



ENCATC

2021

## Activity Report

The European network on  
cultural management and policy



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# FOREWORD

2021 was a successful year for our organisation as we continued to come out of the challenges and consequences stemming from the COVID-19 pandemic. 2021 was an opportunity for ENCATC to demonstrate its leadership and innovation in cultural management and policy especially in times of crisis and look ahead with a new strategic 4-year agenda for 2021-2024.

ENCATC's agenda for 2021-2024 is designed around priorities to: advocate and contribute to the research of development; empower, expand and diversify the cultural management and policy community; and anticipate the future and have a better understanding of the past through scientific research. With these new priorities, the network addresses long-term challenges and provides a framework for our ambitious programme and targeted goals.

From January to December 2021, ENCATC was directly involved in the design and implementation of 25 online events. As a membership-led organisation, we were proud to have all these events co-designed with ENCATC members! Through our ENCATC labelling policy, we were also involved in an additional 9 events organised by members in 7 countries who had successfully applied and

received the label. All together, these 34 events attracted more than 1,560 participants from over 50 countries in Europe and from around the globe.

The flagship event of the year was the Annual ENCATC Congress on Cultural Management and Policy. Held from 19-22 October on the theme "Artists in the spotlight! In search of new agendas for education and research in the cultural management and policy field", we welcomed 120 participants from 30 countries.

Promoting knowledge exchange, new skills, and networking opportunities, over the course of 12 months ENCATC also organised its 10th Academy on Culture in External Relations, an Annual Policy Debate, the bi-annual Fellowship Award Ceremony, eight Members Talks, three ENCATC Breakfasts for lifelong learning, two Global Conversations, two Cultural Happy Hours, and one capacity building event for youth and co-organised one e-residency for arts journalists.

Developing and influencing policies remained a priority for the network in 2021. ENCATC was frequently called upon to deliver expertise and share key insights with policy makers. The network was honoured to be selected for official partnership with the New European Bauhaus Initiative led by the European Commission. ENCATC also continued to lead the Think Tank Culture Post Covid-19. ENCATC was also an active member of the European Heritage Alliance 3.3. and became a member of the Climate Heritage Network.

From January to December 2021, ENCATC was directly involved in the design and implementation of 25 online events.



A key facet of our 2021 success was the continuous support of the Creative Europe programme of the European Commission. Our successful programming was further strengthened through 11 partnerships established with renowned actors in the fields of education, culture, and policy. We were also proud to maintain our Memorandums of Understanding (MoU) with the Association of Arts Administration Educators (AAAE), the Taiwan Association of Cultural Policy Studies (TACPS), and a new MoU with the Asia-Europe Foundation. Finally, ENCATC was also a partner in 6 European project consortiums.

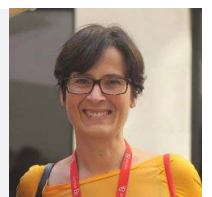
The enduring uncertainty that followed the Covid-19 crisis, it was more important than ever for ENCATC to be a leader in promoting access to cutting-edge research and new ideas that can help support, invigorate, and sustain the fields of cultural management and policy. To this end, key activities were led to support excellence and innovative thinking: the 8th ENCATC Research Award on Cultural Policy and Cultural Management, the 12th Annual ENCATC Education and Research Session, the new ENCATC Research Interest Clusters, and annual publications of the *ENCATC Book Series on Cultural Management and Policy*, the *European Journal of Cultural Management and Policy*, and the 2021 release of the 2021 ENCATC Congress Proceedings. To ensure the next generation of young talented researchers were welcomed into the ENCATC community, the 2021 edition of the Young and Emerging Researchers Forum.

Beyond the events, activities, and publications, ENCATC actively shared information and raised awareness through a monthly newsletter, a bi-weekly Flash, and three /encatcSCHOLAR issues. ENCATC also engaged with audiences via five social media platforms, managed four contact databases, constantly updated its website that attracted more than 96,242 pageviews, and ran four additional websites dedicated to specific ENCATC activities. Thanks to our partnership and our mapping of 3rd party organisations that frequently promote and share our news, events, and opportunities, ENCATC had an estimated multiplier effect of 2,481,323.

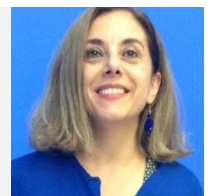
A member-driven organisation, in 2021 there were 166 members based in 41 countries. This included 14 new members, among them members from Tunisia and Switzerland which were new countries to be represented in the network.

The achievements of 2021 were made possible thanks to our active membership base, funders, dedicated international board of directors, and our staff. Our members generously contributed their ideas, expertise, and time to help us implement an ambitious working programme. We are grateful for the confidence they entrust in ENCATC to be at the forefront advancing cultural policy and cultural management education, training and research. ENCATC is also grateful for the stability provided by the co-financing from the Creative Europe programme of the European Union. This support undoubtedly gave ENCATC the capacity and time to evaluate and test new ideas, tools, event formats thus creating opportunities for growth and innovation shared in and outside the network for the benefit of all. Retaining our status as an NGO in official partnership with UNESCO is also extremely important to the network so that it may be an active contributor on the international stage to address global concerns relating to culture and education. We are deeply thankful for our international board for their amazing contributions of expertise, strategic planning, and representing the network to new audiences and partners. And finally, we recognise the professionalism and unwavering dedication and enthusiasm of our staff which was crucial for our day-to-day work.

Francesca Imperiale  
ENCATC President (2019-2021)



Giannalia Cogliandro Beyens  
ENCATC General Secretary









# Key objectives 2021

2021 was the first year in a four-year strategic plan (2021-2024) which aims to respond to the challenges facing the network as well as supporting ENCATC's role in the greater European project.



## ADVOCACY STRAND

Advocate and contribute to the development of research - based sustainable, inclusive and democratic cultural policies at European and international level by animating a cross sectorial and transnational platform involving all the stakeholders from the sector including the scientific community.



## RESEARCH STRAND

Anticipate the future and gain a better understanding of the past by collecting data, initiating and developing scientific research and publications by producing and disseminating leading research and innovation, and by the recognition and reward of excellence of people and research through outstanding Awards.



## EDUCATION STRAND

Contribute to the sustainability, adaptability and growth of the cultural and creative sectors by consolidating the existing educational offer, by innovating in the capacity building offer and by advising professionals on new practices on the usage of new technologies.



## NETWORKING STRAND

Empower, expand and diversify the cultural management and policy community by encouraging cross-border cooperation and knowledge sharing by bringing together people and their skills in a stimulating learning environment; by promoting the internationalisation of programmes, careers, audiences of the cultural management and policy community through mobility and networking of academics, researchers, practitioners and policy makers; by effective communication to a broader audience.



