



# encatc

réseau européen de centres de formation d'administrateurs culturels  
european network of cultural administration training centres



## ENCATC ACTIVITY REPORT 2003



## ENCATC BOARD MEMBERS 2003

January – June 2003

### ENCATC President:

DR. LLUÍS BONET, Universitat de Barcelona, Cursos de Postgrau en Gestió Cultural, *Spain*

### ENCATC Vice Presidents

BRIGITTE REMER, Ubiquité – Culture(s), *France*

MICHAEL QUINE, City University, School of Arts, *UK*

### Members:

MALGORZATA STERNAL, Jagiellonian University, School of Cultural Management, *Poland*

MARIJKE FABER, Utrecht School for the Arts, Centre for Arts & Media, Management, *NL*

DR. HERMANN VOESGEN, Fachhochschule Potsdam, *Germany*

LEONARDA KESTERE, Latvian Academy of Culture, *Latvia*

June 2003 – December 2003

### ENCATC President:



DR. LLUÍS BONET

Universitat de Barcelona, Cursos de Postgrau en Gestió Cultural, *Spain*

### ENCATC Vice Presidents



MICHAEL QUINE  
City University, School of  
Arts, *United Kingdom*



MALGORZATA  
STERNAL  
Jagiellonian University,  
School of Cultural  
Management, *Poland*

### Members:



MARIJKE FABER  
Utrecht School for the  
Arts, Centre for Arts &  
Media, Management, *The  
Netherlands*



DR. HERMANN  
VOESGEN  
Fachhochschule Potsdam,  
*Germany*



OSMO PALONEN  
Sibelius Academy,  
*Finland*



MARIE-CLAIRE  
RICOME IUT  
Michel de Montaigne, –  
Université de Bordeaux  
3, *France*

## ENCATC OFFICE 2003



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### **Executive Director:**

*GiannaLia Cogliandro*

### **Trainees:**

*Yuliana Yankova*, student at the Sibelius Academy in Helsinki, (FI) Bulgaria

*Iulius Armand Hondrila*, student at the Louvain University in Belgium, Romania

*Mette Hyytiäinen*, student at the Department of Arts Management of Turku Polytechnic/Arts Academy (FI), Finland

*ENCATC is grateful to all, organisations and individuals, which have supported – financially or in kind – the activities of the organisation during the year 2003.*



### **GENERAL SUPPORT:**

*We wish to thank in particular, the European Commission (Directorate General for Education and Culture), for its important contribution to the general operating costs of ENCATC.*



### **SUPPORT FOR SPECIFIC ACTIVITIES:**

*We wish to thank in particular, the UNESCO for its important support to ENCATC Academy in Bulgaria and for the support to the Workshop in ENCATC's Annual Conference, Turin, Italy..*

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## INTRODUCTION

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This document is aimed to present a report of the main ENCATC activities carried on during the whole year 2003.

This report includes:

1. A summary of **ENCATC internal matters** (office, membership development, Board meetings and Annual General Assembly)
2. An overview of ENCATC **policy development** over the year 2003 in relation to the EU matters and other international organisations.
3. An overview of **ENCATC main activities** over the year 2003 (Annual Conference, Academies, Workshops, European Projects, Summer Schools)
4. A **calendar of meetings in 2003** attended by the ENCATC Executive Director or by a Board member.

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## ABOUT ENCATC

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Founded in 1992, the European Network of Cultural Administration Training Centres, ENCATC, is a European umbrella organization and network of institutions and individuals professionally involved in arts management education and training.

In **2003**, ENCATC counted **118 members** (75 full members and 43 associate members) from **35 countries**.

ENCATC speaks in the name of **millions of educational institutions in the cultural sector** and believes that education and training of cultural operators is the key to development, improvement and social transformation.

The **mission of ENCATC** is to lead the way in the development of cultural management within the context of great changes in the fields of culture, arts and media.

In line with its mission and objectives, ENCATC provides to its members:

- Regular information relevant to the professional sector
- Opportunities to meet, exchange views and experiences and debate topical issues
- Advice and support with respect to European, education, training and related issues
- Training possibilities for trainers and students
- Partnership building opportunities and mechanisms

With the aim to provide the professionals involved in arts management education and training a better understanding of the field ENCATC **organises** periodically **training academies** on a range of topics for students or trainers, **workshops, seminars** and a major **Annual Conference** open to members and delegates.

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## ***INTERNAL MATTERS***

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### **OFFICE: FROM COPENHAGEN TO BRUSSELS**

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In November 2002, the Coordination Office moved from Copenhagen, Denmark, to Brussels, Belgium. This decision was due to the fact that after few years of a positive and fruitful experience in the North of Europe, ENCATC felt that the organisation needed to be physically closed to the European Institutions in order to better monitoring their activities and to consolidate its positive relationship with the European Commission and the European Parliament.

The close proximity to the European Institutions and to the other European networks active in the field of culture based in Brussels - some of them located in the same building (IETM, PERLE, Fondo Roberto Cimetta, VTI , Kaii Theater, etc..) - was extremely fruitful for the association which was able to forge many new contacts and to pave the way to new cooperative European projects.

The new location was also a bonus for those members who organise on regular basis study visits in Brussels. In particular, in 2003, ENCATC welcomed students coming from the following institutions: the University of Barcelona (SP), ARSEC (France), the University of Warwick (UK), Kulturkontakt (A), and the Utrecht School of Arts, (NL). Finally, the new premises also hosted a Board meeting and a major European workshop.

