



ENCATC news

A monthly e-newsletter for the latest in cultural management and policy

ISSUE N° 107

DIGEST VERSION FOR FOLLOWERS

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NOTE FROM THE EDITOR

"Cultural exchange or going where the lions are"

Dear colleagues,

As we are celebrating the 25th Anniversary of our network this year, I was looking through our archives and came across one of the very first editorials of the ENCATC Newsletter. Entitled "Cultural exchange or going where the lions are," the editorial written by ENCATC's first president, Peter Bendixen, and dates from February 1995. This text, written 22 years ago, is still so relevant nowadays. This is why I have chosen to share it with you at the occasion of this issue!

Yours sincerely,



GiannaLia Cogliandro Beyens
ENCATC Secretary General

When the Romans wanted to mark in their maps the areas beyond the world they were familiar with, they used to say "ubi leones" (where the lions are). The attitude which divides the world into two parts, a friendly one inside the horizon of one's experiences and an unfriendly one outside, is anything but new. It seems to be something so self-evident, that it is itself a sort of prejudice that prevents you from going "where the lions are", because that is a world of a dangerous, barbarian, hostile wilderness which could eat you up. The typical reaction to this dichotomy of the familiar world, where most things and events are transparent, and the unknown outside world, where most things and events are ambivalent,

was at any time to erect walls and to establish defence forces.

The times of the Romans are gone, as well as this territorial simplification. But the attitude of dividing the world into two parts and establishing borders remained and continued to be efficient, unfortunately in a much more complicated way. There are no longer only national borders which separate countries from each other. There are also, and possibly much more efficient, almost invisible cultural borders in people's minds, which exclude the experience of exchange and collaboration with those who live in one's neighbourhood, even within the same country or community. In a climate of separation, the human urge to experience the unknown in one's neighbourhood and to create exchange and collaboration cannot really grow.

What does it mean: cultural exchange and co-operation?

Cultural exchange is just the opposite of the exchange of commodities on a market. You give a commodity away for money. It is the fundamental purpose of any trader to get rid of his commodity in order to realise the profit he is striving for. But, if you give a cultural idea away, both sides will be the owner of it. Cultural exchange is a sort of spreading of the profit which might be considered as an increase or enrichment of one's own perspectives and mental resources to shape one's life. The most important condition of cultural exchange, aiming to the benefit of both sides, is co-operation. Otherwise the result could be cultural dominance.

But cultural exchange on the basis of co-operation is not only widening one's

horizon. If you cross the border, erase the walls and enter the area "where the lions are", it will also save a lot of energy, including money for the maintenance of walls and defence forces. This is to be seen mainly as a mental operation, the reward of which is the discovery of something new that you may integrate in your own life. Therefore, do not hesitate to go "where the lions are".

Practically speaking, cultural exchange is something that needs as a first step encouragement, but the second one is to train cultural managers and administrators who are or will be in charge of organising projects of intercultural co-operation.

Cultural management and administration is a practice to serve arts and culture by creating space where arts and other cultural activities may take place, under their own rules. But how to integrate this concept into training programmes and to test the ideas in concrete projects is of course a subject for discussion and experimental practice. The concept of International Summer Schools, such as the ones in Remscheid in 1992 and Warwick in 1994, organised by members of the Network, may be considered as good examples. The particular perceptions of foreigners who are confronted with the cultural practice of a region or country are the basic approach of this type of training.

Summer Schools of this approach are just one example; the subject is too complex and therefore debates and reflection should be stimulated!

Peter Bendixen,
ENCATC President
February, 1995

NEWS FROM ENCATC

CONGRESS NEWS

25th ENCATC Congress on Cultural Management and Policy

New speakers and programme details announced for "Click, Connect, Collaborate! New directions in sustaining cultural networks"

We're excited to reveal **new programme details** and the first confirmed **speakers** in our **Congress brochure!** Speakers will be traveling from around the globe to join us for the 25th ENCATC Congress programme from **27-30 September in Brussels**. They are representing **higher education** institutions, the **European Commission**, **UNESCO**, **UNCTAD**, the **Asia-Europe Foundation**, and many **cultural organisations** and **networks** (see page 5).

Under the title, "Click, Connect and Collaborate! New directions in sustaining cultural networks", the 25th ENCATC Congress on Cultural Management and Policy will discuss the **key role of networks** and develop **ideas and proposals** to **guarantee their sustainability** in a challenging environment. These are a sample of the questions that will be analyzed and debated by prominent academics and practitioners from all over the world:

- What is the real value of cultural networks in today's world of digitization and internationalisation?
- What can networks do for a diverse cultural sector and for the field of cultural management and policy?
- Why should institutions, organisations, and individuals have membership in cultural networks?
- How does the sustainability of cultural networks matter for the way we work, connect, and collaborate today and in the future?

On 28 September, our Congress keynote speaker, **Dr. Milena Dragičević-Šešić**, former President of University of Arts, Belgrade, is now Head of UNESCO Chair in Interculturalism, Art Management and Mediation will deliver in her keynote

speech: "**Networking Culture – The Role of European Cultural Networks**". She will engage the audience with creative and innovative insight to provide alternative and thought-provoking ways to help understand the challenges cultural networks in Europe are currently facing. The keynote will be followed by a response from **Bernd Fesel**, Senior Advisor, European Centre for Creative Economy (e.c.c.e.), Germany.

The celebration of the ENCATC 25th anniversary will also offer participants the unique occasion to **reflect on the evolution of the cultural management and policy discipline** over the past 25 years. In addition to the main session, participants will have the opportunity to attend the **4th ENCATC Research Award** and the **1st ENCATC Fellowship Award Ceremony**, the annual **ENCATC Research Session**, and the **Global Conversations round table**, as well as discover through a number of selected **study visits** the rich cultural scene in Brussels.

This Congress has also the ambition to advance **the state of art and promote new ideas and proposals** on the **major challenges** faced by cultural networks today in Europe and beyond: **governance, leadership, new business models, evaluation**, and their **internationalization**.