# 25 events

organised around **4** strands of work :

Influencing Policy, Networking, Education & Research

1,031  
participants attracted



48+ countries represented in Europe  
and beyond



activity partnerships established with  
organisations in 4 countries



7 publications  
released



40

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



23 members in 12  
countries involved in  
the co-design of 16  
events

1 Think Tank on the impact of COVID-19

# Event partners



## Belgium

- Bruno Lussato Institute
- Fonds voor Cultuurmanagement
- University of Antwerp

## Spain

- The University of Barcelona

## United Kingdom

- Goldsmiths, University of London

## Europe

- Creative Europe programme of the European Union
- CHARTER - European Cultural Heritage Skills Alliance
- Capacity building for European Capitals of Culture
- Arts and Cultural Management Conference

## United States

- Association of Arts Administration Educators
- New York University

## Asia

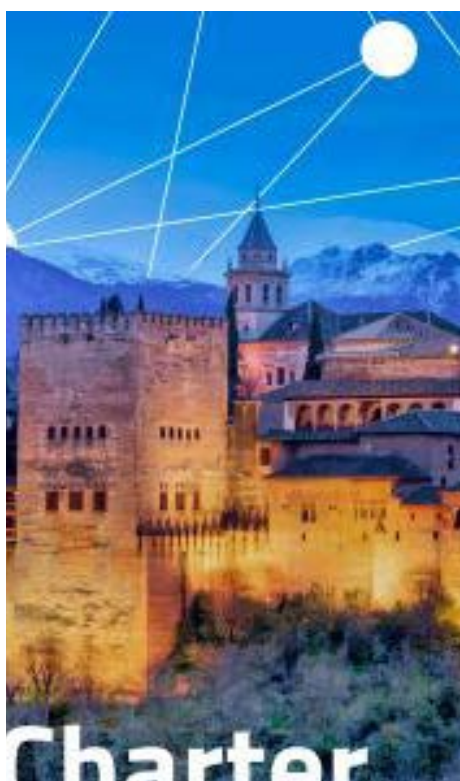
- Asia-Europe Foundation / Culture 360







# Memorable moments 2021



The CHARTER project kicks off with ENCATC as a main partner.

JANUARY



ENCATC is selected as an official partner of the New European Bauhaus initiative

MAY



New European Bauhaus  
beautiful | sustainable | together 

New publication released in the ENCATC Book Series on Cultural Management and Cultural Policy Education

JUNE



ENCATC launches its first e-residency in partnership with the Asia-Europe Foundation

FEBRUARY



ENCATC joins the Climate Heritage Network

MARCH

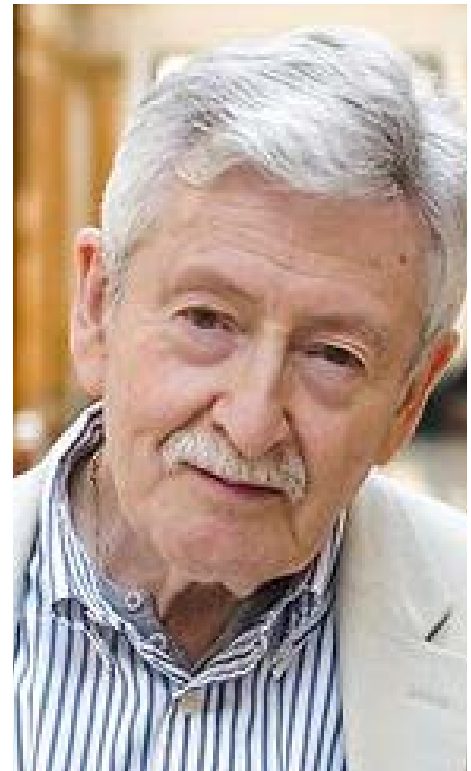
ENCATC  
BOOK SERIES  
CULTURAL MANAGEMENT AND CULTURAL YOUTH EDUCATION

Modelling Cultural and Art Institutions



Rod Fisher is announced as the 2021 ENCATC Fellowship Award laureate

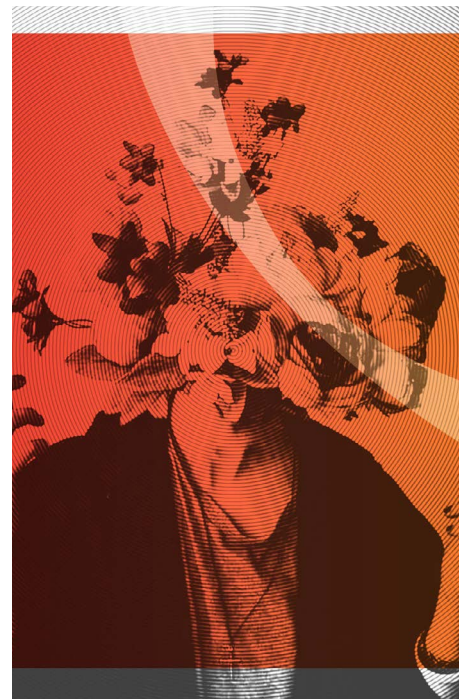
SEPTEMBER





Dr. Solène Marié wins the  
2021 ENCATC Research  
Award

OCTOBER



ENCATC elects a new  
board for 2021-2023

NOVEMBER



ENCATC delivers  
statement at UNESCO's  
Regional Consultation on  
cultural policies for Europe  
and North America

DECEMBER



# Highlights

## Influencing Policy

ENCATC develops and influences policies by engaging in advocacy actions through partnerships, expertise, policy recommendations, consultations, meetings and public speeches. Since 1992, the network has been a key partner for constructive dialogue as an NGO in official partnership with UNESCO, an observer to the Council of Europe, and frequently asked to weigh in on important matters for the European Commission, the European Parliament and Member States.

*Our policy actions highlights in 2021*

**1**

Policy Debate: on “How to give an EULAC dimension to EU policies in the cultural, scientific and social domains?”

**1**

Policy Paper published

**1**

Fellowship Award Ceremony



In official partnership with the New European Bauhaus



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## Policy Debate

May 2021

online

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Every year, ENCATC engages in a **Policy Debate** with the aim of identifying new business models, innovative funding schemes and investment practices in the cultural and creative sector. The 2021 online edition in May fostered discussion on how to design a better framework for enhancing collaboration between the EU and EULAC cultural and scientific institutions with a focus on **"How to give an EULAC dimension to EU policies in the cultural, scientific and social domains?"**

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## ENCATC Fellowship Award

19 October 2021

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With the bi-annual **ENCATC Fellowship Award**, the network solidified its role as one of the most engaged actors in the field. In September, ENCATC announced its 2021 Fellowship Award laureate was Rod Fisher whose lifetime dedication to research, publishing and teaching has deeply influenced the field of cultural management and policy. He was celebrated at the Fellowship Award Ceremony on 19 October during the ENCATC Congress.

