from the private sector to increase its sustainability and resilience.



How did ENCATC help its audience keep track of new government policies to support arts and culture during COVID-19?

In the 22 Creative #StayHome Packs ENCATC produced in 2020 it regularly shared information on financial support programmes from EU institutions and 36 countries to help arts and cultural organisations face the crisis.

Networking in the new normal

ENCATC is a network, but it also sees itself very much as a unique family. As news of country after country announcing harsh lockdowns to deter the spread of COVID-19, ENCATC rallied that this was not to be endured in isolation. One of the benefits of being part of a vast network is the ease of access to an international culture and education community and never in ENCATC's history had there been such a need for such peer-to-peer, member-to-member connections. Here is how ENCATC rose to the challenge, beginning with its annual flagship event, the ENCATC Congress.

28th Congress on Cultural Management and Policy

3-11 November 2021

177 participants

39 countries represented

4 partnerships

Among the great challenges ENCATC faced in 2020 was how to innovate its flagship annual event: the ENCATC Congress on Cultural Management and Policy. It was evident as the pandemic grew that the event could not be organised as planned in Prague, Czech Republic but had to be exclusively online.

The Congress theme focused on "Cultural management and policy in a post-digital world – navigating uncertainty". With 'post-' being linked to uncertainty, the exploration of the post-digital world was more timely than ever before. In a post-digital context, digitisation is embedded in all spheres of life and profoundly marks cultural shifts and ongoing mutations. What new, unforeseen challenges would emerge for the cultural sector in a post-digital context and after the coronavirus outbreak? To tackle his question and more deeply explore the theme, plenary sessions covered the topics of "Media Convergence and Audience Development in a Post-digital Context"; "Decolonising Cultural Management Education"; "Digital Transformation in the Cultural and Creative Industries: Production, Consumption and Entrepreneurship in the Digital and Sharing Economy"; "The challenges of the interdisciplinarity in today cultural management: the case of cultural heritage as an example"; and "Tangible and Intangible heritage and digitisation: policy and practices in the 'new normal'".

Co-produced with ENCATC member, the Academy of Performing arts in Prague and partnership with the Association of Arts Administration Educators and the Erasmus+funded project HeritagePro, from 3-11 November more than 170 participants attended. They connected online from 39 countries to learn from leading experts, explore common questions and look for common answers that could help all actors in the cultural management and policy sphere navigate uncharted waters accelerated by the pandemic. The rich programming offered on the Congress' digital platform included access to the Annual



Conference, Global Conversations, Annual Education and Research Session, ENCATC Research Boot Camp, Annual ENCATC Research Award, the Poster Exhibition Area, and the Digital Networking Area.

"The ENCATC Congress is the place that gathers experts within the field of cultural management and policy. It is a wonderful place to make new contacts, learn about new things and be updated about the recent research in the field."

Tanja Johansson, ENCATC Vice-President, Vice Dean, Sibelius Academy, University of the Arts Helsinki, Finland

"The ENCATC Congress is a wonderful platform that brings together people with the same passion for arts and culture but with various perspectives from all over the world."

Elena Gehardt, KMM Institute, University of Music and Theatre Hamburg, Germany



First-ever Digital ENCATC Congress

ENCATC was not unique in its decision to transition its flagship annual event to be online in 2020. However, while other culture and education conferences stayed in the comforts of platforms like Zoom, ENCATC took a greater leap to invest in a personalised digital platform. Members and Congress participants were offered an exclusive virtual experience to unlock access to an international community and the latest expertise, experiences, and innovative ideas to help navigate uncharted waters accelerated by the pandemic. This choice was made not only to elevate the participant experience beyond the limitations of common webinar software, but also to provide them with the occasion to learn and experience more advanced online technologies to professionalise their own future online events.

Global conversations

2 Global Conversations online

27 May and 5 November 2021

118 participants

27 countries represented

1 partnership

The first Global Conversation of 2020 was held on 27 May during AAAE's Annual Conference. It was focused in order to respond to the quick transfer of higher education's well-trodden face-to-face modes of learning and teaching (L&T) into the digital environment. Rather than focusing on 'we used to do that we can't do anymore', this cross-cultural exchange seized the opportunity to examine the move to digital and prompt healthy questioning of all aspects and modes of cultural management and policy education. The conversation on **"Future of learning and teaching practice, off and online"** covered adapting pedagogy, managing teacher and student expectations, access inequalities, online internships, new skills

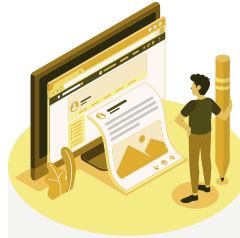


and competences for students, and increasing international cooperation. Shortly after due to the desire and demand to bring more educators into the conversation, the theme was revisited again between members of the two networks at the **third ENCATC Members Talk** on 5 June.

The crisis created by the COVID-19 pandemic and the inequalities that it exposed also reenergised social agendas such as Black Lives Matter called for an urgent dialogue on higher education's position at the intersection between racial justice, globalisation, digitalisation, and the internationalisation of education. The decolonising movement in global academia challenges the (cultural and moral) authority of curricula, the pedagogical and research practices that are still dominated by Eurocentric discourses and historical frameworks, and knowledge canons and ways of 'seeing' and 'hearing' at the expense of 'othered'. On 5 November the second Global Conversations on **"Decolonising cultural management education"** was held during the ENCATC Digital Congress. Speakers from South Africa, Australia, Puerto Rico, Serbia, and the United Kingdom spurred lively conversations on embracing diversity, engaging in two-way flows of ideas and approaches, and progressively moving toward an informed and truly global Arts and Cultural Management education.

"This Global Conversation today on 27 May is merely a moment in a much larger ongoing conversation that began informally seven or eight years ago between our two sister organisations, AAAE and ENCATC. As leaders in our field committed to the advancement of arts and cultural management education, our two networks signed a Memorandum of Understanding, formalizing this ongoing cooperation, focusing on knowledge sharing, cross-membership benefits, and reciprocal advisory governance."

Alan Salzenstein, DePaul University, USA



One of the outcomes of the ENCATC Digital Congress was **the publication of the e-proceedings** "Cultural management and policy in a post-digital world – navigating uncertainty". It gathered articles linked to the Congress' theme from researchers in 10 countries: Cyprus, Czech Republic, France, Ireland, Italy, Mexico, Serbia, Spain, Turkey, and the United States.



What becomes of new ideas after the event?

As a result of the stimulating discussions on 5 November and the many different points of views shared, it was evident there was more to be explored. These are kinds of new intercultural interactions that drive new thought and reflection. The speakers agreed to continue their exchanges with the aim to co-author an article on decolonising cultural management education and explore possibilities to collaborate on a longer publication to introduce their ideas into the wider arena of cultural management and policy curricula and practice.

Registration

The Congress is an initiative of
 ENCATC
 The European network of arts and cultural management and policy

4 November






Talking with members to share the future

5 March – 24 June 2021

25 focus groups

74 participants

33 countries represented

In March, when news that COVID-19 was spreading across the globe, ENCATC quickly shifted gears to focus on how it could engage members in conversations to combat feelings of isolation in an atmosphere of radical change and global uncertainty and at the same time assess the performance of the network and collect inputs for the 2021-2024 ENCATC strategy. Led by ENCATC Secretary General Giannalia Cogliandro Beyens, she conducted 25 focus groups carefully listening to members share concerns, ways to overcome unpredictable challenges, where support was most needed, and how the pandemic, shared experiences, and lessons learned could impact ENCATC's future evolution.

One of the recurring themes in these discussions was the abrupt move to remote teaching and learning. While many members had some online courses, none were prepared to completely, and almost overnight, transition all programmes and trainings on cultural management and policy to online formats. This had severe repercussions for educators and students alike. For example, how were institutions to equip teachers and students with all necessary materials for online teaching and learning? Which new software and online tools should be used? How could disparities in digital access be addressed and tackled?

Shaping the 2021-2024 strategy



As a member-driven organisation, ENCATC also wanted to **collect input from members** to help shape the **network's 2021-2024 strategy**. What do members want to focus on? Where should the priorities lie? What is their vision for the future of their network?

Cultural Happy Hours

2 Cultural Happy Hours

1 February and 18 June 2020

55 participants

4 countries represented

168 video views

4 partnerships

The Cultural Happy Hours are ENCATC's most celebratory events around culture. They connect a diverse group of professionals from the culture, business, and education around their shared interest to discover and enjoy cultural offers, network, and exchange ideas. Now a Cultural Happy Hour tradition, the first event of 2020 was held at the prestigious **Brafa Art** Fair which was marking its 65th anniversary. At the time it was unforeseen that ENCATC's programme for more exciting cultural encounters for the year would be cut short.

What happened next had a devastating impact on the cultural sector. Intending to halt the virus' spread, all institutions deemed "non-essential" were ordered by governments to close their doors. According to the UN, just the museum sector alone experienced a **90 percent closure rate** due to COVID-19. Arts and cultural institutions with the available human and financial resources invested in online platforms and technologies to stay connected to their audiences, just audiences who enjoyed the Cultural Happy Hours. However, could the online experience replace the powerful in-person connection an artwork can bridge with the viewer? What were the new skill sets demanded of cultural managers? Would this shock shake up the art world to find new creative ways to engage and reinvent itself? Would the sector come out of crisis stronger than before?

To explore these questions and bring cultural managers into a dialogue with audiences, ENCATC teamed up with one of its 2019 Cultural Happy Hour partners, the Brussels Gallery Weekend (BGW). The result was a new partnership and **ENCATC's first-ever online Cultural Happy Hour, a Round Table Talk with the Art Across Europe network** who counts Brussels Gallery Weekend among its members. Gallery owners and representatives from Belgium, Italy, Portugal, and

Spain shared their experiences and debated on what was required in the sector to be more resilient through innovation, learning new competences and practices, and embracing more cross-cultural and transnational collaborations.

Watch the Round Table Talk here:

<https://www.encatc.org/en/events/detail/art-across-europe-round-table-talk/videos/>



Did you know?



Since the Cultural Happy Hours were launched in 2013, 56 editions involving the creative of 76 partnerships have been organised in six European cities for more than 1,640 participants representing 36 countries. Visits have been organised to represent the rich diversity culture offers, such as contemporary art, cultural heritage, literature, creative industries, music, and film covering topics like international cultural relations, cultural development, and responding to crisis.

Learn more about the ENCATC Cultural Happy Hours in our 2013-2020 report:

<https://www.encatc.org/en/resources/event-reports/>



Stimulating education

ENCATC embraced the “learning never stops” movement in 2020. Despite the looming threat of the coronavirus, ENCATC was never going to give up providing education opportunities to its members and followers. As the only network positioned at the intersection of culture and education, in 2020 ENCATC designed tailor-made online activities to gain new knowledge, learn new skills, enhance competencies, and open doors to new opportunities for collaboration.