PROGRAMME AND REGISTRATION:

<https://www.encatc.org/en/events/detail/encatc-congress-on-cultural-management-and-policy/>

HOTEL SUGGESTIONS WITH SPECIAL RATES:

<https://www.encatc.org/en/events/detail/encatc-congress-on-cultural-management-and-policy/practical/>

CONFIRMED SPEAKERS

Renowned speakers from around the globe with more still to be announced!



Jacques Bonniel, Professor Emeritus, University Lumière Lyon 2, France



Pascale Bonniel Chalier, Consultant at Illusion&Macadam and Teacher at University Lumière Lyon 2, France



GiannaLia Cogliandro Beyens, Secretary General of ENCATC



Fiona Deuss-Frandi, Project Adviser, Creative Europe, Education, Audiovisual and Culture Executive Agency



Milena Dragičević-Šešić, Head of UNESCO Chair in Interculturalism, Art Management and Mediation, Serbia



Bernd Fesel, Senior Advisor at the European Centre for Creative Economy, Germany



Ana Gaio, Senior Lecturer at City, University of London, United Kingdom



Sarah de Heusch Ribassin, Project Officer - Advocacy/ Networks at SMartEU



Jerry C Y Liu, President of the Taiwan Association of Cultural Policy Studies (TACPS) and Director of Graduate School of Arts Management and Cultural Policy (AMCP) at National Taiwan University of Arts



Robert Manchin, President of Culture Action Europe



Cristina Ortega Nuere, Director of 3Walks and Chief Academic Officer of World Leisure Organisation, Spain



Carolina Quintana, Creative Economy & Industries Programme Trade Analysis Branch UNCTAD Palais des Nations



Jaime Alberto Ruiz Gutiérrez, Associate Professor at the University of Los Andes, Colombia



Alan Salzenstein, Professor at DePaul University, United States



Annick Schramme, ENCATC President and Professor at the University of Antwerp / Antwerp Management School



Anupama Sekhar, Director, Culture Department, Asia-Europe Foundation (ASEF)



Njörður Sigurjónsson, Associate Professor at Bifrost University, Iceland



Marc Vervenne, President of the UNESCO Commission Flanders, Belgium



Hermann Voesgen, Professor and Vice-President for International Affairs at Fachhochschule Potsdam, Germany

FOUR-DAY CONGRESS PROGRAMME

What will happen at Europe's only Congress on Cultural Management and Policy?



WEDNESDAY, 27 SEPTEMBER 2017 IN BRUSSELS

09:30	Registration Opens
10:00-13:00	10th Young Researchers' Forum
14:00-17:30	Annual Members' Forum <i>*The Forum is open only to members of ENCATC, AAAE & TACPS</i>
17:45-18:30	25th ENCATC General Assembly & Board Elections
20:00-22:00	Welcome Cocktail

THURSDAY, 28 SEPTEMBER 2017 IN BRUSSELS

09:00	Registration Opens
09:45-10:00	Welcome & Official Congress Opening
10:00-11:15	Panel Debate: "Evolution and impact of the cultural management and policy discipline on the cultural sector in terms of its professionalisation: past, present, and future"
11:15-12:15	Keynote Speech: "Networking Culture - The role of European cultural networks"
12:30-13:30	Networking Lunch
14:00-14:30	Introduction to Workshops
14:45-16:00	Workshops in Parallel: <ul style="list-style-type: none"> • Governance - Leadership • Business Models • Evaluation • Internationalisation of Networks
16:00-16:30	Coffee Break & Networking Time
16:30-17:30	Reporting and Debate with the Audience
20:00-22:00	4th ENCATC Research Award Ceremony and 1st ENCATC Fellowship Award

FRIDAY, 29 SEPTEMBER 2017 IN BRUSSELS

09:30	Registration Opens
09:00-13:00	8th Annual ENCATC Research Session
13:00-14:00	Networking Lunch
15:00-16:00	8th Annual ENCATC Research Session
17:00-18:30	Global Conversations
14:00-14:30	Introduction to Workshops
19:00-20:30	Cocktail and Cultural Programme

SATURDAY, 30 SEPTEMBER 2017 IN BRUSSELS

10:00-13:00	Cultural Study Visits
13:00	End of Congress

FIND MORE PROGRAMME DETAILS HERE:

www.encatc.org/en/events/detail/encatc-congress-on-cultural-management-and-policy/programme/

This programme is subject to change.

CONGRESS KEY OBJECTIVES

5 main objective our ambitious programme aims to achieve

1. Gain knowledge about the role, the value and the sustainability of European and international networks



2. Advance the debate, develop new ideas and proposals on governance, leadership, new business models, evaluation and internationalization of networks



3. Provide a unique space for capacity building and peer learning for academics, emerging and experienced researchers, practitioners, policy makers and artists



4. Promote networking among academics, researchers, professionals and representatives from various EU institutions, governments and European and international networks



5. Contribute raising the level of knowledge on the key role played by cultural networks in the shaping of a sustainable cultural sector and the inclusion of culture and the arts in the long-term strategic goals of the European project



CONGRESS AUDIENCE

Who should attend the 25th ENCAC Congress?



The Congress is open for both ENCAC and non ENCAC members.

More specifically, participants coming from across Europe and beyond will be representing:

- higher education institutions
- training centres
- research centres
- arts and cultural organisations
- cultural networks
- cultural foundations
- consultancies
- local, regional and national governments
- EU and international institutions

As individuals they are:

- academics
- researchers
- trainers and educators
- cultural managers
- policy makers
- artists and creatives
- students

Finally, anyone interested in the title "*Click, Connect and Collaborate! New directions in sustaining cultural networks*" is [invited to register](#).

HOW CAN I PARTICIPATE?

20% discounts available for those who register by 30 June

Registration is online, quick, and easy! Visit our Congress page to [register today](#).

Those who act early can **save 20%** off the full price by booking their registration to the 25th ENCAC Congress before 30 June 2017. Why wait?