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## New European Bauhaus Initiative

May 2021

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In May 2021, selected for official partnership with the European Commission's **New European Bauhaus Initiative**. This recognition presented ENCATC the opportunity to work closely with its members, universities, research institutions, professionals, and policy makers in the field of cultural management and policy to shape a new cultural project for Europe. In addition to Members Talks, Congress debates, and research panels organised around the Bauhaus topics, ENCATC also launched the **#EuropelsBeautiful Instagram campaign** to share the voices of young people and launch an exciting discussion around what "beautiful" means for young people when they travel, admire, taste, listen, and take in all the diversity that Europe has to offer.

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## ENCATC provides expertise

2021

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In 2021, among the invitations to provide expertise, ENCATC was asked to share its views at several prestigious and high-level gatherings. First, on 13 April at the **G20 Culture Ministerial online meeting**, ENCATC was represented on the panel for the webinar **"Building Capacity through Training and Education – Human Capital, the Driver of Culture-led Regeneration"**. In June, ENCATC stressed the important role of networks and the challenges and solutions for bridging the gap to bring synergies together at the **European Parliament's Committee on Culture and Education meeting**. In October, ENCATC was invited to attend the meeting of **UNESCO's Committee on Non-Governmental Partners** taking place in Paris and online to discuss NGO-UNESCO relations. Then on 13 December as part of an inclusive and participatory process aimed at informing the UNESCO World Conference on Cultural Policies and Sustainable Development – Mondiacult 2022, ENCATC's presence was requested to deliver its statement at **UNESCO's Regional Consultation on cultural policies for Europe and North America**.

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## ENCATC policy paper

May 2021

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In reaction to the Commission guidelines for the safe re-opening of the cultural sector, ENCATC published a **policy paper "ENCATC applauds the new EU guidelines for the cultural sector"** welcoming this new important initiative that arrived as Member States are gradually reopening cultural venues and activities. Also, knowing that united together the cultural sector has a strong voice, **ENCATC signed a joint statement to push for policy change**. The statement to Member States and the European Commission called to secure a future for culture and cultural life in Europe by including Culture in each National Recovery and Resilience Plan (NRRP). ENCATC also joined forces with the sector through its participation as members of the **European Heritage Alliance 3.3** and **European Commission's expert group on Cultural Heritage**. Finally, ENCATC also continued at the helm of the **Think Tank on the impact of Covid-19 on culture** it established in 2020 which gathers more than 20 representatives of networks, education and cultural institutions.



# Networking

Networking is at the heart of ENCATC's work programme as it enables academics, researchers, cultural professionals, artists and policy makers and students to operate transnationally, reach new audiences, promote ideas, find projects partners, compare, methodologies, and share experiences and knowledge.

## FACTS & FIGURES

1 Congress

8 Members Talks

2 Global Conversations

2 Cultural Happy Hours

1 event for students and young professionals

3 partnerships established

420+ participants in networking activities

50+ countries represented

The annual **ENCATC Congress on Cultural Management and Policy** is the only global gathering designed for academics, trainers and researchers from the cultural management and policy educational fields with cross-disciplinary interests to mingle with professionals, policy makers, and artists and thus to bridge the knowledge gap, promote research esteem and the evolution of pedagogy. The 2021 edition entitled **"Artists in the spotlight! In search of new agendas for education and research in the cultural management and policy field"** was held online from 19-22 October. It put emphasis on how the whole crisis has brought (back) to the fore serious challenges for the cultural and creative sectors, some of which are new, but most of which have been only exacerbated by the Covid-19 crisis. This major event attracted 120 participants from 30 countries to debate and explore the role and status of the artist with a renewed look facing the current scenario(s). The four-day programme was built around keynote speeches, debates, research sessions, ceremonies, and an artistic performance.

The Cultural Policy and Management Emerging Professionals' and Students' Forum was designed as part of the Congress' preprogramming to target a young audience and stimulate an intergenerational exchange between participants and senior experts. They debated the changing role of artists, how they should contribute to new policies, and the latest entrepreneurial models for artists.

Throughout the year, ENCATC organised eight Members Talks. Born from the pressing need during the Covid-19 crisis to connect people from all over the globe on key issues, the 2021 Talks covered topics of accessibility, digital challenges and audience development for ECOC cities, cultural mobility, digital transformation for cultural heritage, and design solutions for challenges stemming from sustainability and aesthetics.

In cooperation with the Association of Arts Administration Educators, in 2021 there were two Global Conversations providing an international platform for a global debate on education on cultural management and policy. The first was held in May on the theme "A compass of challenges. How arts and culture is rebuilding communities" followed by the second during the Congress where representatives from Asia,



Europe, North and South America, and Africa, exchanged perspectives on the Congress' theme.

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Lastly, to offer its members and followers an opportunity to connect online and expand their interest and knowledge on a specific topic, ENCATC had two Cultural Happy Hours on "China and the great changes to come" and "Redefining Priorities, Redesigning Education and Training: Towards a New Protocol for Cultural Managers".



# Education

As the only European network positioned at the crossroads of culture and education, in 2021, ENCATC designed tailor-made activities and events for its members and followers to help them expand their knowledge, learn new skills, deepen their competencies, and access new avenues for collaboration.

## FACTS & FIGURES

4 ENCATC Breakfasts for lifelong learning

1 Academy on Culture in External Relations

1 event for students and young professionals

6 partnerships established

525+ participants in education activities

45+ countries represented

3 publications

The **2021 ENCATC Academy on Cultural Relations and Diplomacy** was held online from 12-14 May with a focus on "International cultural cooperation: Renew, Reimagine, Reconnect". The Academy has the aim to prepare academics, researchers, practitioners, policy makers, artists and students to deal with challenges in cultural relations and diplomacy. Over three days, the intense learning experience included a mixed methodology including lectures and seminars and enhanced with experts from the field focusing on the topics of: academic institutions and their role as multipliers for international co-operation; global north and global south cooperation; and how networks enable people to (re)connect in pandemic times.

Interactive and informative, the **ENCATC Breakfast** online trainings are designed for busy professionals. The first Breakfast of 2021 in February was entitled "**Comment sortir plus fort de la crise?**" to address the complexity and nuances of the pandemic crisis and offer advice and strategies to be more resilient. Next, ENCATC did two Breakfasts on **digital skills and integrating new tools in professional environments**. The two encounters aimed to combine two very different working environments and needed skills: the creative and disruptive Miro and the efficient and organised Trello. Finally, in its Breakfast format, ENCATC held a special six-part series on a "**Post-Covid social media strategy**" in response to the cultural sector communicating more - if not almost exclusively - online due to the Covid-19 pandemic.

Under **ENCATC's Capacity Building Days and Youth in Action Day** initiative, in 2021 the network teamed up with the **Arts and Cultural Management Conference** online which offered students studying cultural management and policy at ENCATC member institutions an engaging space to meet with other students and emerging professionals. Together, they explored, questioned, and discussed the theme of what borders mean in today's world, especially within the arts and culture field.