Abu Dhabi Culture Summit

9 April 2020

24,915 video views

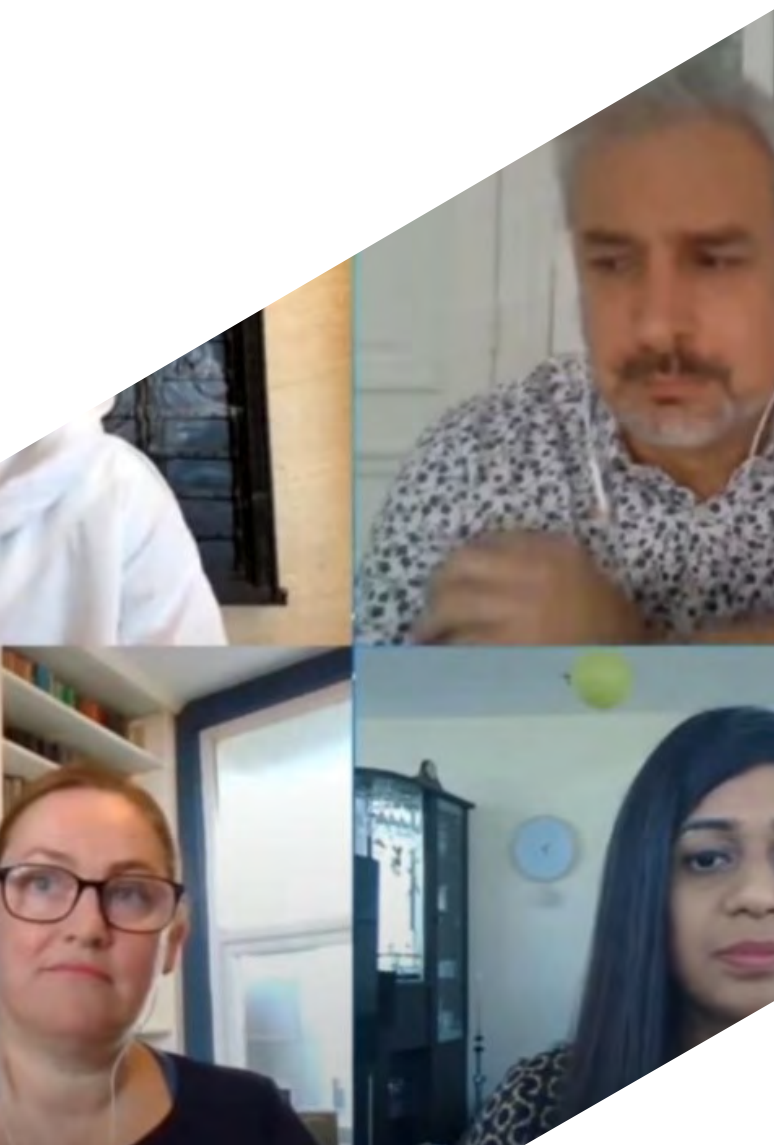
[Alone Together: Culture and Resilience](#)

The Culture Summit Abu Dhabi 2020 was foreseen take place from 5-9 April and address the theme of “The Cultural Economy and The Economy of Culture”. ENCATC had been invited by its member, the Abu Dhabi Department of Culture and Tourism Culture Policy to take an active role in the design and the implementation of this important international event.

However, the in-person event was cancelled due to the governments implementing lockdown and travel restrictions in March. In its place, the Culture Summit Abu Dhabi held an international panel debate “[Alone Together: Culture and Resilience](#)”. Experts from UNESCO as well as museums, media, and cultural non-profits to discuss the **state of art of the COVID-19 crisis and its impacts on the cultural sector**.

Culture's informal sector was particularly isolated with freelancers, gig workers, part-time workers no longer able to live from their art. UNESCO reported that 89% of its World Heritage Sites were closed. Communities whose income depends directly or indirectly from these sites (tourism, transport, hospitality) being open to the public had their livelihood threatened. The speakers found that the only cultural sector that seemed to be faring well is the media. While journalists were grounded, prohibited from field work, they were still able to conduct interviews to deliver a fact-based narrative to this crisis. However, **the threat of misinformation** spreading through society during the pandemic was an enormous challenge.

There was strong consensus that the cultural sector needs to take responsibility by being nimble, imaginative, and responsive. Governments need to **increase public funding** and put into place **stronger policies to protect creators, copyright, and the artist's status**. Social attitudes need to shift to have greater value and **respect for artistic creation and proper remuneration**. The innovation and creativity generated by the crisis must be employed to **find long-term solutions and new models** that can make the cultural sector stronger and more sustainable in the face of terrible challenges, current and ones to follow.



Evaluation on Culture

3 meetings

11 March, 19 October, and 25 November 2020

120 participants

24 countries represented

The ENCATC Evaluation Working Sessions were created in 2016 to respond to the need from the cultural sector to professionalise the evaluation of cultural programmes and projects. Evaluation designers require the latest methodologies, practices, indicators, and tools. Educators are eager to update their curricula on cultural evaluation to teach the next generation of cultural managers. Policy makers demand evidence to campaign for more funding for culture. Funders call for greater coherence for their evaluation and comparative analysis of cultural projects. Not only do the ENCATC Evaluation Working Sessions respond to these different needs, but they offer a space for all stakeholders to have a dialogue and understand distinct evaluation needs, uses and perspectives.

In 2020, ENCATC, with the help of its members Caravan Cultura, the Goethe Institut, and the Technical University of Kosice, organised three events in this ongoing series. The topics proposed by members included: "Impact of Art Fairs on Regional-Local Level"; "How Culture Works in Practice"; and "Measuring the unmeasurable? Data collection, analysis and evaluation in culture". Initially designed to be in-person gatherings, the first meeting in March was the only event that could be partially implemented in person with a small gathering of local participants. To respect governmental health regulations, the two other events took place online. Both on and offline, academics, researchers, cultural project managers, project evaluators and funders exchanged practices, identified common challenges, learned about new evaluation techniques, and gained better understanding of evolving evaluation and monitoring needs.



As a result, ENCATC published one report "How Culture Works in Practice". Another publication from the event "Measuring the unmeasurable? Data collection, analysis and evaluation in culture" collected articles and case studies for e-book of proceedings to be published in 2021 to fill in the gaps in research and practice of what is "measurable" based on case studies in the field of culture and cultural projects.



Creating new opportunities for members

As an outcome of the expertise shared and questions raised, ENCATC and DCT Abu Dhabi reconnected later in 2020 on new models and finding the balance between sustaining culture in a virtual environment and the need for human engagement. The **11th ENCATC Members Talks** on 20 November looked at **rethinking hybrid cultural programme models**. Artists, educators, researchers, cultural managers, and public authorities looked at the role a new model can play, on the one hand in extending digital audiences, and on the other by its potential to support drawing people back to physical attendance at cultural institutions and sites in the COVID context.



Online events increase participation and diversity

The meetings on evaluation in 2020 are an example of how moving events online had a positive result to bring this important topic and capacity building offers to a wider audience. Compared to 2019, in 2020 the average attendance rate to meetings held in the framework of the ENCATC Working Sessions on Evaluation rose by 95% and the diversity of countries represented increase 60%. New countries represented in 2020 went beyond Europe included China, Egypt, South Africa, South Korea, and the United Arab Emirates.



Members Talks

12 Members Talks

8 May – 27 November 2020

283 participants

30 countries represented

Launched in May 2020, the online ENCASC Members Talks were born from the membership's strong desire to explore together and pool knowledge to overcome pressing issues impacted by COVID-19 confinement. In true networking spirit, but also to enrich the exchange with contributions from all around the globe, ENCASC opened these conversations to its Memorandum of Understanding partners AAAE and TACPS so that members of the three networks from Europe, North America and Asia could come together, share practical ways to come out of this crisis and ensure the best future for cultural management and policy education.

With each topic proposed from the membership, the first Members Talks were exclusively focused on overcoming challenges caused by the pandemic and specifically in relation to teaching online and the impact of the coronavirus on education and culture. From the success of these initial online conversations, members expressed their desire to expand the range of topics beyond the COVID context, such as higher education and intangible cultural heritage, hybrid cultural programme models, and digital skills for cultural heritage professionals. This resulted in the Members Talks establishing the foundation for a long-term platform to explore a wide variety of topics and issues under the umbrella of cultural management and policy.

Learn more about these Members Talks here: <https://www.encasc.org/en/events/past-events/encasc-members-talks/>

How did ENCASC respond to the needs of teachers during the pandemic?