Members of ENCAC, AAEE and TACPS can also register for **FREE** to attend the Members' Forum on 27 September.



>> [REGISTER HERE](#)

CONGRESS FEES

Session:	Fee:
Young Researchers' Forum for young and emerging researchers	FREE, registration required
Members' Forum and General Assembly open to ENCAC, AAEE, TACPS members and their students <small>NOTE: only ENCAC members can attend the GA. Students are not admitted.</small>	FREE, registration required
Congress programme for ENCAC members and non -members	Early booking*: 310 € Regular booking: 390 €
Congress programme for students	Early booking*: 80 € Regular booking: 100 €(Regular)
Social programme for delegates' companions.	70 €

* Early booking closes on 30 June 2017.

BRUSSELS, INTERNATIONAL CITY AND EUROPEAN CAPITAL

Brussels offers a rich and dynamic cultural scene

Home to world renowned cultural institutions, Brussels is an exciting destination for cultural enthusiasts! The city has over 80 museum and has been home to famous Belgian artists. Belgian surrealist René Magritte, for instance, studied and lived in Brussels, as did the avant-garde dramatist Michel de Ghelderode. The city is also a capital of the comic strip with large motifs and murals of comic book characters painted on buildings. Its performing arts scene is also booming with the Kunstenfestivaldesarts, the Kaaitheater and La Monnaie among the most notable institutions. Also particularly striking are the buildings in the Art Nouveau style, most famously by the Belgian architects Victor Horta, Paul Hankar and Henry Van de Velde. Some Brussels districts were developed during the heyday of Art Nouveau, and many buildings are in this style.

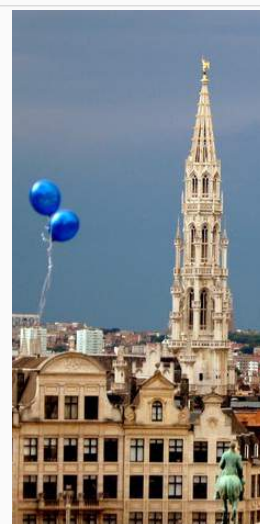


Photo credit: "Blue Ballons" by cjtvp via Flickr. CC BY-NC-ND 2.0

NEWS FROM THE OFFICE

ENCATC welcomes a new member from the United Arab Emirates



Renata Papsch

Renata Papsch has initiated and managed arts spaces and cultural projects in many different countries, especially in the MENAT region. Her experience includes also the organisation of big international events, the distribution of grants, and the execution of research studies. She worked as the General Manager of Art



Jameel International in Dubai, UAE; Coordinator of a Creative Industries project for EUNIC in Amman, Jordan; Programme Manager of the Anna Lindh Foundation; Director of DEPO, a new cultural centre in Istanbul, Turkey; as Programme Manager for the Young Arab Theatre Fund and Administrator of IETM in Brussels, Belgium.

In 2017, Renata Papsch worked closely with ENCATC, serving on the Scientific Committee of the 6th ENCATC International Study Tour in the UAE and was an active participant in the four-day event.

Having lived in the Middle East for many years, she is looking to re-connect to Europe, meet cultural professionals and extend her network. As a member, she'd like to create links between European training institutions, universities, and partners in the Middle East. She also sees this as an opportunity to raise awareness about cultural management in the region, for example, developing a specific training programmes together with local cultural organisations.

ENCATC CONTACT:

Renata.papsch@gmail.com

ENCATC Agenda: People, Places & Meetings

The ENCATC team led by the ENCATC Board and Secretary General, GiannaLia Cogliandro Beyens, regularly meet with policy makers, influencers, new partners, and members to foster partnerships, develop new projects, and expand the network's visibility in Europe and beyond. Here's a selection of what ENCATC has been up to in May:

3 May in Brussels, Belgium: ENCATC Secretary General, GiannaLia Cogliandro Beyens attended the "Arts in the Digital Age" Conference hosted by Google. The programme aimed to share the latest digital trends and developments to impact the arts and how cultural organisations can react and use this information for their benefit.

16-18 May in Luxembourg: ENCATC Ambassador and Heritage Expert, Claire Giraud-Labelle was among the experts invited to attend the Reflection Group "EU and Cultural Heritage" which aims to contribute to the gradual development of a specific and strategic approach to cultural heritage through adequate EU policy and funding measures.

19 May in Brussels, Belgium: ENCATC Secretary General, GiannaLia Cogliandro Beyens, met with Pierre Hériard, Director of Atout Culture, to present the network, especially its work on cultural heritage and to explore possibilities for future collaboration between ENCATC and Atout Culture.

22 May in Belgium and the United States: ENCATC President, Annick Schramme, and ENCATC Secretary General, GiannaLia Cogliandro Beyens, held a meeting with AAAE President, Sherburne Laughlin, Immediate Past AAAE President, Alan Salzenstein, and AAAE Executive Director, Katy Coy. They discussed the joint agenda for the Global Conversation to take place during the AAAE Annual Conference in Edinburgh.

23 May in Brussels, Belgium: To further increase the network's visibility in the United States, ENCATC Secretary General, GiannaLia Cogliandro Beyens presented ENCATC to Karen Gahl-Mills, Executive Director of Cuyahoga Arts and Culture, one of the largest public funders for arts and culture in the US. This was the occasion to discuss possible synergies among the two organisations in the near future.

31 May in Edinburgh, United Kingdom: Led by ENCATC President, Annick Schramme, the ENCATC Board held its 3rd meeting of 2017 to discuss the 25th ENCATC Congress, new member applications, the 2017 work plan, among other issues. ENCATC Board members, Marcin Poprawski (Vice-President), Manèule Debrinay-Rizos (Vice-President), Francesca Imperiale (Secretary), Maria Bäck (Treasurer), Bernd Fesel, Ana Gaio, and Marilena Vecco were joined by ENCATC Secretary General, GiannaLia Cogliandro Beyens.

OPPORTUNITIES

Applications welcome for the 4th ENCATC Research Award!