Finally, the **/encatcSCHOLAR**, a unique tool for education and lifelong learning on arts and cultural management and policy, published three issues in 2021 on topics of cultural management and policy in the contexts of the city of Lisbon, in a post-digital world, and art fairs. Each issue included articles, exclusive interviews, case studies, conference reports and more.





# Research

With the aim to anticipate the future and better understand the past, ENCATC promotes access to cutting-edge research in the fields of cultural management and cultural policy. ENCATC publishes and widely disseminates research in cultural management and cultural policy to ensure that research feeds into policy making and decision makers have a better understanding of cultural policy and educational issues and ways to address them.

In order to better connect and unite members around specific research topics, in March 2021, ENCATC launched the **Research Interest Clusters (RICs)**. With this new initiative, ENCATC's ambition is to stimulate and support research and knowledge transfer in the field so that it gradually becomes established and recognised as an area of research in its own right.

ENCATC's **Young and Emerging Researchers' Forum** is designed each year for a new generation of young and emerging researchers entering into the cultural policy and cultural management field to help them advance in their careers and enlarge their networks in Europe and beyond. The 2021 edition focused on "How to get a job after post-graduating?" where senior researchers presented the realities and challenges of the profession, offered advice, and gave valuable feedback on PhD research topics and methodology.

For the 2021 edition of the annual **ENCATC Education and Research Session**, 35 papers were presented on topics relating to the impact of COVID-19 on the cultural and creative sectors, the role of artists and other cultural professionals in applying sustainability values in the cultural and creative sectors (CCS), new agendas for cultural policy, and old and newly developed [digital] formats, organisational and business models. Senior and emerging researchers connecting from 19 countries presented the latest trends, developments and research from the field. This resulted in the **publication of an e-book "Artists in the spotlight! In search of new agendas for education and research in the cultural management and policy field"**.

On 22 October 2021, at the **ENCATC Research Award Ceremony**, Dr. Solène Marié was announced as the winner for her doctoral thesis "*At the centre of the edge: the development of cross-border cultural networks in border cities between Brazil and Uruguay and France and Germany*" defended at the University

of Brasilia (Brazil) and Paris 8 University (France). The Ceremony gathered representatives from the culture, education, and policy fields to celebrate young talent and excellence in cultural management and policy research.

Finally, in 2021, ENCATC published two new issues of its **European Journal of Cultural Management and Policy** which aims to provide a multidisciplinary perspective and aims at connecting theory and practice in the realm of the cultural sector. There was also a new publication entitled "*Modelling Cultural and Art Institutions*" released in the **ENCATC Book Series on Cultural Management and Cultural Policy Education**.

## FACTS & FIGURES

2 research events

1 ceremony to celebrate excellence

360+ participants from over 30 countries

2 partnerships established

4 publications

40 academics from 17 countries having published scientific researcher in our publications

1 new research initiative launched - the Research Interest Clusters!



# Partnerships

One aspect of ENCATC's success is mobilising its network to establish new partnerships and strengthen existing ties with key players in our field. Over the course of 2021, ENCATC established 11 partnerships with higher education institutions, youth organisations, arts institutions, other networks, foundations, and European projects. In addition to these partnerships, ENCATC maintains important longer-term relations with stakeholders and funders that provide stability to the network as it grows and innovates.



## 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). The MoUs resulted in an international circulation of information and opportunities to gain new knowledge and access career development offers. In 2021, ENCATC signed a new MoU with the Asia-Europe Foundation and under this new agreement, the two organisations launched "Virtual Crossovers", an e-residency for emerging arts journalists from Asia and Europe.



臺灣文化政策研究學會

## LONGSTANDING PARTNERSHIPS



The ongoing co-financing from the **Creative Europe Programme of the European Union** was a tremendous contribution to the success of implementing an ambitious working programme in 2021. ENCATC has been able to maintain this partnership thanks to being recognised for the impact it makes to foster and strengthen capacity building, peer-learning, cross-border cooperation, and building knowledge societies.

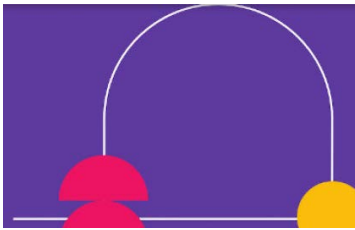
ENCATC also enjoys lasting cooperation with stakeholders like Forum UNESCO, the European Cultural Foundation, and the Asia Pacific Network for Cultural Education and Research (ANCER).





# Transnational cultural projects

In 2021 ENCATC was actively involved in transnational cultural projects covering a variety of areas such as: training, education, cultural heritage, measuring impact, cultural and creative industries, and European Capitals of Culture!



## 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. In 2021, the first round of expert applications were evaluated with a first pool of experts published. There was also the release of the first series of podcasts with the initial collection focusing on the topic of ECOCs and audience development. There were also Academy Camps held on "Digital Evaluation" and "European and International Dimension".

**MORE INFO:** <https://www.capacitybuildingecocs.eu/>

2019 – 2021

**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)



**VIRTUAL  
CROSSOVERS**  
AN E-RE  
MENTOR  
FOR ART

## Virtual Crossovers:

Virtual Crossovers was an e-residency for emerging arts journalists from Asia and Europe. It was the opportunity for the two selected arts journalists to have capacity building, networking and peer collaboration, with a focus on cultural diplomacy and international cultural relations. One journalist from Russia and another from Cambodia Each were selected to work under the guidance of a mentor from the other region. The objective was to write a piece on the topic of cultural diplomacy between Asia and Europe with the articles widely circulated by the e-residency partners. Finally, one of ENCATC's Members Talks was devoted to "Cultural mobility in the new normal: how can we support knowledge exchange and mentoring of young arts professionals?" and the talk used the case of the e-residency to present innovative ways to support knowledge exchange and capacity building in times of restricted mobility.

**MORE INFO:** <https://www.encatc.org/en/projects/past-transnational-cultural-projects/virtual-crossovers-2021/>

1 April - 1 May 2021

**Partners:** The Asia-Europe Foundation and Culture 360



### **CHARTER Alliance:**

CHARTER – Cultural Heritage Actions to Refine Training, Education and Roles brings together and represents the whole range of the cultural heritage sector in Europe, striving towards making apparent the value of cultural heritage and creating a resilient and responsive sector. CHARTER seeks to create a lasting, comprehensive strategy that will guarantee Europe has the necessary cultural heritage skills to support sustainable societies and economies, including transversal competences such as digital/technological and green/blue economy skills. In 2021, the project launched an ambitious and successful communication campaign with ENCATC leading the Communication and Dissemination work package. The project also worked on the development of the CHARTER Community programme, and had project meetings in Bilbao and Ljubljana.