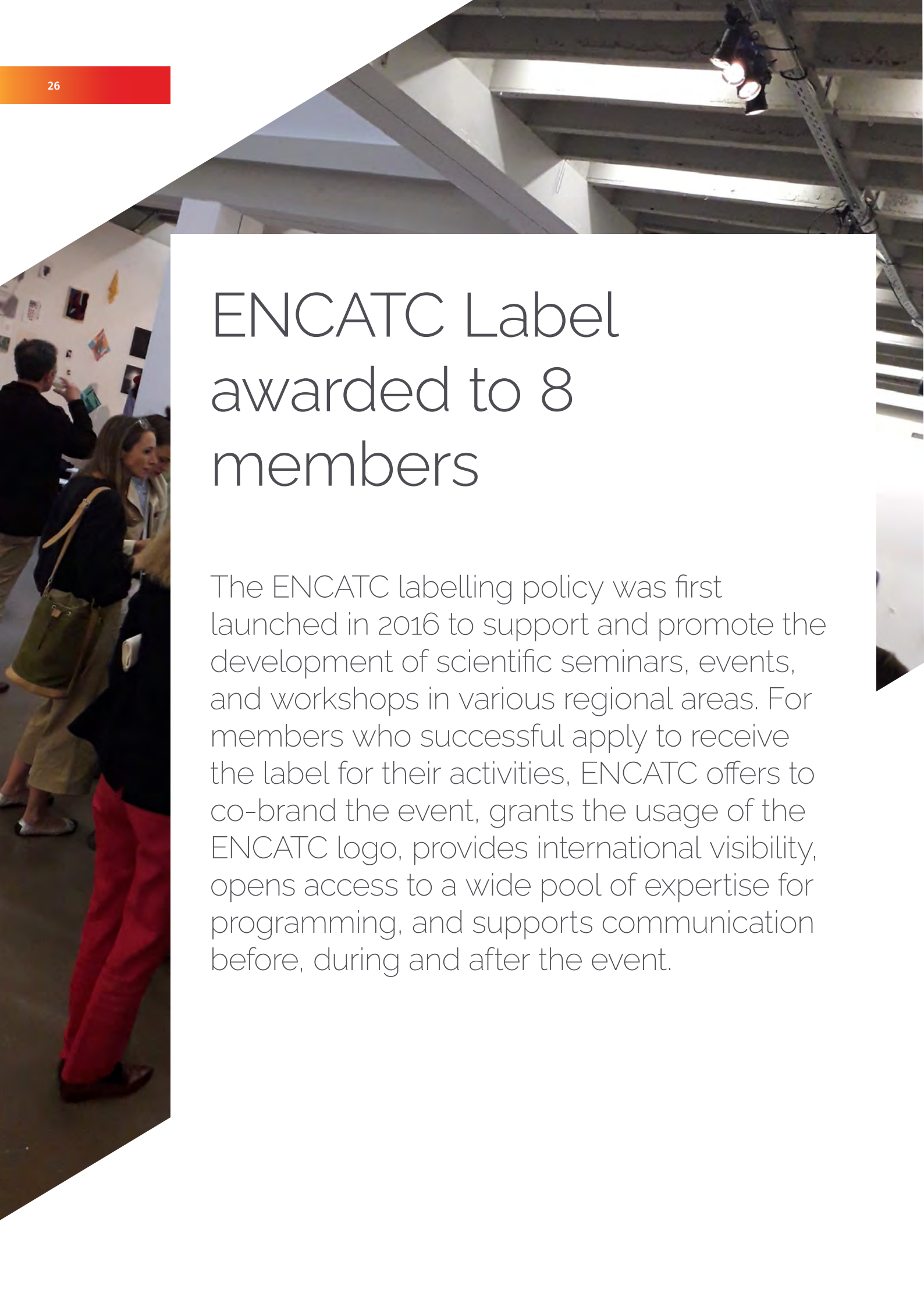
The Members Talks also worked like focus-groups for ENCASC to collect urgent needs brought up during conversations so it could react quickly. It was clear that both teachers and students were struggling. Educators and trainers were needing to rethink and revamp how and what they teach on cultural management and policy. To help teachers gain new inspiration and knowledge to advance teaching, engagement, and learning on cultural management and policy, ENCASC released a training video for how to use its free online Scholars for lifelong learning. The 10th Members Talk organised a conversation to raise awareness for this tool's exploitation and showcase best practices for its use in the online classroom setting.



How does ENCASC respond to the needs of students?

Many members representing higher education institutions also expressed how difficult it was to find or replace internship placements for students as cultural institutions were in lockdown. ENCASC immediately knew two ways it could help. First, ENCASC designed a virtual traineeship in its Marie-Claire Traineeship programme with a strong focus on improving skills for remote collaboration, time management and self-discipline. The second way was to the PRAXIS newsletter for students. With mobility barriers removed, students and young people could apply for online internships around the globe and ENCASC shared 141 opportunities in 25 countries. PRAXIS also promoted learning resources for how to handle studying online, interviewing under COVID-19 stress, and remote collaboration.





ENCATC Label awarded to 8 members

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

8 

members received the official ENCATC Label (6 higher education institutions, 1 foundation, 1 honorary member)

4 OUT OF 8 

labelled activities were able to take place in 2020 due to the pandemic with the others either cancelled or postponed until 2021.

6455 

online participants reached



Jing Shan Classic - Maestro of the Buddhist Art: Xia Jing Shan's Exhibition

18 April – 18 October 2020

Organiser: Xia Jing Shan Foundation, Taiwan
6,000 online visitors

The first online exhibition to ever receive the ENCATC Label, it included selected masterpieces of Xia Jing Shan's series. Xia Jing Shan is considered the first Buddhist Art Maestro across centuries. His intent conforms to traditions which trace back to Tang and Song dynasty. He is a legendary master building up contemporary Buddhist art and passing down the culture to the future.

ANOTHER ARTWORLD: Manifestations and Conditions of Equity in Visual Arts

3-4 December 2020

Organiser: Faculty of Dramatic Arts - University of Arts in Belgrade, Serbia
425 online participants

This conference aimed to initiate discussion on principles of democratic governance and decision-making models in the field of visual arts, as a topic that has been neglected in the public and scientific discourse, with the desire to broaden knowledge and consider possibilities of its implementation.

COSM Talks "Culture, Organisation & Sustainability Management"

8 December 2020

Organiser: HUMAK University of Applied Sciences, Finland
30 online participants

Culture, Organisation & Sustainability Management, COSM for short, is a series of courses that aims to shed light on the why's and how's of sustainability in cultural organisations. The first COSM Talk focused on "Culture as a Transformative Power" to tackle themes such as cultural production models and the narrative framework of cultural sustainability. The

idea is to reframe cultural management in terms of sustainability and rediscover the meaning of cultural management through sustainability values.

PAXI Network

January – December 2020

Organiser: ENCATC Honorary Member, Géraldine Bueken, Belgium

An outcome of the 2019 ENCATC International Study Tour in Morocco and the first project to ever receive the ENCATC Label, in 2020, the PAXI network of experts participated in various sectoral events including the culture & Heritage track STEREOPSIA (December) and the CANNES XR CHALLENGE (May). Géraldine Bueken, co-founder of PAXI, has developed a phygital experience offer within INTAJ 212, thanks to her monitoring work and strategic advice, the Moroccan representative of the PAXI network, which has facilitated exchanges and meetings between XR4all, the European network of XR professionals and digital innovators in Morocco.

Festival Setkani/Encounter

Organiser: Janáček Academy of Music and Performing Arts, Czech Republic
Cancelled in 2020 due to COVID

Summer School on Fashion Management

Organiser: University of Antwerp / Antwerp Management School, Belgium
Cancelled in 2020 due to COVID

Organizations of Culture and Arts in the Digital Era OCArt Digital

Organiser: University of Los Andes, Colombia
Cancelled in 2020 due to COVID

Sustainable Development in Music Education

Organiser: Estonian Academy of Music and Theatre, Estonia
Postponed due to COVID

Research Responds

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

11th Education and Research Session

9-10 November 2020

9 parallel sessions

101 participants

29 countries represented

papers presented

1 publication

During the 28th ENCATC Annual Congress, researchers and educators from across Europe, Asia, North and South America presented their new research and education practices. Under the wide umbrella of cultural management and policy there was a special focus on the 2020 Congress theme "Cultural management and policy in a post-digital world – navigating uncertainty".

54 researchers from 20 countries presented 33 papers with the latest original research and tendencies in parallel sessions covering topics related to: Education in a post-digital context; Digitisation and new business models for cultural institutions; Post-digital cultural policy and Media convergence and audience development in a post-digital context; Culture, arts and ethics in a post-digital context; and Post-digital cultural policy.

For the 11th edition, ENCATC proudly introduced a new element which is to have one parallel session in another language besides English. The aim is to promote linguistic diversity and provide opportunities to researchers who are unable to present their work in English. In 2020, the special session in Spanish was organised with the help of ENCATC members based in Latin America and gathered researchers from Chile, Colombia, and Mexico.



How is ENCATC's Education and Research Session building up an international community of cultural management and policy researchers?

The 2020 ENCATC Education and Research Session built on the success of previous edition organised in Brussels (2010), Helsinki (2011), London (2012), Antwerp (2013), Brno (2014), Lecce (2015), Valencia (2016), Brussels (2017), Bucharest (2018), and Dijon (2019). At date more than 435 researchers and educators from around the world have benefited to use this international platform to present their work and gain feed-back from peers. Many have gone on to publish their research in ENCATC's scientific publication, the European Journal of Cultural Management and Policy.

7th ENCATC Research Award Ceremony

11 October 2020

1 Research Award Ceremony

1 winner and 3 finalists

38 participants

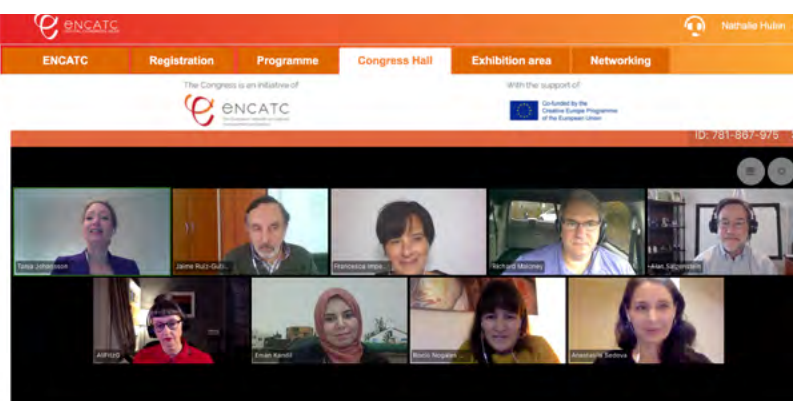
19 countries represented

Amidst a challenging year, it was important to have celebration to help boost morale. By maintaining the programming of 2020 ENCATC Research Award competition and ceremony, the network remained committed to raising the international profile of young and talented researchers and gave the greater research community something to celebrate during difficult times. Moreover, it was important not to interrupt opportunities for young and emerging research professionals to advance their career opportunities.

An international audience of academics, researchers, cultural professionals, policy makers and artists celebrated research excellence at the online **Ceremony of the 2020 ENCATC Research Award on Cultural Management and Policy**. On 11 October during the 28th ENCATC Digital Congress, the Award's international jury announced **Dr. Rocío Nogales Muriel the winner** with her doctoral thesis **"Social transformation and social innovation in the field of culture: The case of the SMart model and its adaptation across Europe"** obtained from the Center for the Study of Culture, Politics and Society (CECUPS) at the University of Barcelona in Spain. The winner will have her work published in the **ENCATC Book Series on Cultural Management and Cultural Policy Education**. Alongside the 2020 winner, the 3 finalists were applauded for their excellent research and making it to the final round of this prestigious international competition: Dr. Ali FitzGibbon from the United Kingdom; Dr. Eman Kandil from Egypt; and Dr. Anastasiia Sedova from Russia.

"I would like to thank ENCATC and members of the Award's international jury for maintaining this opportunity for early career researchers. I also like to recognise my fellow finalists for the inspiring work they are conducting. I was so honoured to be part of this talented group of women. I am privileged to join the dynamic and diverse ENCATC research community and I look forward to future collaborations."

Rocío Nogales Muriel, 2020 ENCATC Research Award winner
2019 ENCATC Research Award Winner





How to offer more opportunities to new researchers to be involved in the ENCATC network?