Extended Deadline: 23 June 2017

On 9 May 2017, ENCATC launched the **call for applications** for the **4th ENCATC Research Award on Cultural Policy and Cultural Management**.

This prestigious recognition aims to stimulate academic research in the field of cultural policy and cultural management with an emphasis on its applied implications. The ENCATC Award also has the ambition to contribute to the process of creating a network of scholars who are competent in doing comparative research projects in cultural policy and cultural management.

The **2017 winner** will be announced at the **4th ENCATC Research Award Ceremony on 28 September in Brussels**, held during the [25th ENCATC Congress on Cultural Management and Policy](#) (27-30 September).

The ENCATC Research Award was launched in 2014 to reward the best and most relevant recently published PhD thesis presented by an emerging researcher from anywhere in Europe and the rest of the world.

The annual Award is granted to a recently published PhD thesis exploring, through comparative and cross-cultural research, issues at stake and taking a step from evaluative (descriptive) to comparative applied research. In addition, it is rewarded to a PhD thesis that can inform policy making and benefit practitioners active in the broad field of culture.

Granted each year, the Award consists of the translation of the winning PhD thesis into English and its publication in the ENCATC [Cultural Management and Cultural Policy Education Book Series](#), a new series of publications specialising in topics related to cultural management and cultural policy. The international dissemination of the ENCATC Book Series is ensured by Peter Lang, an international publishing group.

The schedule for the 2017 call for Award applications is as follows:

- 23 June: Extended closing date for applications
- 10 August: Notification of shortlisted candidates
- 28 September: ENCATC Research Award Ceremony in Brussels

An international Jury will evaluate the applications and select the winner. For this Award, ENCATC uses a very broad definition of culture, going from the arts, heritage and culture to the cultural and creative sectors. In 2017, the thematic areas (not exclusive) for the competition are the following:

- Developing intercultural and trans-national dimensions of cultural policies and cultural management issues;



- Culture as tool for soft power;
- Creativity, entrepreneurship and innovation;
- Participation and digitization;
- Values and ethics in cultural policy and cultural management;
- Governance-leadership;
- Business models;
- Evaluation;
- Internationalisation of networks.

Qualification criteria will be based on:

- Quality of the research and the research methodology;
- Originality;
- Innovative character;
- International dimension of the research;
- Comparative perspective of the research;
- Relevance and inspiration for the field and/or for policy makers.

FOR MORE INFORMATION ABOUT THE CALL AND HOW TO APPLY: <https://www.encatc.org/en/award/4th-encatc-research-award/>

How does winning the ENCATC Award impact the life of a emerging researcher?

READ OUR INTERVIEW WITH PAST AWARD WINNER, DR. ALESSIA USAI FROM ITALY: <https://www.encatc.org/en/winners/2015/alessia-usai/>

Illustration created by [Freepik](#)

OPPORTUNITIES

Don't miss the chance to apply to the three open calls for members only.



2017 Annual Members' Forum

CALL FOR PROPOSALS - OPEN TO MEMBERS OF ENCATC, AAAE & TACPS:

ENCATC welcomes presentation proposals on international and European projects, international and European research involving members, and new curricula, pedagogy, and methodologies relating to the field of cultural management and policy. These presentations are to be shared during the members-only Annual Forum for enhanced learning and networking for members of ENCATC, AAAE, and TACPS thanks to Memorandums of Understanding ENCATC signed in 2016 and 2017 with these networks. The Forum will be held on 27 September during the [25th ENCATC Congress on Cultural Management and Policy](#) (27-30 September 2017 in Brussels).

DEADLINE: 30 JUNE 2017

FOR MORE: *This link is in the FULL issue for ENCATC members only.*



ENCATC Book Series on Cultural Management and Cultural Policy Education

CALL FOR BOOK PROPOSALS - ENCATC MEMBERS ONLY:

This is an opportunity to be internationally published in the [ENCATC Book Series on Cultural Management and Cultural Policy Education](#). The series, published by P.I.E. Peter Lang International Academic Publishers, exists to foster critical debate and publish academic research in our field among scholars, educators, policy makers, and cultural managers. It also intends to provide a reference tool for education and lifelong learning. Contributions are welcome from any relevant discipline, provided they make an original academic contribution to the study of cultural management and policy.

1ST DEADLINE: 30 JUNE 2017 | 2ND DEADLINE: 31 DECEMBER 2017

FOR MORE: *This link is in the FULL issue for ENCATC members only.*



Heritage Survey

CALL FOR CONTRIBUTIONS - ENCATC MEMBERS ONLY:

How can you help shape next year's ENCATC Congress in 2018? To prepare for the **European Year of Cultural Heritage 2018**, we are asking members to complete a survey so we know their heritage interests and activities! Participation to the mapping is very important: the data collected will draw a picture of our members' involvement in the **cultural heritage field**, thus determining the design of our future actions related to the **Cultural Heritage European Year**.

EXTENDED DEADLINE TO REPLY: 30 JUNE 2017

REPLY TO THE SURVEY: *This link is in the FULL issue for ENCATC members only.*

WHAT HAPPENED IN MAY?

ENCATC Capacity Building Days and Youth in Action Day

ENCATC launches new initiative for youth and engaging the future generation of young leaders

From 15-17 May in Venice, Italy, ENCATC held its first Capacity Building Days and Youth in Action Day, gathering 36 participants hailing from Canada, China, Italy, Mexico, Poland, Slovenia, Spain, Turkey, and the United States.

As part of its new 4-year agenda co-funded by the Creative Europe programme of the Europe Union, the Capacity Building Days and Youth in Action Day are part of the network's activities targeting youth and engaging the future generation of young leaders and global changers. The dynamic 3-day programme in Venice was done in partnership with The National Youth Forum and hosted by the IED, Istituto Europeo di Design. It offered a unique learning experience, covering theory and practice, to having a holistic approach, complemented by interventions and presentations of projects, best practice, and experiences from professionals and experts working in the field of culture and heritage.