**MORE INFO:** <https://charter-alliance.eu/>

2021-2024

Funder: Erasmus+

Consortium: CHARTER has a wide consortium of 28 full and affiliate members, and 19 associate members, including top European cultural heritage actors. The consortium combines diverse fields of expertise: education and training; industry and employers; European and international networks; regions. As a full partner, ENCATC is leading the Working Package 6, dedicated to the communication, dissemination and exploitation of the project.



### **EU-Heritage:**

"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 2021, this project developed five training modules and educational resources and carried out the pilot test for the project's MOOC with over 1,100 testers. Project partners also provided content and expertise at two ENCATC Members Talks on the topics of "Cultural Heritage and Digital Transformation" and "How to overcome the challenge of accessibility in a physical and human wellbeing sense?".

**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



[www.heritage-pro.eu](http://www.heritage-pro.eu)

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. For the end of this project, the Heritage Pro training camp was held online as well as two hybrid Learning, Training, Teaching, Activity (LTTA) events in Vienna and Madrid. Finally, the project's training modules and training kits were published.

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

2018-2021

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

**HOMEE**  
Heritage Opportunities/threats  
within Mega-Events in Europe

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 2021, the Charter for Mega-events in Heritage-rich Cities was published online followed by the "Mega-events in heritage-rich cities: From research to principles and policy recommendations" online conference.

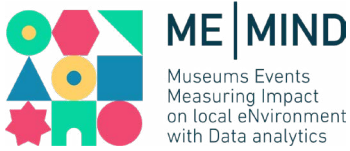
**MORE INFO:** <http://www.tau-lab.polimi.it/research/homee>

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)





This project aims to provide cultural and creative professionals (such as museums, and cultural events organisations), with a replicable methodology that combines cross-sectoral approaches and strategies to measure the economic and social impact of their activities in quantitative and qualitative terms. In 2021, ENCATC worked in the early stages of the initiative to participate in the kick-off/brainstorming session with the Consortium and also helped the project with the production of its branding package, as well as the creation of its website and promotional video a promotional video to enhance ME-MIND's branding package with an audiovisual tool able to quickly and attractively present the key elements of the project.

**MORE INFO:** <https://www.memind.eu/>

2021-2022

Funder: Creative Europe

Partners: The Estonian National Museum, the University of Pisa, Fondazione Sistema Toscana (FST), and Domestic Data Streamers.



# Audiences

## 4 WEBSITES

ENCATC's official website is the go-to source for information about the network, its members, resources and publications, and events. It offers many ways for website visitors to become active in the network whether that is by becoming a member, registering to an event, or responding to open calls. Additionally, ENCATC also managed satellite websites for its annual Congress, Research Award, Fellowship Award, and the /encatcSCHOLAR.

## 4 CONTACT DATABASES

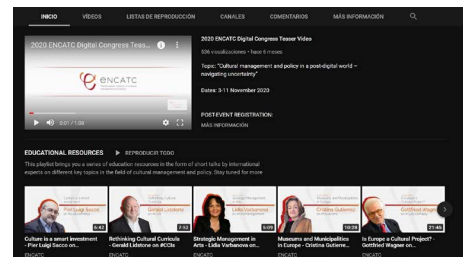
ENCATC manages different databases with special target groups for members and non-members, youth, press and communication.

## 4 SOCIAL MEDIA PLATFORMS

In 2021, ENCATC was active on Facebook, Twitter, LinkedIn, and Instagram to engage with followers and disseminate information and opportunities from ENCATC, our partners, and EU projects.

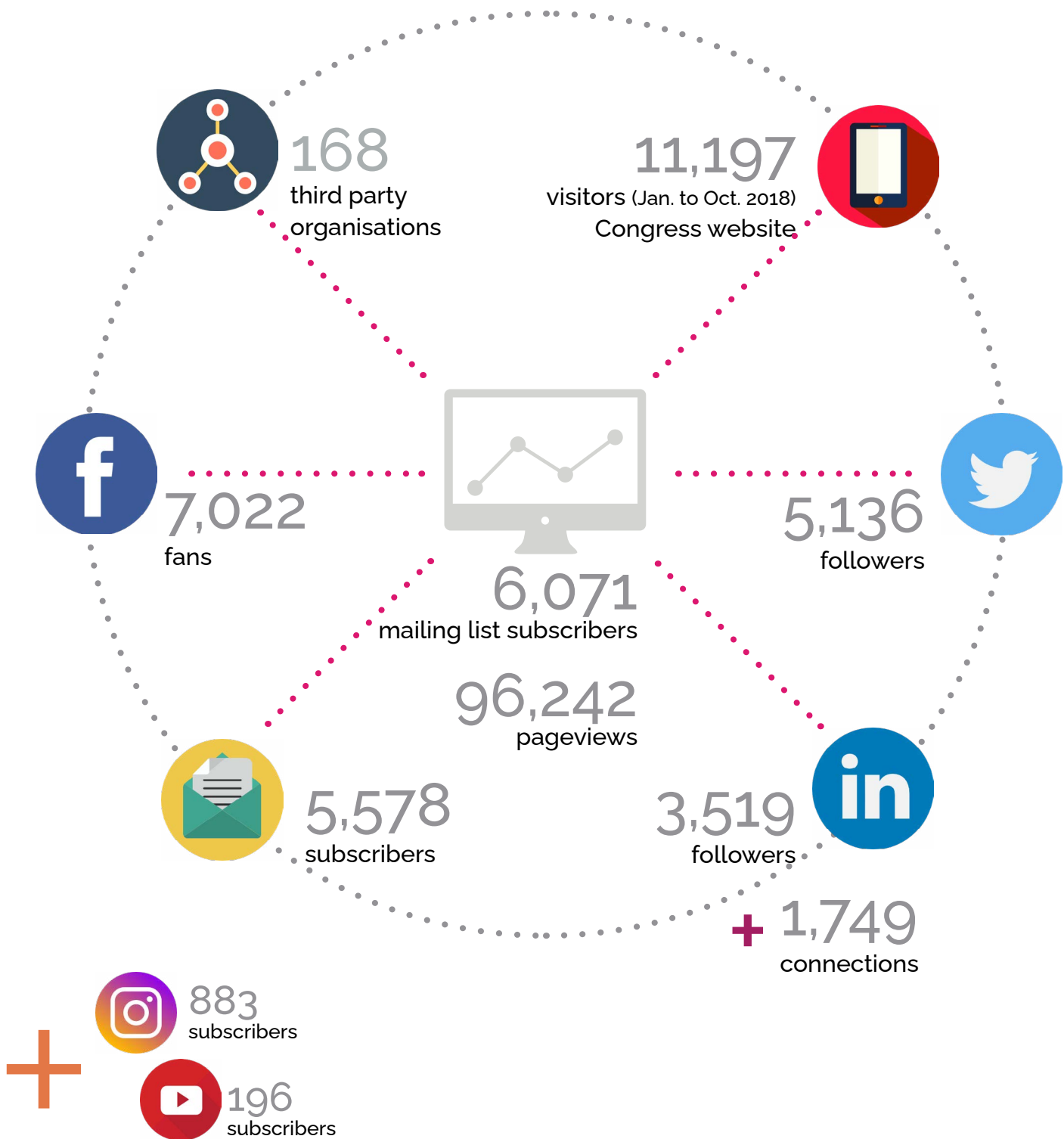
## 1 VIDEO PLATFORM

ENCATC's YouTube channel is a collection of interviews, conference speeches and speaker presentations, and promotional videos. This online resource offers wide coverage of topics ranging from cultural management and policy to cultural relations and diplomacy, cultural heritage, culture and creative industries, and more!