As a result of the 2020 ENCATC Research Award and discussions on providing more opportunities to the winners, the ENCATC board decided to pilot a new phase in the scientific design of the future ENCATC Annual Congresses. Starting in 2021, the past three ENCATC Research Award winners will be invited to serve on the Congress' Scientific Committee. This will be an opportunity to gain new professional experience and share responsibility with established academics and researchers to design and implement the Congress' scientific strategy.



How do members take advantage of publishing in the Journal?

Since the Journal published its first issue in 2013, over 50 members from Belgium, Brazil, Canada, Czech Republic, Estonia, Finland, France, Italy, Poland, Serbia, Spain, Sweden, the United Kingdom, and the United States have had articles published. While published in Europe, this scientific journal is disseminated internationally helping academics and researchers raise their professional profiles and contributing to a multidisciplinary perspective connecting theory and practice in the realm of the cultural sector.

10th Vol. European Journal of Cultural Management and Policy

1 volume

2 issues

10 articles

19 authors

9 countries represented

ENCATC established its scientific journal in 2011 in response to a growing number of its members working on cultural management and cultural policy research. At that time, there were few scientific publications in the field and ENCATC saw an opportunity to further its commitment to disseminate open knowledge and stimulate the debate on the topics of cultural management and cultural policy among scholars, educators, policy makers and cultural managers. Since the beginning, the Journal has been based on a multidisciplinary perspective and aims at connecting theory and practice in the realm of the cultural sector.

In December 2020, ENCATC celebrated the release of **Volume 10 of the European Journal of Cultural Management and Policy**. The volume contains research by 19 authors from Argentina, Austria, Brazil, France, Italy, Portugal, Slovenia, the United Kingdom, and the United States. The issues, included the latest research and trends happening in cultural management and policy. The first was a thematic issue as part of the legacy of the 2019 ENCATC Annual Congress that took place from 2-5 October in Dijon, France on **"Diversity and sustainability at work. Policies and practices from culture and education"**. A second general issue covered **new advancements in the cultural and creative domains** such as creative hubs, participation in arts education, cultural heritage and local development, the legacy of the European Year of Cultural Heritage, and leisure in contemporary urban geographies.

With its latest publication, the Journal now offers **free access to 76 articles** from **authors conducting research in 28 countries in Europe and beyond**. Throughout the year, ENCATC strongly promoted its free access to ground-breaking research so that it could feed more into practice during challenging times.

2nd ENCATC Research Boot Camp

11 November 2020

2 parallel sessions

10 participants

7 countries represented

The ENCATC Research Boot Camp was born to satisfy evolving needs of its members and the greater cultural management and policy community. The Boot Camps has been built on the foundation of the previous Young and Emerging Cultural Policy Researchers Forum (2015-2018). As of 2019, the Boot Camp is fully incorporated into the Congress experience so participants get all the benefits of new knowledge shared and international networking opportunities. Then, special closed sessions are organised for young and emerging researchers to exchange with peers and established researchers.

In 2020, these special sessions were divided into three groups to concentrate on cultural diplomacy, cultural management and cultural relationships, and cultural management ethics and values. Participants presented their ongoing work, received feedback, and exchanged ideas on specific topics such as: theatre audiences in the lifestyle context; policy making and establishing networks as post-digital form of stability; and exploring relationships between arts administrators. ENCATC members led and mentored these groups answering practical research questions but also providing insight for career direction which was especially valuable set against the backdrop of COVID-19 and how it impacted the professional research community.

How crossing generations helps future researchers on a path of success



It can be daunting to launch into a research career that will require years of study and practice. To help young and emerging researchers set upon a path for success it is crucial they have interactions with established researchers from around the globe. How often can a student or young researcher have a one-to-one conversation about their research with a renowned international researcher? This is just the kind of unique and special opportunity that ENCATC brought to Boot Camp participants with senior researchers coming from Serbia, Taiwan, and the United States. ENCATC believes these kind of interactions can have a positive influence on a researcher's career and set the foundation for a strong professional network.



Knowledge Empowerment

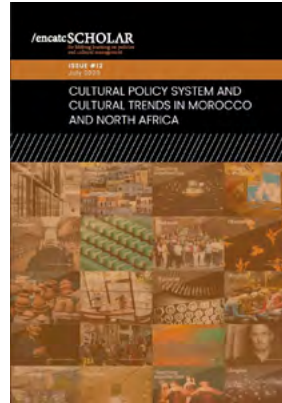
Since 1992 ENCATC transforms information into knowledge by collecting, analysing, and disseminating information inside and outside the network through a number of publications of communication resource tools.

2 DIGITAL MAGAZINE ISSUES

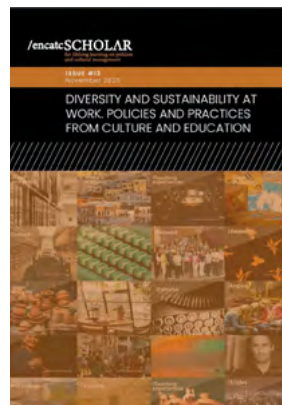
As part of its mission to help the cultural sector become stronger and more sustainable, in June 2020, the ENCATC Magazine was launched. This digital publication aims to educate, entertain, raise awareness, and inform on various topics related to cultural management and policy. It has also been created to offer an additional space for the publication of articles to our members, as well as a space for knowledge transfer to ENCATC's partners (EU, UNESCO, ASEF, etc.). The magazine's contributors are leading academics, researchers, experts, practitioners, and policy makers recognised by the industry as influencers. Each issue presented exclusive content, insight, innovative industry practices, and personal stories.



2 /encatcSCHOLARS



Cultural Policy System and Cultural Trends in Morocco and North Africa



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

The online publication /encatcSCHOLAR is a unique tool for education and lifelong learning on arts and cultural management and policy. Composed of articles, exclusive interviews, case studies, conference reports and more, /encatcSCHOLAR was born to satisfy the growing demand for the latest teaching material from academics, researchers, cultural operators and students in over 40 countries around the world. <http://blogs.encatc.org/encatcscholar/>



Information resources

10 NEWSLETTERS

for members with global cultural policy updates, news from members, calls and opportunities, European project updates, and publications.

10 NEWSLETTERS

for students of members with arts and culture internships, capacity building offers, career tips, and interviews.

9 INTERVIEWS

with young cultural entrepreneurs from Belgium, Estonia, Taiwan, and the United States



22 CREATIVE #STAYHOME PACKS

for the cultural and educational community with the aim to regularly share positive phenomena, innovative ideas, and funding opportunities generated due to COVID-19 challenges

WEEKLY FLASHES

for the latest on cultural management and policy published for members and followers

1 ONLINE BIBLIOGRAPHY

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 2020 ENCATC nourished its online bibliography database with more than 2,500 publications to count over 2,400 references and sources on: Arts and Cultural Management, Cultural Policy, Cultural Networks, Environmental Sustainability, Culture in External Relations, and Audience Development.



ENCATC Creative #StayHome Pack ran for 22 weeks

While there was much uncertainty and fear in March 2020 ENCATC wanted to lead with a clear message that the culture and education sector was capable to adapt, cope, and innovate under extreme circumstances during COVID-19 isolation. The outcome was the creation of the Creative #StayHome Pack which ran for 22 weeks delivering positive phenomena and innovative ideas from the cultural and educational community generated due to ongoing COVID-19 challenges. Evolving to the needs of the sector, the Pack expanded to include funding opportunities for culture and free-access learning and teaching resources on cultural management and policy.

Reaching and engaging with audiences

As the virus took its hold across the globe, governments enacted strict lockdowns forcing institutions to close their doors and people to remain at home in isolation. Without the possibility to have face-to-face in person interactions it was more important than ever to stay connected and for ENCATC's audiences to know they had resources and trustworthy information to help navigate the avalanche of constant developments and lingering uncertainty.

4 WEBSITES

The official ENCATC website served as the go-to source for information about the network, its members, how to get involved, how it was reacting to the pandemic, new opportunities for learning, publications and much more. ENCATC also managed its websites for the /encatcSCHOLAR for lifelong learning, ENCATC Research Award, ENCATC Fellowship Award and a completely redesigned ENCATC Congress website for its first-ever virtual edition.

4 CONTACT DATABASES

To reach and inform members, non-members, young people, and students.

4 SOCIAL MEDIA PLATFORMS

ENCATC continued increasing its presence on Facebook, Twitter, LinkedIn and Instagram. In 2020, ENCATC used these platforms to inform and engage followers about unfolding developments in real time, sharing COVID-19 resource and calls to action from culture and education leaders, sharing opportunities for professional development and publishing. Followers were encouraged to be more involved in the network and its activities to avoid isolation and learn from experts and peers during the pandemic.