Bringing the international dimension to the agenda, participants were introduced the crucial role a European network plays in the internationalization and professionalization of the career of young cultural managers and operators with a presentation by ENCATC Secretary General, GiannaLia Cogliandro Beyens.

At the European level, ENCATC invited speakers representing Creative Europe, and one of its funded projects, to share opportunities and experiences. Participants heard from Maša Ekar, Director of Motovila Institute, Creative Europe Desk Slovenia, and Anita D'Andrea, Project Assistant, Creative Europe Desk Italy, Culture Office, MiBACT about different opportunities for building transnational projects with cultural operators. To give an example of a Creative Europe project, Shaul Bassi, Professor at Ca' Foscari University, presented *Shakespeare In and Beyond the Ghetto*.

Being in Venice, it's no surprise heritage was a hot topic. From a presentation on "*The role of the Council of Europe in the area of culture and the new European Cultural Heritage Strategy for the 21st Century*" by Luisella Pavan-Woolfe, Director of the Council of Europe Venice Office, to six heritage presentations, participants listened to leading experts on a variety of heritage issues. Covering topics of sustainability, transnational heritage projects, conservation, and safeguarding heritage in earthquake zones, presentations were delivered by: Francesco Calzolaio, Co-founder, Faro Venezia; Carla Toffolo, Head of Permanent Office, Comitati Privati Internazionali per la Salvaguardia di Venezia; Cesare Feiffer, Architect, Studio Feiffer & Raimondi; Ilaria Pittaluga, Project Manager, Culture Department, EU Pro-



PHOTO CREDIT: "Venice" by Alan Fairhead via flickr CC BY 2.0

jects Office, Municipality of Genova; Antonio Cenini, EU organising committee for the 2018 EU-China Tourism Year; and Rachele Marconi, expert in cultural heritage. The programme also included a study visit to the UNESCO Regional Bureau for Science and Culture in Europe, where Matteo Rosati, Programme Officer, welcomed participants and gave a talk on "*The role of UNESCO: policies and actions for the sustainability of cultural heritage*".

Entering into topics under the wide cultural management umbrella, participants also attended presentations on "*How the arts sector interacts with cultural rights and human rights*" by Mary Ann DeVlieg, Chair of the EU working group Arts-Rights-Justice; "*How to place audiences at the centre of cultural organisations*" by Alessandra Gariboldi, Research and Consultancy Coordinator, Fitzcarraldo Foundation; "*Leadership and management for cultural organisations*" by Mattia Agnetti, Executive Secretary at Fondazione Musei Civici di Venezia; "*Strategic culture-based design and innovative story telling*" by Paola Faroni, Architect, Provincia di Brescia; and "*Training for cultural management: scenarios, practices, new challenges*" by Antonio Taormina, Professor, University of Bologna.

Participants greatly appreciated the learning environment and the opportunity not only to hear from, but also meet with representatives from renowned cultural institutions and organisations: "*I would recommend to attend the ENCATC Capacity Building Days for the high quality of the event, contents and programme, and the possibility to interconnect with a high range of experts and professionals.*" said one participant.

SEE THE PHOTO ALBUMS ON OUR FACEBOOK PAGE:
www.facebook.com/ENCATC

CULTURAL HAPPY HOUR

37th ENCATC Cultural Happy Hour goes to Venice!



37th Cultural Happy Hour organised a walking tour of Venice.

Brussels, Paris, Barcelona and now Venice! In a Cultural Happy Hour first, an evening of cultural discovery and networking was organised in Italy.

On 16 May, the 37th ENCATC Cultural Happy Hour organised a walking tour through the city's public installations displayed for the 57th edition of the Venice Art Biennale. Held in the framework of the first ENCATC Capacity Building and Youth in Action days (15-17 May 2017 in Venice), the Cultural Happy Hour was an opportunity for participants to discover the city through the contemporary art installations by renowned international artists and enjoy networking in a convivial and informal setting.

The highlight from the walking tour was seeing "Support" by the Italian artist Lorenzo Quinn. Emerging from the grand canal, it features two large hands appearing to prop up the Ca' Sagredo Hotel. The massive sculpture aims to make a statement on the effects of global warming: "*Venice is a floating art city that has inspired cultures for centuries, but to continue to do so it needs the support of our generation and future ones, because it is threatened by climate change and time decay,*" has remarked the artist.

This initiative of ENCATC, launched in early 2013, the Cultural Happy Hours aims to catalyse international partnerships, cross sectorial exchanges, collaborations and knowledge transfers among cultural organisations, networks, international and European associations based in Brussels; stimulate the encounter among operators from the cultural, education and business sectors; strengthen the Belgian artistic and cultural scene and enlarging its audience to a wider European and international public; and create links among the European institutions, organisations and cultural networks based in Brussels.

FOR MORE ABOUT THE CULTURAL HAPPY HOURS:

www.encatc.org/en/events/past-events/cultural-happy-hour/

PHOTO CREDIT: "Support" by jellybeanz via Flickr, CC BY-NC 2.0

WORKING GROUP ON EVALUATION

Experts and practitioners gather for the 3rd meeting of ENCATC's Working Group on Evaluation

On 25 May in Lyon, France, ENCATC held its 4th Working Group on "Evaluation of international and European transnational cultural projects".

26 participants from Croatia, France and Germany attended to share their transnational cultural projects, focus on report and evaluation processes, exchange best methodologies, and suggest tools for monitoring and evaluation of project management. To further enrich and deepen reflection, 7 cultural projects were presented as cases to foster the productive discussions.

Resulting in this working session, it was highlighted that often in project design, the evaluation processes were thought of very late - mostly once the project is near completion. It will be a process to change attitudes, mindsets, and professional planning to introduce questions, methodologies, tools, and practice on monitoring and evaluation earlier into the project lifecycle. Despite the issues brought to light, it was a useful assessment building on the discussions and outcomes of previous Working Group meetings in October 2016 and April 2017 in Brussels.