## 168 THIRD PARTY ORGANISATIONS

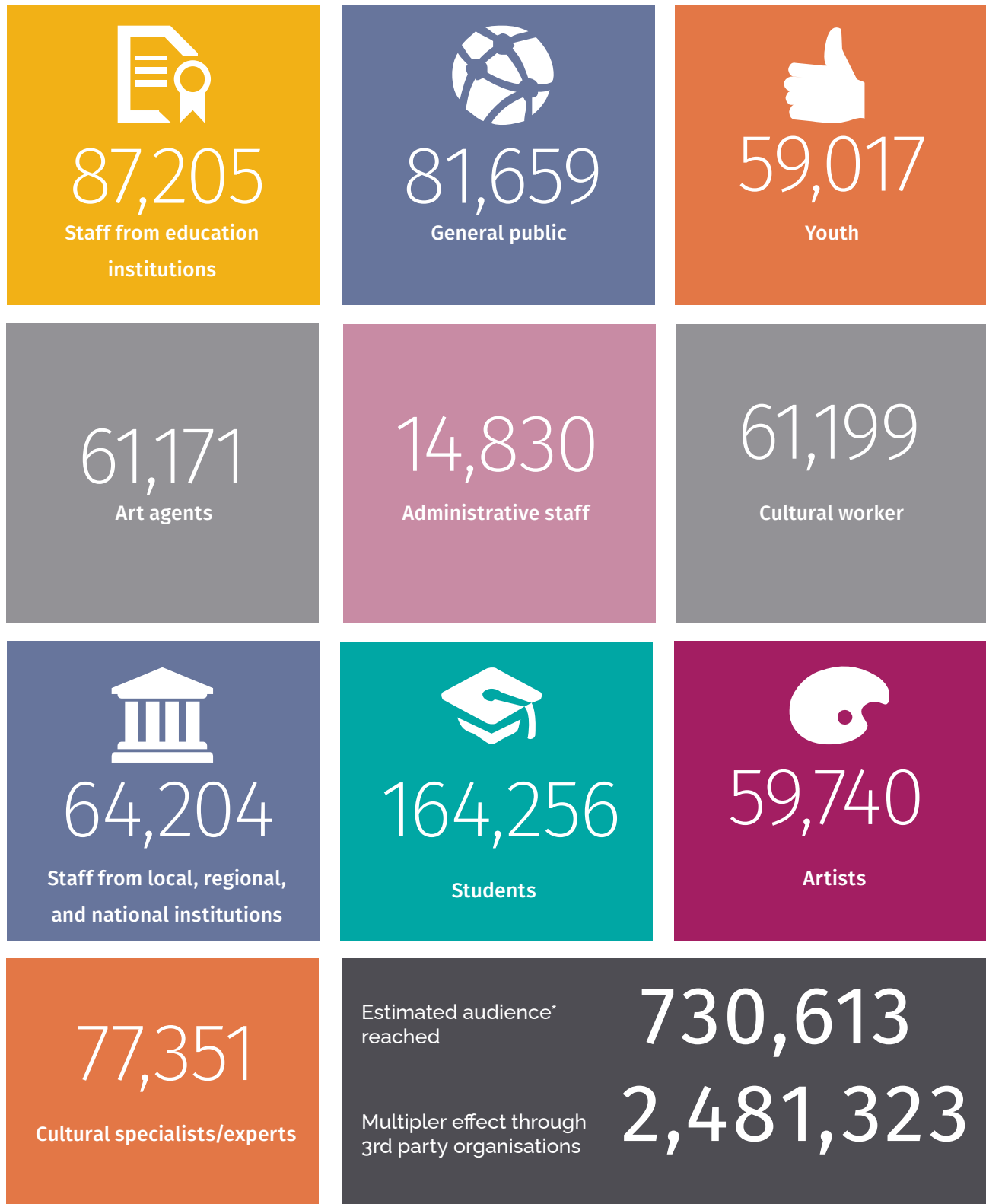
To reach beyond its direct communication channels and so to create a multiplier effect, ENCATC also benefits from having its partners and third-party organisations regularly share the network's news, open calls, events, and publications. While it is not exhaustive, the mapping of third parties sharing ENCATC's information include European and international organisations, networks, as well as cultural and educational institutions in Europe but also beyond.





# Who did we impact in 2021?

Thanks to the communication channels of ENCATC, our partners, stakeholders, and funders, we could reach:



\*Source: 2020 ENCATC estimated Impact Assessment

# 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.

Since its creation, the network has grown to include more than 100 member institutions in over 35 countries in Europe and across the globe. Internationally recognised for its activities and leadership role, ENCATC is proud to be 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. Resulting from our internationalisation policy, ENCATC has Memorandums of Understanding established with the Association of Arts Administration Educators in the United States, the Taiwan Association of Cultural Policy Studies, and the Asia-Europe Foundation.

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

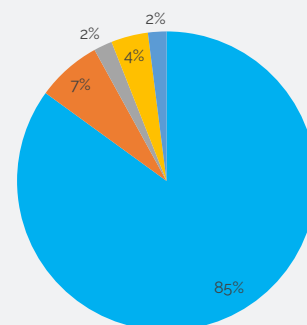
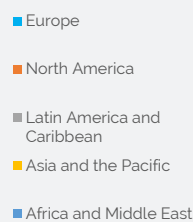
## Membership in 2021

Total ENCATC membership

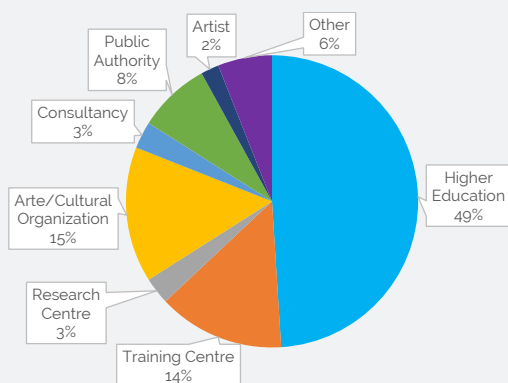
# 166

in 41 countries

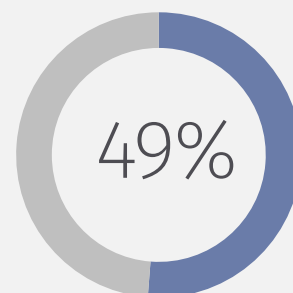
Where are the members in the world?