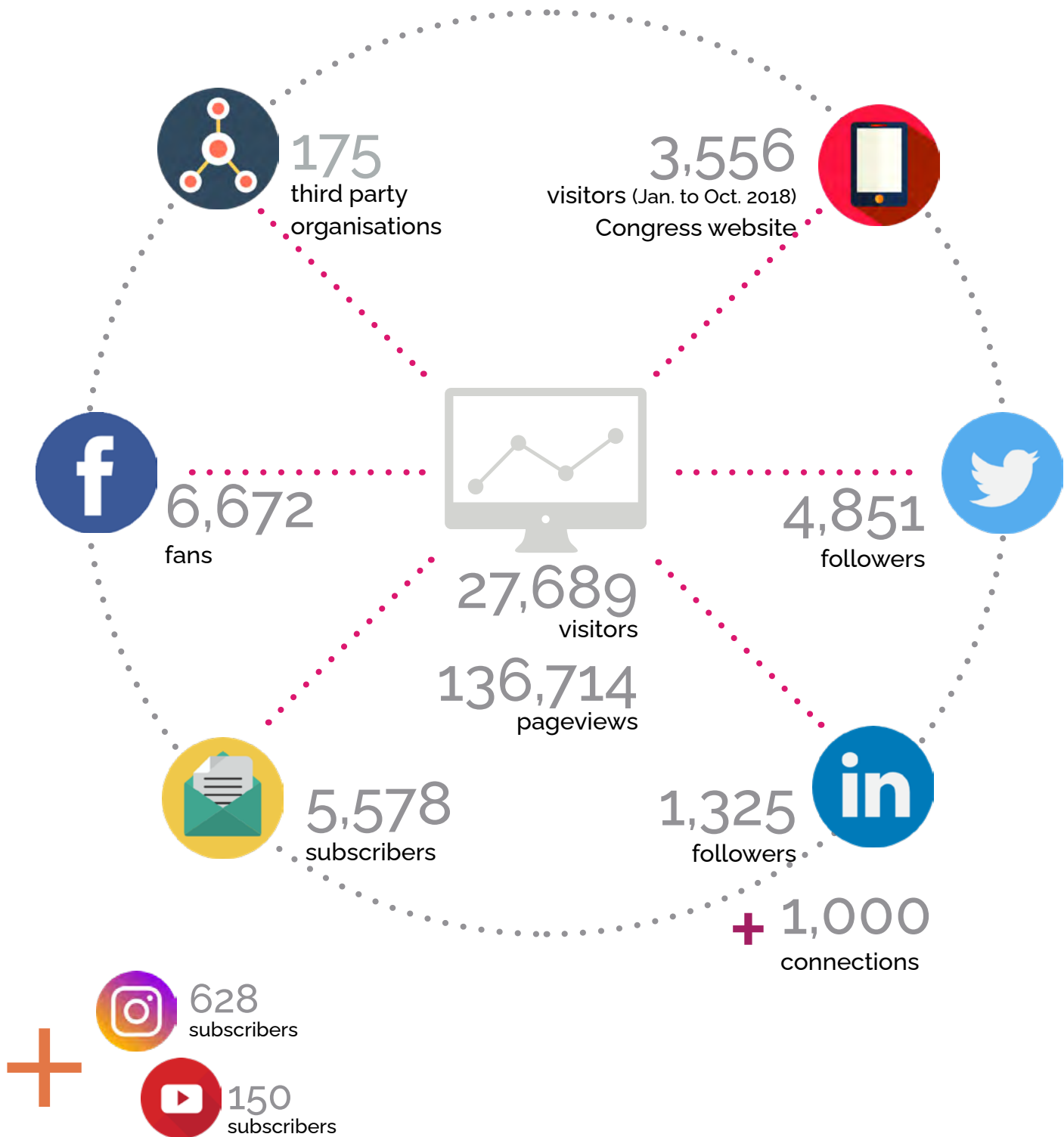
1 VIDEO PLATFORM

In 2020 ENCATC took seriously the needs of its membership to be able to find support materials for teaching online. As a result, ENCATC completely re-structured and added new designs to make it easier to search and enjoy recordings of interviews, conference speeches and presentations. These resources bring in new ideas from around the globe on cultural management and policy, cultural and creative sectors, cultural relations and diplomacy, cultural heritage, and so much more!



175 THIRD PARTY ORGANISATIONS

Reaching beyond its communication channels ENCATC also benefited from visibility through the channels of its partners and 175 third party organisations that shared ENCATC news, open calls, events, and publications. Highly visible organisations included UNESCO, the European Commission, the European Cultural Foundation, the Asia-Europe Foundation, European cultural networks, as well as major education networks in the United States and Asia, and press.



How did we engage in 2020?

LINKEDIN FOLLOWERS

+38%

FACEBOOK POSTS

187

FACEBOOK FANS

+8%

TWITTER FOLLOWERS

+10%

TWITTER MENTIONS

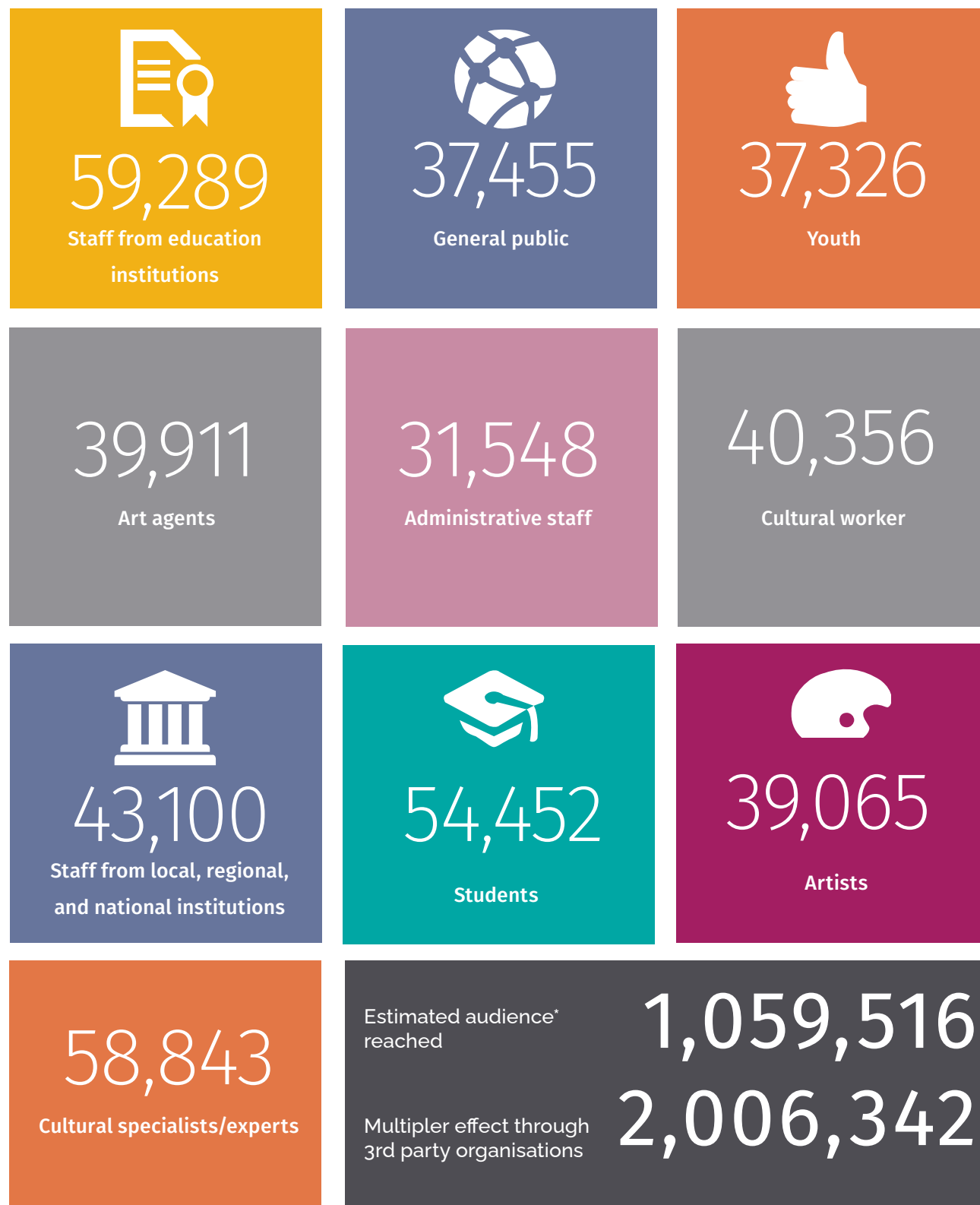
245

TWEETS

319

Who did we impact in 2020?

Thanks to the communication channels of ENCATC, our activities, publications, and our partners we could reach:



*Source: 2020 ENCATC estimated Impact Assessment

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

In 2020, ENCATC remained dedicated to making decisions that positively impact the planet and society and contribute to the global achievements of the UN Sustainable Development Goals.



An engaged actor for the environment and society

ENCATC sees cultural management as an essential part and a role to play in sustainable development. Since 2011, ENCATC has set the goal to be an environmentally responsible organisation and to lead with a positive example for its members, other networks, and stakeholders.

RAISING AWARENESS – CULTURE RESPONSE TO CLIMATE CHANGE

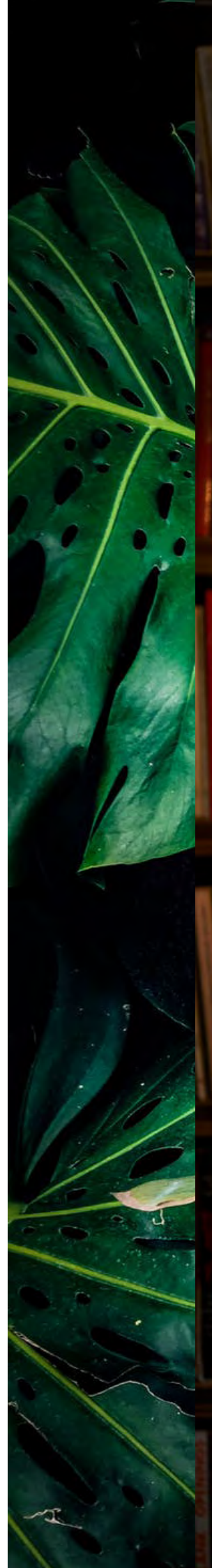
In 2020 ENCATC continued the strategic cooperation established with Julie's Bicycle in 2018. With the aim to empower our members, stakeholders and followers with cultural responses to climate and environment ENCATC invited Julie's Bicycle to be a regular contributor to the ENCATC Magazine. This resulted in the publication of two articles. Published in June, the first was on **“The role of creative industries in driving change”** and how the climate crisis is asking urgent questions on what art is for and art and culture are finding huge connections to that crisis. The second in December was on **“Green futures: Why the road to hell is paved with good intentions”** that explores how the music industry can use its power for good in the fight against catastrophic climate change.

REASSESSING DIGITAL TOOLS – THE HIDDEN COSTS OF ONLINE ACTIVITIES

The COVID-19 pandemic presented new circumstances for ENCATC to increase its awareness on the impact that increased online activities can have on the environment. At first, the lockdown restrictions seemed to have a silver lining as it would prohibit carbon emissions from travel and transportation. However, conscious that online activity, management, and communication has its own pollution impact, ENCATC evaluated the environmental impact of different applications and tools for remote working and selected the ones having less impact on the environment.

FOSTERING COLLABORATION - APPLYING TO THE HERITAGE CLIMATE NETWORK

In 2020 ENCATC applied for membership in the Climate Heritage Network which is a voluntary, mutual support network of arts, culture and heritage organisations committed to aiding their communities in tackling climate change and achieving the ambitions of the Paris Agreement. ENCATC shares the network's vision that there is untapped talent, knowledge and innovation in the cultural sector that can be mobilized on climate change issues.



4 QUALITY EDUCATION



An engaged actor for knowledge exchange

Since ENCATC was founded, exchanging knowledge has been fundamental for our mission: to stimulate the development of cultural management and cultural policy education in Europe and beyond, engaging and responding to new developments in politics, economics, societies, and technology. 2020 presented new challenges as educators needed to ensure quality education during COVID-19.

INCREASING ACCESS TO LEARNING

With mobility barriers removed due to the pandemic and nearly all ENCATC events in 2020 transitioned online, ENCATC expected to see wider diversity in the countries participating in learning opportunities. Compared to 2019 when 39 countries were represented at ENCATC's events, in 2020 that number jumped 31% to have 51 countries represented. This more diverse representation included participants from beyond Europe such as Argentina, Azerbaijan, Chile, China, Georgia, the Philippines, Puerto Rico, Singapore, and South Africa. Even within Europe there was greater diversity in 2020 compared to 2019 with participants connecting from Cyprus, Estonia, Ireland, Latvia, Portugal, and Russia. ENCATC also witnessed more participation from countries represented in the past with significant increases from Mexico (650%), Ukraine (1800%), and the United States (558%).