The Working Group was held during the 7th edition of the European Lab. ENCATC and the Working Group participants were received for its opening at the CNSMD – National Conservatoire of Music and Dance – in Lyon.

The results of the Working Group meetings will also feed into the preparation and design of a **Workshop on Evaluation** to take place on **29 September** during the **ENCATC Congress on Cultural Management and Policy** (27-30 September 2017 in Brussels, Belgium).



Manuèle Debrinay-Rizos, Vice-President of ENCATC (right), opening the Working Group meeting in Lyon.

UPCOMING EVENTS

25TH ENCATC CONGRESS ON CULTURAL
MANAGEMENT AND POLICY

Click, Connect, Collaborate: New directions
in sustaining cultural networks”

27 - 30 September 2017 in Brussels, Belgium



Did you miss the Congress updates in this issue of *ENCATC News*? We have the latest updates for you on pages 3-6!

Be sure not to miss ENCATC's biggest international event of the year! Join academics, researchers, professionals and representatives from various EU institutions, governments and European and international networks as we discuss the key role of networks and develop ideas and proposals to guarantee their sustainability in a challenging environment.

The celebration of the ENCATC 25th anniversary will offer participants the unique occasion to reflect on the evolution of the cultural management and policy discipline over the past 25 years. In addition to the main session, participants will have the opportunity to attend the ENCATC Research Award and the Fellowship Award Ceremony, the annual ENCATC Research Session, and the Global Conversations round table, as well as discover through a number of selected study visits the rich cultural scene in Brussels.

TO REGISTER & MORE INFORMATION:

<https://www.encatc.org/en/events/detail/encatc-congress-on-cultural-management-and-policy/>

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TRAINING

Academy on learning on intangible
heritage: building teachers' capacity for a
sustainable future

15 -17 November 2017 in Bilbao, Spain



This Academy will be held in the framework of a project of the same name that is being done thanks to the support of UNESCO.

The learning opportunity for teaching faculty in universities will be organised around six sessions. Sessions will include: Results of the project's mapping of heritage studies with focuses on intangible cultural heritage (ICH); Key concepts and themes of the UNESCO Convention 2003; How to transform ICH and Education for Sustainable Development (ESD) concepts for learning; Integrating ICH-ESD elements and principles into education; Visibility and sharing; and Reference materials for teachers. Mark your agendas! A call for applications will be announced later this year.

BACKGROUND:

The project "Academy on learning on intangible heritage: building teachers' capacity for a sustainable future" is running from April to December 2017 and will involve ENCATC members in Belgium, France, and Spain. The project's objectives are two-fold. First, it will map the current programmes offering education on Intangible Cultural Heritage (ICH) and sustainable development in different world regions. This will be crucial to gain knowledge about which universities are offering this focus and who is designing curricula and conducting research in the field. For those universities not yet proposing a focus on intangible heritage, it will be an opportunity to raise awareness at the international level about the 2003 UNESCO Convention.

PHOTO CREDIT: Kezka Dantza Taldea Eibar CC BY-SA 2.0

ENCATC IN CONTACT



The new study out in 2017 on "How to place audiences at the centre of cultural organisations" was undertaken by a consortium led by ENCATC member, Fondazione Fitzcarraldo, together with Culture Action Europe, ECCOM and Intercult. ENCATC was also proud to be an associate partner of this project. We sat down with member Alessandra Gariboldi from Fondazione Fitzcarraldo who was one of the study's authors. We wanted to learn more about how the study came about, interesting outcomes for ENCATC members, and what's next.

How did this study on "How to place audiences at the centre of cultural organisations" come about?

Fondazione Fitzcarraldo has been working on audience development (AD) since the late 1990s, but our perspective had a turning point in the last ten years. Our research activities led us to a deeper understanding of the dynamics of ineffectiveness of so many projects aiming to increasing cultural participation. Despite there were more and more valuable experiences in Europe and beyond, they didn't seem to be able to affect the cultural behaviors of citizens as a whole. Why did this happen? Why did so many resources and creativity not achieve the expected outcomes – or just limited ones?

Our understanding of the issue was shaped over time also thanks to the opportunities of working at the European level on the ADESTE project. ADESTE represented a milestone: together with ENCATC, The Audience Agency, Meltingpro, CKI, Deusto University, and Goldsmiths University of London (most of them also ENCATC members), we worked on the professional profile of the Audience Developer. Through ADESTE we focused on competences and skills required to face the challenge of audience development in Europe.



Photo by marfis75 via Flickr CC BY-SA 2.0

This is why we were so excited to run a study on AD, that was funded by the European Commission in 2015. The study "How to place audiences at the center of cultural organisations" was in a way a 'natural' evolution of previous research, also involving partners like ECCOM, Culture Action Europe, Intercult and many experts in the field, among them ENCATC members in Croatia, Italy, Poland, and the United Kingdom.

Which are the main results of the study?

The main results of the study are both a comprehensive interpretive framework for AD – a complex cross-disciplinary issue that involves management, marketing, education, accessibility and social studies – and the collection of 30 case studies – a Euro-

pean map of how cultural organisations are reacting to new challenges.

Why should ENCATC members be interested in the study?

We consider ENCATC members as one of the main target group for our findings, since we always looked into the 'big issue' of increasing cultural participation mainly as a capacity building challenge: AD is not about developing audiences, but much more about developing cultural organisations. The collected case studies can really help understanding how others did actually change their organisations – competences, roles and functions of their staff – to tackle the challenge.