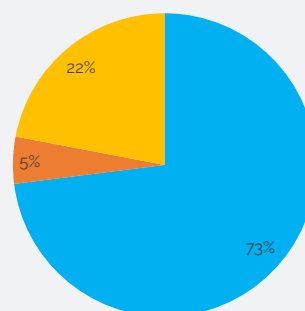
Who are our members?

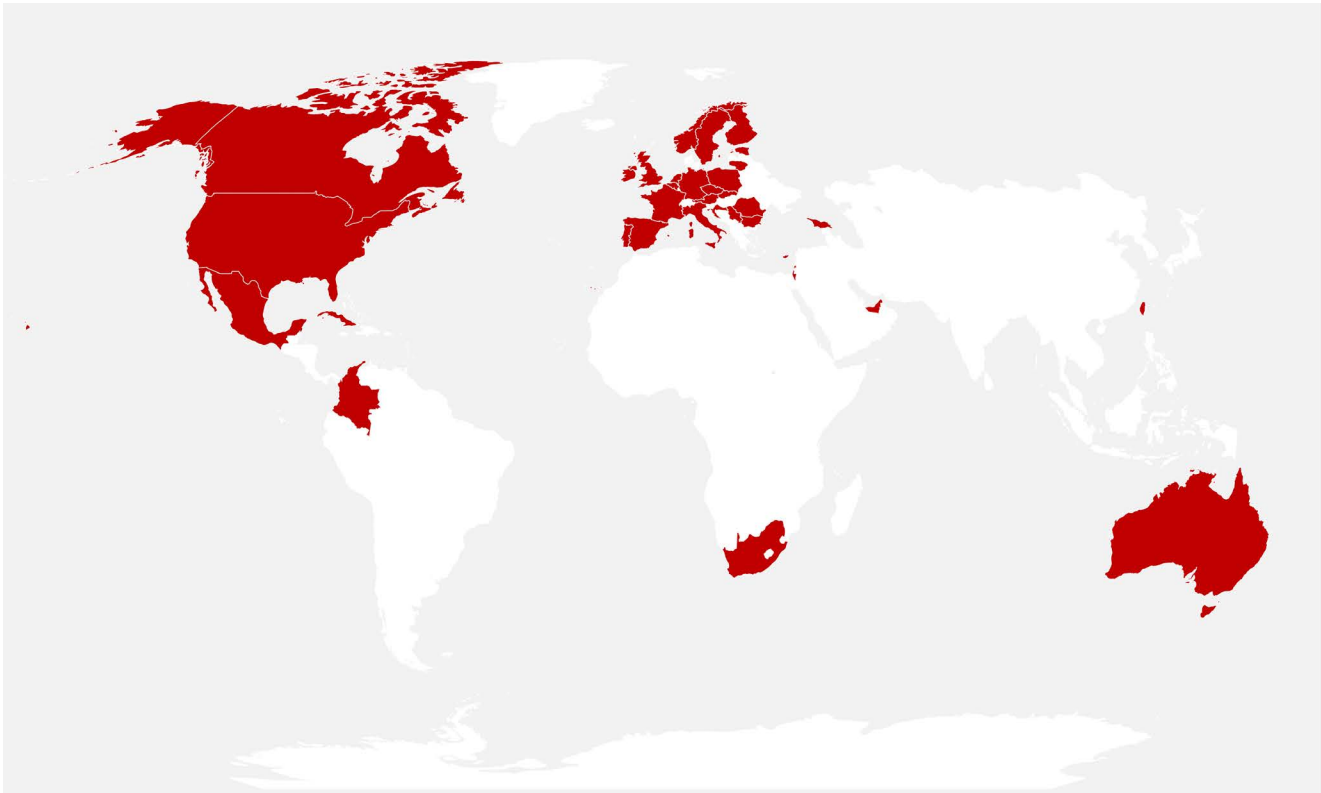


Higher education institution



How many members are in the EU?





## AUSTRALIA

Karla Penna

## AUSTRIA

Institut für Kulturkonzepte  
 Institut für Kulturmanagement und Gender Studies  
 RED NOSES Clowndoctors International  
 University of Applied Science Kufstein

## BELGIUM

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  
 Ann-Christine Racette  
 Liliana Turoiu  
 ICHEC Brussels Management School  
 Federation for European Storytelling

## BULGARIA

SULSIT University of Library Studies and Information  
 Technologies  
 National Academy of Theatre and Film Arts "r.Sarafov"  
 A25 Foundation

## CANADA

University of Regina  
 Charlie Wall-Andrews

## COLOMBIA

Universidad de los Andes

## CROATIA

Prokultura Association - Observatory of Cultural Policy  
 Kultura Nova Foundation  
 University of Zagreb  
 Zagreb School of Business  
 Aleksandra Uzelac

## CUBA

Oficina del Historiador de la Ciudad

## CYPRUS

Kakia Catselli  
 The Organisation for European Programmes and  
 Cultural Relations

## CZECH REPUBLIC

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

**DENMARK**

Bjarki Valtýsson  
European Training Centre Copenhagen

**ESTONIA**

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

**FINLAND**

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  
Seinäjoki University of Applied Sciences  
CUPORE - Foundation for Cultural Policy Research

**FRANCE**

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  
Pôle des acteurs du patrimoine en Pays de la Loire  
Emmanuelle Stéphan  
Matina Magkou  
Corinne Szteinszneider

**GEORGIA**

The Ministry of Education, Science, Culture and Sport of Georgia

**GERMANY**

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

**GUADELOUPE**

ADILES

**IRELAND**

National University of Ireland Galway

**ITALY**

ATER FONDAZIONE  
University of Bologna (Graduate Program GIOCA)  
Tools for Culture  
University of Ferrara - MuSeC  
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  
Link Campus University  
Martina De Luca

**LATVIA**

Baiba Murniece

**LITHUANIA**

Lithuanian Academy of Music and Theatre LMTA  
Lithuanian Culture Institute

**MEXICO**

Universidad Anáhuac

**NETHERLANDS**

Utrecht School of Arts  
Utrecht University  
De Domijnen  
University of Groningen  
Yelena Kharitonova  
Cultura Mosae Foundation  
European Creative Business Network  
Anna Mignosa  
Evelina Domnitch