UNDERSTANDING NEW THREATS TO EDUCATION

The COVID-19 crisis raised new threats to education or widened existing ones. In the framework of the ENCATC Members Talks, members from around the globe shared their concerns and ideas to combat threats such as interruptions to education, cancellations of internships for students, and equal access to necessary materials, the Internet, online tools, and remote learning software. In the website's Members Area, members could access these discussion recordings as well as resources and advice for online teaching.

MAKING TEACHING MATERIAL MORE APPEALING



ENCATC redesigned its /encatcSCHOLAR



1 special video to show how /encatcSCHOLAR can be used in the classroom and for educators to share their experiences



1 Members Talk organised around the /encatcSCHOLAR to present new issues



ENCATC reorganised its YouTube channel's educational videos to make it easier to navigate the interviews and event recordings for use in the classroom

PROVIDING NEW TEACHING MATERIAL FOR COVID TIMES

Educators also needed up to date teaching material that reflected the impact of the pandemic on the cultural sector.

In the Members Area, ENCATC collected over 35 resources and presentation contributions from members on the impact of COVID-19 on:



MUSEUMS



ART FAIRS



CULTURAL DIPLOMACY



CREATIVE INDUSTRIES



CULTURAL HERITAGE



HYBRID CULTURE PROGRAMMES for intended use in the classroom

A photograph of a museum gallery. The wall is covered in a perforated metal mesh. In the foreground, there is a white sculpture of a human figure, possibly a man, standing with one arm raised. The lighting is bright, and there are track lights visible on the ceiling.

Establishing strong partnerships

In face of panic brought on by the pandemic, ENCATC knew that working closely with its partners would help ensure ENCATC members and followers would not have any interruptions in their access to the activities they depend on to advance cultural management and policy education, research and training.

Throughout the year, ENCATC established 11 partnerships were established with arts organisations regional authorities and education institutions based in 6 countries: Belgium, the Czech Republic, Germany, Slovakia, the United Arab Emirates, and the United States. ENCATC also had a partnership with the Heritage Pro European project and with UNESCO's ResiliArt movement. These partnerships were also strategic to reach new and more diverse audiences through partner's additional communication channels.

MEMORANDUM OF UNDERSTANDING

ENCATC continued to collaborate with the Association of Arts Administration Educators (AAAE) based in the United States and the Taiwan Association of Cultural Policy Studies (TACPS). This followed the Memorandums of Understanding signed in past years with each organisation. In 2020, these strategic agreements resulted in an international circulation of information, partnerships for the Global Conversations, and frequent exchanges of information between ENCATC and these two networks for the mutual benefits of their memberships. In a true spirit of collaboration, ENCATC took the lead to provide space for members of the three networks of have regular exchanges. Initially foreseen as a members-only initiative, the ENCATC Members Talk were swiftly opened to invite AAAE and TACPS members for a more globally expanded conversation to help overcome challenges brought on by the pandemic.



LONGSTANDING PARTNERSHIPS



The partnership with the **Creative Europe Programme of the European Union** and its co-financing was an immense contribution to ENCATC's successful implementation of its ambitious working programme. Moreover, Furthermore, it supported ENCATC's dedication to strengthen between cultural networks at European and international level, foster capacity building in the cultural and creative sectors with new opportunities for peer-learning and innovative training and activities, encourage cross border cooperation, and build knowledge societies.

ENCATC also retained its status as an **NGO in official partnership with UNESCO**. Recognised for its important contribution to the cultural sector, ENCATC frequently shared opportunities from UNESCO through its communication channels and attended the annual meeting of NGOs.

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



Transnational projects

In 2020, ENCATC was actively involved in transnational cultural projects on a variety of topics such as training, education, cultural heritage, cultural entrepreneurship, and European Capitals of Culture!



"Heritage Pro: Interdisciplinary Training for Professionals of Different Disciplines towards Sustainable Management and Preservation of Cultural Heritage" aims to develop a curriculum and training scheme for public and private heritage managers who are not necessarily restorers or conservators by education. The target group are those who have to manage tasks with very different professional groups, including "traditional" heritage preservation actors like art historians, restorers, conservators, architects and town planners as well as craftspeople, construction companies and real estate developers. In 2020, Heritage-Pro completed the Guidelines which include numerous case studies, interviews with experts, and good practices for interdisciplinary cooperation in cultural heritage-related fields. It also published the Training Kit that has numerous check-lists, templates, and practical recommendations for many interdisciplinary project implementation steps. ENCATC members were involved in the testing to provide their expert feedback to improve these materials. For this project, ENCATC also hosted a special panel on 9 November during its 2020 Digital Congress on "The challenges of the interdisciplinarity in today cultural management: the case of cultural heritage as an example" where project partners had an international platform to present the project's work and latest developments..

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

2018 – 2020

Funder: Erasmus+

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



The project TRACES, "TRAnsnational Accelerator for a Cultural and Creative EcoSystem" aims to promote creative entrepreneurship and the growth of cultural and creative enterprises as drivers of local development in the Puglia region and Greece, through the creation of a widespread cross-border accelerator to support the incubation processes of these companies. In 2020, all the deliverables and accomplishments achieved over the project's lifetime culminated into the organisation of the first edition of the Creativity Trade Fair. Held in October as a digital, interdisciplinary and interactive event, it proposed a diverse programme of conferences, thematic workshops, debates, B2B and speed sessions, and exhibition rooms.

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

2018-2020

Funder: Interreg Greece-Italy, European Regional Development Fund

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

HOMEE

HOMEE is the project for "Heritage Opportunities/threats within Mega-Events in Europe: Changing environments, new challenges and possible solutions for preservation in mega-events embedded in heritage-rich European cities". The project will generate guidance and policy recommendations to support heritage preservation policy and mega-event planning in future host cities in Europe. In November 2020, the project organised a workshop both in Pafos, Cyprus, and online called "Emerging challenges for mega-events in Heritage-rich Cities during the COVID-19 era". This workshop extended the discussion regarding the draft "Charter for Mega-events in Heritage-rich Cities", including the heritage and mega-event issues that emerged during the 2020 pandemic.

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

2018-2021

Funder: JPICH Heritage in Changing Environments

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



"EU Heritage - Skills for promotion, valorisation, exploitation, mediation and interpretation of European Cultural Heritage" aims to address the shortage of transversal and transferable and digital skills in the field of heritage promotion, valorisation, exploitation, mediation and interpretation. In 2020, the project partners developed the syllabus for the project's training programme to take place in 2021. It includes a set of training modules including innovative teachings and learning methodologies and contents for cultural heritage professionals. For this project, ENCATC also offered to the project partners the opportunity to place their work at the centre of a Members Talk organised on 25 September around the topic of "Cross-disciplinarity and Innovation in Cultural Heritage Training". It was the occasion to present the project and its latest developments to members of ENCATC, AAAE and TACPS and open a discussion about the gaps in training for cultural heritage professionals and how to adapt to evolving demands in the new normal.

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

2019-2021

Funder: Erasmus+

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

CAPACITY BUILDING FOR EUROPEAN CAPITALS OF CULTURE

The "Capacity Building for European Capitals of Culture" project was initiated by the European Commission to support capacity building and peer-learning activities for ECOCs. It aims to support ECOCs through a wide range of activities, which include: mapping of the capacity building needs of the delivery bodies of present and future ECOCs, building a pool of multi-disciplinary EU wide expertise to cover the identified capacity needs. The call for experts was launched in 2020 seeking professionals from a variety of disciplines such as audience development, conflict resolution, change management, legal, and monitoring and evaluation in the cultural sector. This expert group will help bridge skills gaps and build capacity in the implementing teams of European Capitals of Culture (ECOCs).

2019-2022

Funder: European Commission

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



ABOUT ENCATC

Our story

ENCATC was established in 1992 with the mission to stimulate the development of cultural management and cultural policy education in Europe and beyond, engaging and responding to new developments in politics, economics, societies, and technology.

Now 27 years later it has grown to include more than 100 100 member institutions in 37 countries in Europe but also across the globe.

The network's activities and leadership role has been internationally recognised as ENCATC is an NGO in official partnership with UNESCO and an observer of the Council of Europe's Steering Committee for Culture.

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

We believe cultural management and policy education, training, and research have the power to make the cultural sector stronger, resilient, and sustainable in Europe and beyond. That's why ENCATC plays a crucial role in ensuring sustainability and in strengthening the competitiveness of the cultural and creative sectors. Our

members are directly responsible for the continuing education of today's cultural professionals and educating tomorrow's cultural managers and operators as well as future European citizens who will benefit from cultural offers at the European, national and local level.

Our members

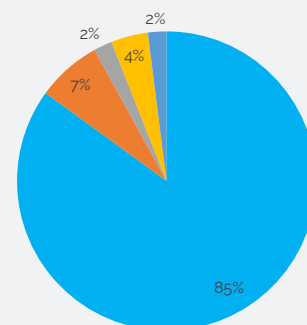
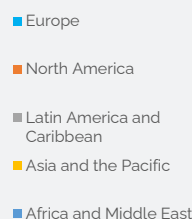
Membership in 2020

Total ENCATC membership

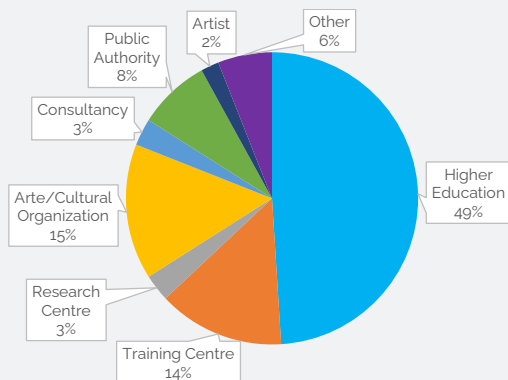
144

in 38 countries

Where are the members in the world?



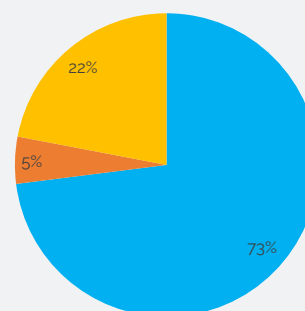
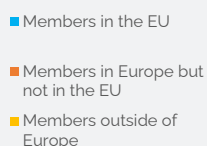
Who are our members?



Higher education institution

49%

How many members are in the EU?