If we consider that increasing participation is also about social and financial sustainability of the cultural sector, it's easy to understand that education and

TO REMEMBER:

AUDIENCE DEVELOPMENT

IS A STRATEGIC APPROACH

ADDRESS TRADITIONAL AND NEW AUDIENCES

USES DIFFERENT TOOLS & STRATEGIES

REQUIRES PROFESSIONAL COMPETENCIES

IS A TRIGGER FOR CHANGE

PLACING AUDIENCES AT THE CENTRE

IS NOT A "SPECIAL PROJECT"

IS NOT THE RESPONSIBILITY OF A SINGLE DEPARTMENT

COMES WITH A PRICE TAG

IS AN INSTITUTIONAL DIMENSION AND REQUIRES:
TAKING RISKS, INVESTING IN RESOURCES & FACING A
CHANGE PROCESS



Image developed from the Study's summary document, page, 6

training centres have the huge responsibility to build capacities for the present and future professionals, according to the cultural sector's needs – and being able to build deeper relationships with their audiences is a crucial success factor for cultural organisations. A challenge they shall be able to face with up-to-date, complex competences.

Where and how do you hope the study will have the greatest impact?

We hope the study will impact at least at three different levels. First, our purpose is to contribute to a general deeper understanding of AD, which is a buzz word for many, but still not fully understood at all levels.

Second, we think this can be a tool for cultural organisations to make a convincing case for becoming more audience-centred, and for a clear understanding that this shift has strong implications in terms of organizational thinking and staff competences. We hope they can be inspired by how others did or are doing, its effectiveness and the evidence that this can happen without compromising artistic ambitions.

Third, we hope the study will help in shaping the policy level, supporting 'good' audience development with a clear understanding that AD is a long term process thus requiring long term commitment also beyond short term frame of single projects.

What is next? How do you want to build on the important work you have accomplished so far?

We are now working on a new EU funded project, "CONNECT", together with the University of Deusto (project leader), Goldsmiths University of London, Adam Mickiewicz University, MeltinPro, CKI, Asimetrica, ENCATC, and The Audience Agency, whose aim is to tackle one of the main challenges raised by ADESTE, that is to test and bring into the Higher Education system a model of training in AD able to prepare future cultural managers and 'connect' them to the labour market. The project started last January, and will last 36 months. Stay tuned!

DOWNLOAD THE STUDY HERE:

<http://engageaudiences.eu/materials/>

VISIT THE STUDY WEBSITE:

<http://engageaudiences.eu/>

The "Study on audience development – How to place audiences at the centre of cultural organisations" is a study by Fondazione Fitzcarraldo, together with Culture Action Europe, ECCOM and Intercult, as a consortium, developed in the framework of the Creative Europe programme. It was published in April 2017.

Alessandra Gariboldi is

a senior researcher and consultant in the fields of visitor studies and cultural project evaluation, with a primary focus on audience engagement and participatory approaches. She's Coordinator of the Research and Consulting Department of Fondazione Fitzcarraldo, and collaborates with the Cultural Observatory of Piedmont, Italy. She's been involved as researcher and trainer in three EU funded project on audience development: ADESTE (Audience Developer Skills and Training in Europe), CONNECT (Connecting Audiences) and Be SpectActive, whose aim is to test and develop performing arts projects actively involving audiences in programming. She is adviser and mentor within national funding programs for empowering cultural organizations through entrepreneurship and a deeper relation with communities, such as IC_Cultural Innovation, CheFare, Culturability and fUNDER35, all promoted by Italian private institutions. She is passionate about the arts and strongly believes they must be at the very heart of social development. Among her publications/essays on visitor studies and impact evaluation of cultural policies, as co-author: "Study on Audience Development - How to place audiences at the centre of cultural organisations" (2017), "Mapping of practices in the EU Member States on Participatory governance of cultural heritage", to support the OMC working group under the same name (Work Plan for Culture 2015-2018).



NEWS FROM OUR MEMBERS



MEMBER STORIES: ITALY

Museums of the future: Insights and reflections from 10 international museums

What will happen to museums when digital technology shows its full potential? What features will the museum of the future have? How will it seize the opportunities offered by digital innovation? What competencies does this industry need to keep museums relevant from the twentieth century to the present?

To understand what role the digital driver is playing in the modernization of the industry, these questions were asked to ten internationally renowned European museums, where varying types and sizes of collections are conserved.

ENCATC members Symbola, in collaboration with Melting Pro, produced a report by the title, "Museum of the future" - part of the Mu.SA "Museum Sector Alliance" European project. The project, co-funded by the Erasmus+ Programme of the European Union, aims to address the increasing disconnect between formal education and training and the world of work, because of the emergence of new job roles due to the quickening pace of the adoption of ICT in the museum sector. To assist cultural professionals to deepen their knowledge and skills for the digital transformation of the museum sector, the Mu.SA project is designing and testing a unique training method.

The report is available in Italian and English.

TO READ THE REPORT:

<http://www.symbola.net/html/article/museodelfuturo>

TO DOWNLOAD:

<http://www.project-musa.eu/wp-content/uploads/2017/03/MuSA-Museum-of-the-future.pdf>

<http://www.project-musa.eu/results/publications/>

This report anticipates other reports that are going to be published soon. Check the project website <http://www.project-musa.eu/> or keep updated on Facebook @MuseumSectorAlliance.



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Do you have a member story to share? We'd love to share your story collaborating with other ENCATC members in our upcoming issues of this e-newsletter. Send in your collaboration to e.darley@encatc.org.

CALL FOR APPLICATIONS: Visegrad Academy of Cultural Management 2

Deadline: 15 June 2017

The Association Marcel Hicter is the methodological and pedagogical organizer of this training programme for the Visegrad Group countries and the Eastern Partnership states.

The Visegrad Academy of Cultural Management 2 is the 2nd edition of a training for young professionals working in the cultural field of the Visegrad Group countries (Czech Republic, Hungary, Poland, Slovakia) and the Eastern Partnership states (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine).

It is organized by Villa Decius Association and co-organized by Association Marcel Hicter.

It is a tailor-made training for young, but already experienced cultural managers, designed in a way which allows its participants to carry on professional tasks, improve competencies and build cooperation networks between EU and EaP countries.

It is spread over one year with 3 residential sessions:

- **7 September-13 September 2017:** first educational session in Bratislava, SK
September 2017-March 2018: practical phase in home countries (work on a project, study visit)
- **18 March-24 March 2018:** second educational session in Lviv, Ukraine
March-May 2018: practical phase in home countries (work on the project, study visit)
- **27 May-30 May 2018:** evaluation session and Diploma Seminar, Krakow, PL

Note: all participants have to attend 2 educational sessions and the Diploma Seminar, without exception.