**NORWAY**

Norwegian School of Management BI

**POLAND**

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

**PORTUGAL**

Municipality of Lisbon  
Nuno Pinto de Sousa

**ROMANIA**

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

**SERBIA**

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

**SINGAPORE**

LASALLE College of the Arts



**SLOVAKIA**

Academy of Performing Arts (VSMU)  
 Technical University of Košice

**SOUTH AFRICA**

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 Institute of Art and Culture  
 Alba Victoria Zamarbide Urdaniz  
 Donostia Kultura  
 Trànsit Projectes

**SWEDEN**

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

**SWITZERLAND**

Zurich University of Applied Sciences, Center for Arts  
 Management

**TAIWAN**

Jerry C Y Liu  
 Ministry of Culture, Taiwan  
 Xia Jing Shan Arts & Culture Foundation

**TUNISIA**

Rambourg Foundation

**TURKEY**

Çekul Foundation  
 Cultural Policy and Management Research Center (KPY)

**UKRAINE**

Ukrainian Cultural Foundation  
 Tetiana Biletska

**UNITED ARAB EMIRATES**

Abu Dhabi Department of Culture and Tourism

**UNITED KINGDOM**

City, University London  
 University of Leeds  
 Goldsmiths, University of London  
 University of the Arts London  
 Cultural Division/Taipei Representative Office in the UK  
 Loughborough University

King's College London  
 British Council  
 Musa Igrak  
 UK Anna Dumitriu

**UNITED STATES**

Carnegie Mellon University  
 National Creativity Network  
 New York University  
 Maureen Nash  
 Carole Rosenstein  
 Florida State University  
 University of Connecticut  
 Alan Salzenstein  
 Boston University

# ENCATC Labelling Policy:

In 2021, the ENCATC label was awarded to 7 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.

## Figures

### 8 MEMBERS

received the label (3 higher education institutions, 2 cultural associations, 2 individual members, and 1 regional authority).

### 397 participants

### 9 EVENTS IN 7 COUNTRIES

3 conferences

2 workshops

1 project

1 international course

1 webinar

1 youth event



# ADMINISTRATIVE

## Board members 2019- 2021

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

Members of the board are active in carrying out a number of projects throughout the year. Each member has a specific responsibility; they are replaced by the Secretary General when necessary at events. Every year, the board organises a number of meetings to discuss among other issues: membership applications, network activities, strategy, budget, and project proposals.



Francesca  
Imperiale  
**President**

University of Salento,  
Italy



Ana Gaio  
**Vice-President**

City University  
London, United  
Kingdom



Dea Vidović  
**Treasurer**

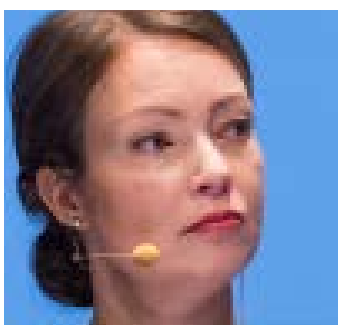
Kultura Nova  
Foundation (Croatia)



Tanja Johansson

**Vice-President**

HKU University of  
the Arts Utrecht (The  
Netherlands)



Gabrielle  
Kuiper

**Board Member**

Sibelius Academy,  
University of the Arts  
Helsinki (Finland)



Richard  
Maloney  
**Secretary**

New York University  
(United States)



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

Having another successful year in 2021 was also made possible thanks to the ENCATC staff as well as ten trainees from five countries, and four external service providers.

Giannalia  
Cogliandro Beyens  
Secretary  
General



Elizabeth Darley  
Communications  
Manager



Juan Manuel  
Hegedüs-Gravina  
Charter Project  
Communications  
Manager



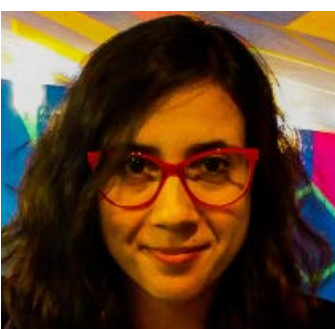
Nathalie Hubin  
Junior Project  
Officer



Christophe Lanoy  
Accountant



Cristina  
Ortega Nuere  
Editor in Chief



Isabel Verdet  
Research  
Manager



Mirentxu  
Gabikagogeaskoa  
Project Officer -  
Graphic Designer

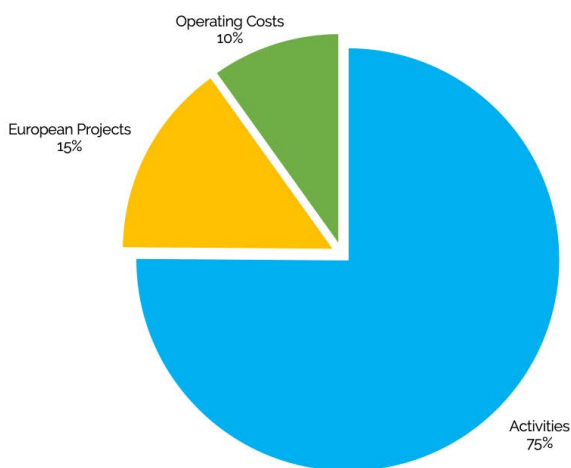




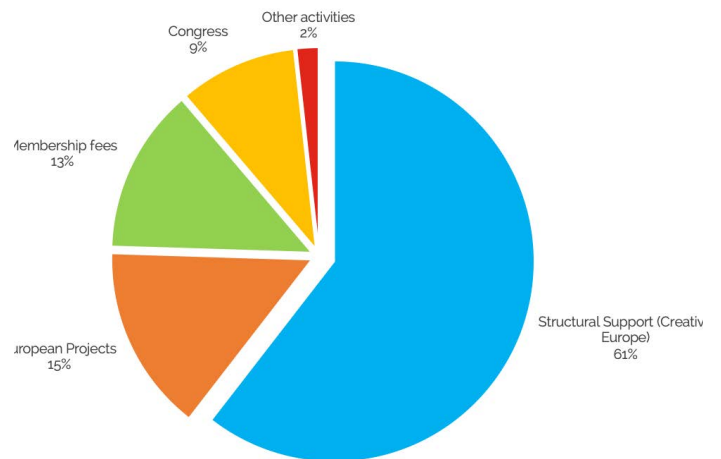
# Finance 2021

These pie charts summarize the 2021 fiscal year with figures showing how ENCATC is funded and how its financial resources are utilised.

## Expenditure



## Income



2021 ENCATC Activity Report

PUBLICATION YEAR

2022

EDITOR

GiannaLia Cogliandro Beyens, ENCATC Secretary General

TEXTS CONTRIBUTIONS

Elizabeth Darley, ENCATC Communications Manager

PUBLISHER

ENCATC

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SOCIAL MEDIAS



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Margarita Mitella

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Freepik.com

COVER PHOTO

Photo by Jr-Kopra - [www.pexels.com](http://www.pexels.com)

CARBON FOOTPRINT

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

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

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

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

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Creative Europe Programme  
of the European Union