AUSTRALIA (1)

Karla Penna

AUSTRIA (4)

Institut für Kulturkonzepte
IKM Institute of Culture Management and Culture Studies
RED NOSES Clowndoctors International
University of Applied Science Kufstein

BELGIUM (7)

Association Marcel Hicter pour la Démocratie Culturelle
University of Antwerp / Antwerp Management School
BOZAR, Centre for Fine Arts of Brussels
Flemish Ministry of Culture (B)
Culture Solutions
EuAbout Lab ASBL
International Yehudi Menuhin Foundation

BULGARIA (2)

SULSIT University of Library Studies and Information Technologies
National Academy of Theatre and Film Arts "Kr. Sarafov"

CANADA (1)

University of Regina

COLOMBIA (1)

Universidad de los Andes

CROATIA (4)

Prokultura Association - Observatory of Cultural Policy
Kultura Nova Foundation
University of Zagreb, Academy of Dramatic Art
Zagreb Business School

CUBA (1)

Oficina del Historiador de la Ciudad

CYPRUS (2)

Kakia Catselli
Ministry of Education, Culture, Sport and Youth

CZECH REPUBLIC (2)

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

ESTONIA (2)

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

FINLAND (8)

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

FRANCE (10)

AGECIF
 Universite Lumière Lyon II
 Burgundy School of Business
 Musée du Louvre
 AMU Aix-Marseille Université
 Université de Savoie - IUT de Chambéry
 Université de Cergy Pontoise
 University Paris 8
 Le LABA
 Roberto Cimetta Fund

GEORGIA (2)

The Ministry of Education, Science, Culture and Sport
 of Georgia
 Consort B / Gloor & Co

GERMANY (8)

Fachhochschule Potsdam
 Pädagogische Hochschule Ludwigsburg
 Institut für Kultur-und Medienmanagement (KMM)
 Hochschule Heilbronn / Heilbronn University
 Institut für Kulturkonzepte Hamburg
 Fabian Vogler
 Darko Lukic
 Goethe-Institute

GUADELOUPE (1)

ADILES

IRELAND (1)

National University of Ireland Galway

ITALY (17)

Fondazione Fitzcarraldo
 ATER Associazione Teatrale Emilia-Romagna
 University of Bologna (Graduate Program GIOCA)
 Tools for Culture
 University of Ferrara (MuSeC - Course on Economics
 and Management of Museums and Cultural Services)
 City Council of Genoa
 Melting pro. Laboratorio per la cultura
 IMT Institute for Advanced Studies
 University of Salento
 University of Macerata
 Symbola Foundation for Italian Quality
 Zètema Progetto
 IED Istituto Europeo di Design SpA / European

Institute of Design
 Promo PA Foundation
 Tecnopolis Science and Technology Park
 Lombardy Region
 Consorzio Materahub Industrie Culturali e Creative

ISRAEL (1)

Sapir College

LITHUANIA (2)

Lithuanian Academy of Music and Theatre LMTA
 Lithuanian Culture Institute

MEXICO (1)

Universidad Anáhuac

NETHERLANDS (8)

Utrecht School of Arts
 Utrecht University
 De Domijnen
 University of Groningen
 Yelena Kharitonova
 Kunstloc Brabant
 European Creative Business Network
 Cultura Mosae Foundation

NORWAY (1)

Norwegian School of Management BI

POLAND (5)

International Cultural Centre
 Adam Mickiewicz University in Poznan – Institute of
 Cultural Studies
 WSB University
 Foundation ARTeria
 Marta Szadowiak

PORTUGAL (1)

Municipality of Lisbon

ROMANIA (3)

National Institute for Cultural Research and Training
 (NIRCT)
 Sibiu International Theatre Festival
 National Museum of the Romanian Peasant

SERBIA (2)

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

SINGAPORE (1)

LASALLE College of the Arts

SLOVAKIA (2)

Academy of Performing Arts (VSMU)
 Technical University of Košice

SOUTH AFRICA (1)

University of the Witwatersrand

SPAIN (11)

University of Barcelona
 Fundacion SGAE
 Universitat Internacional de Catalunya
 Fundacion Iberoamericana de las Industrias
 Culturales y Creativas (FIBICC)
 Universitat de València
 Observatorio Cultural del Proyecto Atalaya -
 Universidad de Cádiz
 3Walks
 MariaPaz Marques
 Espronceda
 Alba Victoria Zamarbide Urdaniz
 Donostia Kultura

SWEDEN (5)

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

TAIWAN (3)

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

TURKEY (2)

Çekul Foundation
 Cultural Policy and Management Research Center
 (KPY)

UKRAINE (2)

Ukrainian Cultural Foundation
 Tetiana Biletska

UNITED ARAB EMIRATES (1)

Abu Dhabi Department of Culture and Tourism

UNITED KINGDOM (9)

City, University London
 University of Leeds
 Goldsmiths, University of London
 University of the Arts London
 The Audience Agency
 Cultural Division/Taipei Representative Office in the
 UK
 British Council
 Loughborough University
 King's College London

UNITED STATES (7)

Maureen Nash
 Carnegie Mellon University
 National Creativity Network
 New York University
 Florida State University
 University of Connecticut
 Boston University

HONORARY MEMBERS (2)

In 2020 ENCATC bestowed Honorary Membership on two of individuals in recognition of the voluntary support they have given or work they have undertaken towards the support of the network

- Géraldine Bueken at Les trois plumes, aisbl, Belgium
- Claire Giraud-Labelte, France

ENCATC Ambassador (1)

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

- Claire Giraud-Labelte, France

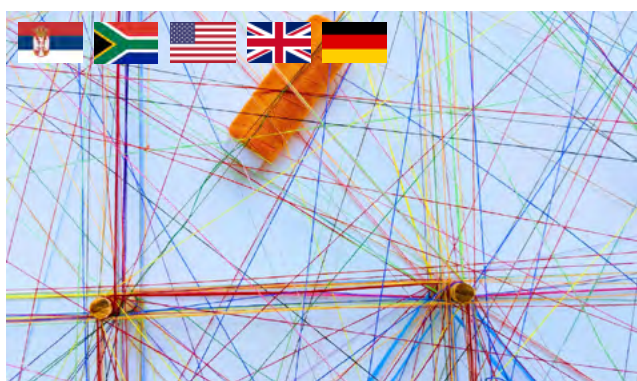


4 Member Stories demonstrating different types of transnational cooperation within the network

Despite the limitations imposed by COVID-19 restrictions in 2020, ENCATC members continued to successfully collaborate across borders and cultures. Collected in “Member Stories”, these selected examples demonstrate the added value of ENCATC members working together, sharing knowledge, and pooling resources for teaching, networking, publishing, and European projects.

Having a trusted pool of global expertise

ENCATC members know where to go for expert speakers



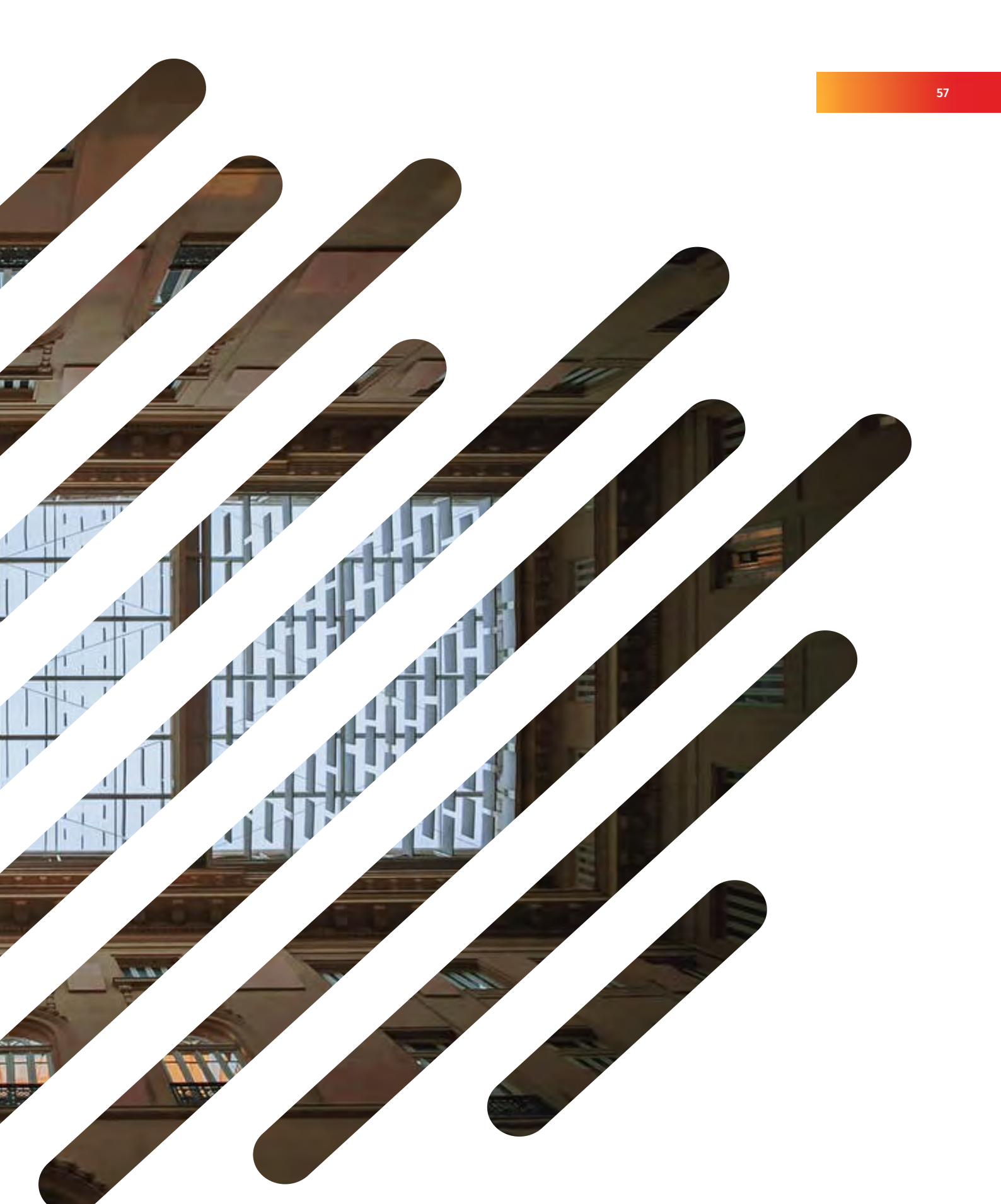
When organising an international event, being part of a global network removes the headache of knowing where to find trusted experts! In 2020 to organise the virtual gathering of the Brokering Intercultural Exchange to take place at the start of January 2021, conference chair and ENCATC member, **Raphaela Henze from the Heilbronn University of Applied Sciences** in Germany invited members from the network to prepare the dynamic programme which focused on **“Cultural managers, their organizations, and their networks in times of crisis”**. The programme announced in 2020 included among the invited speakers four ENCATC members: **Antonio C. Cuyler, Florida State University** (United States); **Carla Figueira, Goldsmiths, University of London** (United Kingdom); **Avril Joffe, Wits School of Arts, University of the Witwatersrand** (South Africa); and **Milena Dragicevic Sestic from the Faculty of Dramatic Arts, University of Arts in Belgrade**. Also invited to speak was **Matina Magkou**, the 2018 ENCATC Research Award finalist. The wealth of their knowledge and expertise would have an important contribution on discussions about the impact 2020 had as a turbulent and troubling year on the cultural sector and especially on international exchange as well as international cultural projects.