FOR MORE:

<http://vacum.eu/About.aspx>

<http://vacum.eu/HowToApply.aspx>

CONTACT:

dglondys@villa.org.pl

ENCATC CONTACT:

Jean Pierre Deru

contact@fondation-hicter.org

Summer School in Fashion Management 2017

28 August-6 September 2017 in Antwerp and Paris



This summer school gives a comprehensive overview of the fashion industry (independent fashion designers and luxury brands) and their dynamics, with an emphasis on entrepreneurship and sustainability.

This programme is a collaboration between three prestigious schools: University of Antwerp (UAntwerp), Antwerp Management School and Institut Français de la Mode (IFM). It aims at growing managerial talents for the fashion industry, covering topics from fashion marketing and PR, to finance, supply chain management and leadership in fashion. The courses are a mixture of lectures from international academics and professionals within the fashion business, exercises, cases, on-site visits in both Antwerp and Paris and lively group discussions.

Previous editions have welcomed lecturers such as Bianca Luzi (CEO for Raf Simons), Tony Kent (London School of Fashion), Tina Debo (Advice President for Kipling), Karinna Knobbs (The Graduate School at London College of Fashion), Walter Van Beirendonk (fashion designer), and Tim Van Steenberghe (fashion designer).

Professionals and recently graduated master students, highly interested in or motivated to work in the fashion industry, with or without experience in the sector.

In past editions we welcomed participants from many different countries across the world such as: Australia, Belgium, Canada, China, Cyprus, Estonia, France, Germany, Italy, Latvia, Lithuania, Romania, Slovakia, Spain, Taiwan, The Netherlands, Pakistan, United Kingdom, and the United States.

FOR MORE:

<https://www.uantwerpen.be/en/summer-schools/fashion-management-2/>

CONTACT:

Barbara Delft

barbara.delft@uantwerpen.be



FINLAND

University of Jyväskylä

8th Nordic Conference on Cultural Policy Research

August 23-25 2017 in Helsinki, Finland



The 8th Nordic Conference on Cultural Policy Research (NCCPR 2017) will be organized in Helsinki on August 23-25 2017 by the Unit for Cultural Policy at the University of Jyväskylä (JYU), the Foundation for Cultural Policy Research (CUPORE), and other partners.

The theme for the NCCPR in 2017 will be Migration, Culture, and Nation. It is the ambition of the organizing committee to facilitate discussions on the roles of cultural policy in a time when trends such as globalization, increasing migration, and changes in media and communication influence society and politics in new ways, creating new roles for arts and heritage.

The NCCPR 2017 welcomes proposals from all academic disciplines, concerning any problem or topic within the area of cultural policy research, provided that the proposal makes an original contribution to research on cultural policy in the Nordic countries. The conference provides spaces for parallel sessions with academic papers, and other types of presentations in Scandinavian languages and English. Plenary sessions will be held in English.

The organisers can also be reached via e-mail at nccpr2017@jyu.fi

FOR MORE:

<https://www.jyu.fi/en/congress/nccpr2017>

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GERMANY

Institute for Arts and Media Management (KMM)

CALL FOR PAPERS: Cultural Leadership & Innovation Conference 2018

Deadline: 18 June 2017

The Cultural Leadership & Innovation Conference will take place from 17 to 20 January 2018 at the University of Music and Theatre Hamburg. It is organized by the Institute for Arts and Media Management (KMM).

The term "cultural leadership" has gained increasing attention in the discourses of cultural management and cultural policy, as well as in the curricula of international study programmes and higher education programmes. In many of these contexts, "cultural leadership" is presented as a force for innovation and transformation of organizations and societies.

The 11th Annual Conference of the Association for Arts Management (Fachverband Kulturmanagement for Germany, Austria & Switzerland) takes this observation as a starting point for an interdisciplinary, international gathering of researchers and practitioners in the field of arts management. The conference focusses on two different aspects, reflecting two different readings of the concept of "cultural leadership": Firstly, "cultural leadership" is often used as a (usually not clearly defined) term for management and leadership processes in cultural organizations in general. Secondly, the term can also refer more broadly to processes of cultural development and cultural exchange on a bigger social or even international scale, for example in the context of cultural diplomacy.

Individual presentations, proposals for panel discussions (90 minutes) as well as suggestions for workshops or other - experimental - formats are welcome for the conference.

For individual contributions (presentations), the proposals should consist of an abstract with max. 2,500 characters plus a brief biography. For workshops, panel discussions or other formats an abstract of max. 2,500 characters for the overall format as well as further abstracts on the individual contributions (if applicable) and short biographies of contributors should be submitted. The conference is open for contributions in English and German.

Submissions should be sent to:

cfp@culture-conference-2018.de

The selection of proposals is carried out in a joint review process by the conference team and the advisory board. Notifications of acceptance and rejection shall be made by 31 July 2017.

FOR MORE INFORMATION:

<https://www.culture-conference-2018.de/english-1/>

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

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

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



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YEARLY



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WHERE WILL YOU GET THE LATEST UPDATES HAPPENING IN THE FIELD OF CULTURAL MANAGEMENT AND POLICY?

ENCATC News is a trusted source for what is happening in the wide field of cultural management and policy. Since its creation, ENCATC has dedicated itself to keeping its members abreast of the latest developments in the field, as well as highlighting a plethora of opportunities for them to deepen their knowledge and advance the visibility of their institutions as well as their careers. Furthermore, in each issue our readers can learn from peers in the ENCATC in Contact interview series, see what other members and cultural organisations are contributing to the field, and consult recently published books, studies, and reports.

ENCATC News is an electronic newsletter produced for ENCATC members by the ENCATC Secretariat in Brussels. A shorter *Digest* version is made available to non members.

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, professionalize 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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