Without management and policy, sustainability is merely a word

Publishing the latest research drive to progress



How do governments, institutions, organisations, communities, and individuals contribute to sustainability through management and policy? **ENCATC members Constance DeVereaux from the University of Connecticut (USA) and Milena Dragicevic Sestic from the Faculty of Dramatic Arts, University of Arts in Belgrade (Serbia)** are guest editing together a special issue in the Sustainability Journal which is an international, cross-disciplinary, scholarly, peer-reviewed and open access journal of environmental, cultural, economic, and social sustainability of human beings. In 2020 these two ENCATC members launched a call for articles which was widely circulated in the network ***Policies and Governance for Sustainability in the Cultural Management Context*** to be published in 2021. The publication will be an important contribution to the knowledge shared with the ENCATC membership and the culture sector as it will gather contributions from leading researchers on how cultural management and policy (together or individually) figure into sustainability and intends to include reflections on cultural sustainability in crisis times, such as the Covid pandemic.



GOVERNANCE

Board members 2019- 2021

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 throughout the year. Each member of the board has a specific responsibility and he/she replaced the Secretary General, when necessary at events. Each year, the Board organises a number of meetings to discuss, among other issues, membership applications, network activities, strategic decisions, and project proposals.

For the first time in the network's history, the annual board meetings could not take place in person due to pandemic-related restrictions on travel and in-person gatherings. Instead, ENCATC organised virtual meetings and increased the frequency to allow the board to react swiftly to developing global impacts the pandemic had on cultural management and policy and share lessons learned from responses to the coronavirus in their respective countries.

The ENCATC board's exemplary leadership during this time reflected in its ability to quickly adapt to members' concerns, and redesign an innovative working programme under COVID-19 restrictions. The board played a vital role in the network and for the greater community as ENCATC led the way for cultural management and policy education in Europe and beyond to come out of this pandemic stronger, more resilient and with greater mutual understanding and tolerance.

Francesca
Imperiale
President

University of Salento,
Italy



Ana Gaio
Vice-President

City University
London, United
Kingdom



Gabrielle
Kuiper
Vice-President

HKU University of
the Arts Utrecht (The
Netherlands)



Dea Vidović

Treasurer

Kultura Nova
Foundation (Croatia)



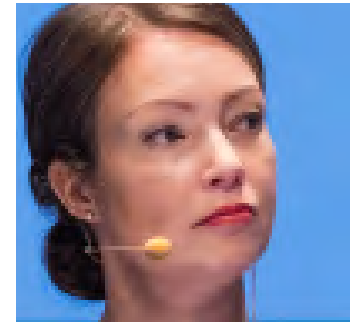
Richard
Maloney
Secretary

New York University
(United States)



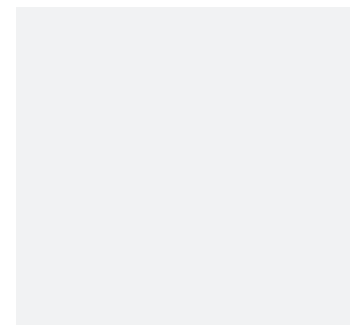
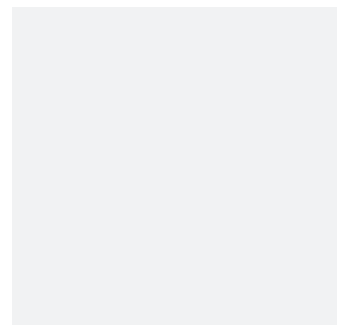
Tanja
Johansson
Board Member

Sibelius Academy,
University of the Arts
Helsinki (Finland)



Michal
Lázňovský
Board Member

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



Jerry C Y Liu
International
Correspondent Board
Member

National Taiwan
University of Arts
Taiwan



Alan Salzenstein
International
Correspondent Board
Member

DePaul University
of Chicago, USA



ENCATC Secretariat

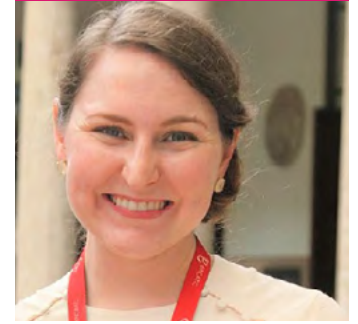
How was ENCATC able to implement so many activities throughout the year?

The successful year was made possible thanks to ENCATC board members and international correspondent board members, but also thanks to 3 dedicated and experienced full-time employees, 1 research fellow, 10 trainees, and 4 external service providers. Thanks to the dedication and professionalism of everyone involved, the network was able to achieve its redesigned working programme and events, as well as additional events being organised throughout the year as opportunities arose to partner with members and other organisations.

Giannalia
Cogliandro Beyens
Secretary
General



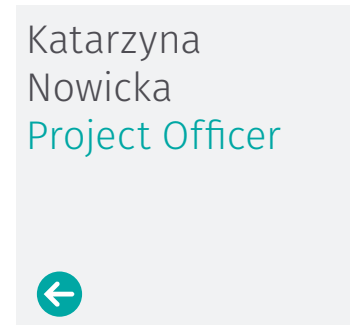
Elizabeth Darley
Communications
Manager



Julie Maricq
Communications
Strategist



Katarzyna
Nowicka
Project Officer



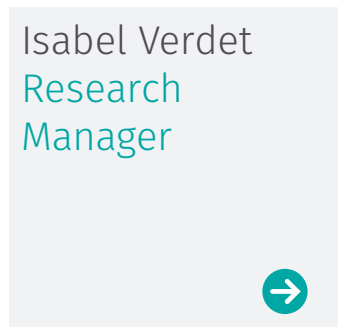
Alice Demattos
Project Officer



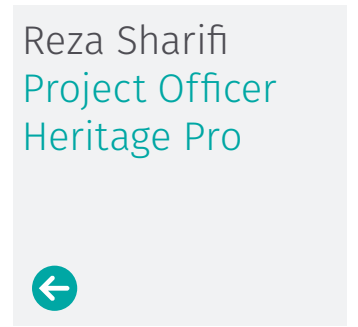
Cristina
Ortega Nuere
Editor in Chief



Isabel Verdet
Research
Manager



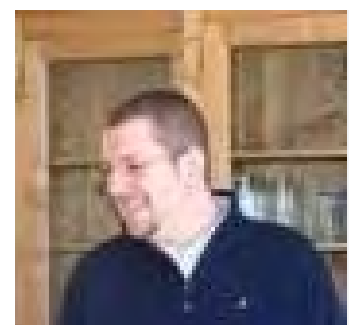
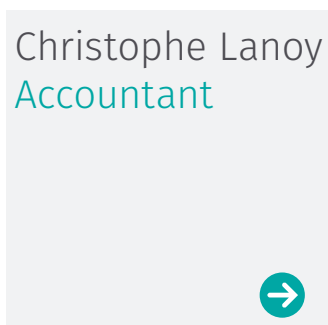
Reza Sharifi
Project Officer
Heritage Pro



Mirentxu
Gabikagogeaskoa
Project Officer -
Graphic Designer



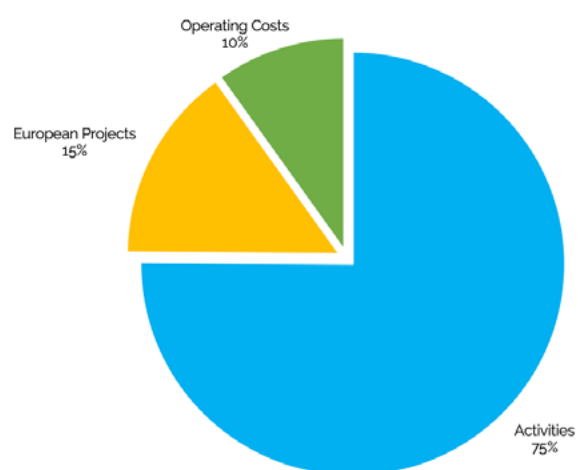
Christophe Lanoy
Accountant



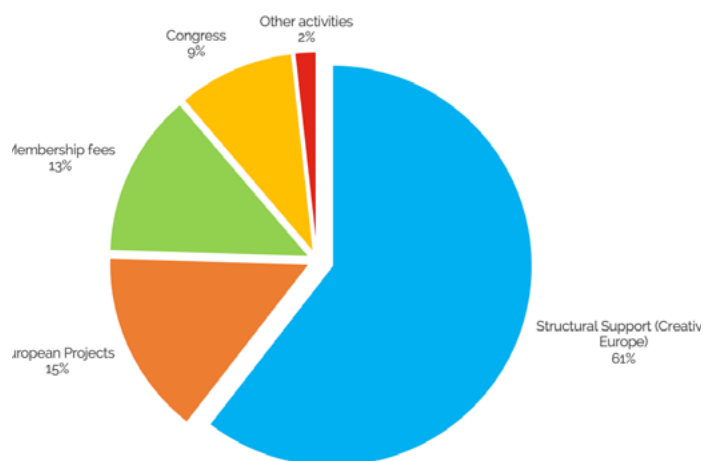
Finance 2020

These pie charts summarize the 2020 fiscal year with figures showing how ENCATC is funded and how its financial resources are utilised.

Expenditure



Income



2020 ENCATC Activity Report

PUBLICATION YEAR

2020

EDITOR

GiannaLia Cogliandro Beyens, ENCATC Secretary General

TEXTS CONTRIBUTIONS

Elizabeth Darley, ENCATC Communications Manager

PUBLISHER

ENCATC

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1050 Brussels,

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SOCIAL MEDIAS



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Freepik

COVER PHOTO

Photo by Robert Keane on Unsplash, 2020

CARBON FOOTPRINT

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

DISCLAIMER

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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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Belgium



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Creative Europe Programme
of the European Union