In 2003, ENCATC offered to the following **three students** from ENCATC programmes the opportunity to do a stage in Brussels:

1. **Yuliana Yankova**, student at the Sibelius Academy in Helsinki (FI), Bulgaria
2. **Iulius Armand Hondrila**, student at the Louvain University in Belgium, Romania
3. **Mette Hyytiäinen**, student, Department of Arts Management of Turku Polytechnic/Arts Academy (FI), Finland

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### **ENCATC BOARD**

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The ENCATC Board – elected on a two years basis – in 2003 met on 3 occasions:

- 25-27 April, Brussels, Belgium
- 25 June, in Turin, Italy
- 3-5 October, Potsdam, Germany

During the Board meetings, new membership applications were discussed, network activities were planned, prepared or assessed, and project proposals were presented, debated and evaluated.

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## GENERAL ASSEMBLY

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The annual General Assembly, GA, is a statutory body, which meets once a year and which is open to all ENCATC members. In 2003, the ENCATC General Assembly took place in **Turin, Italy, in June** (26 and 28 June 2003). During the General Assembly the overall Work Programme, Statutes Budget, Membership Report, Strategic Developments and Membership Fees for the year ahead were discussed and approved. Work progresses were evaluated.



Every two years, during the annual General Assembly the ENCATC members elect the members of the Board, the President and the two Vice-Presidents. Only Full members are entitled to vote at the annual General Assembly. During the ENCATC annual General Assembly in Turin, Italy (June 2003) the ENCATC membership elected for the next two years the following Board members:

1. LLUÍS BONET, Universitat de Barcelona, Cursos de Postgrau en Gestió Cultural, *Spain, ENCATC President*;
2. MICHAEL QUINE, City University, School of Arts, *UK, ENCATC Vice Presidents*
3. MALGORZATA STERNAL, Jagiellonian University, School of Cultural Management, *Poland, ENCATC Vice Presidents*
4. MARIJKE FABER, Utrecht School for the Arts, Centre for Arts & Media, Management, *NL, Member*
5. HERMANN VOESGEN, Fachhochschule Potsdam, *Germany, Member*
6. OSMO PALONEN, Sibelius Academy, *Finland, Member*
7. MARIE-CLAIRE RICOME, IUT Michel de Montaigne, – Université de Bordeaux 3, *France, Member*

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## MEMBERSHIP DEVELOPMENT

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In 2003, the European Network of Cultural Administration Training Centres dedicated more time and resources to enhancing the network and strengthening its representation at European level.

With a view to the upcoming **enlargement**, ENCATC paid particular attention to the reinforcement of its network of members in the Central and Eastern European Countries. It encouraged the active participation of institutions and individuals professionally involved in arts management education and training in Accession countries in all its activities, and enhanced intercultural dialogue to focus on synergies rather than differences.

From January 2003 till June 2003, the following **8 new members** joined the network:

1. **Drexel University** (USA) – Full Member
2. **University of Bologna, Programme GIOCA**, (Italy) – Full Member
3. **ARSEC** – (France) Full Member
4. **ISW**, (Germany) - Full Member
5. **Centre for Arts and Humanities** Constance DeVereaux (USA) – Associate Member
6. **IKM** (Austria) – Associate Member
7. **Pro Arte Institute** (RUSSIA) – Associate Member
8. **ECCOM** (Italy) – Full Member

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## ***POLICY DEVELOPMENT***

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### **BOLOGNA PROCESS**

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The ENCATC Workshop on “*Designing and comparing the structure of the Cultural Management programmes in relation to the Bologna process*” took place in Brussels on the 26<sup>th</sup> of November 2003 in the new ENCATC premises, 19, Square Saintelette – 1000 Brussels.

The **main objective** of this event was to look into the future challenges that we all have to phase in relation to the implementation of the Bologna process and to discuss on a) how the Bologna process affects the educational system in different European countries in particular in relation to the arts management and cultural training programmes, b) how concretely the existing programmes on cultural management need to be re-organised c) what can we concretely share among us? ( Methodologies, Curricula, Joint European models etc.... ).

The **main target group** of this thematic workshop was the responsible of arts management and training programmes from Western, Central and Eastern Europe. **30 people attended this ENCATC event**. Invitations were sent to the whole ENCATC membership, to representatives of the European Commission, to the members of the Culture Committee of the European Parliament, and to the ENCATC mailing list contacts.

The workshop **languages** were English and French (simultaneous translation).

All participants were provided with the **background material** for the workshop. This information package had been prepared on the basis of the information available on this topic at European level. The aim of this package was to give an overview on what the current challenges and the positions of the main actors involved in this process are. This background material is still available at: [http://www.encatc.org/EN/activities/workshops\\_older.lasso](http://www.encatc.org/EN/activities/workshops_older.lasso).

The **programme of the workshop** consisted in three Panel discussions and one presentation from Michael Quine from the London City University.

The possibility to visit the EUROPALIA-ITALIA exhibitions formed the optional **cultural part** of the workshop programme.

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## THE ROLE OF CULTURE AND EDUCATION IN THE FUTURE OF EUROPE

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### **POLICY DIALOGUE, April 2003**

In April 2003, the European Cultural Foundation together with European Forum for Arts and Heritage, EFAH, organised in Brussels a dialogue on the place that should be accorded to education and culture in the future EU Constitutional Treaty.

ENCATC was actively involved during the whole conception and implementation phase of this event and it also played a **key role in the dissemination of the outcome** of this event as well as of the Open letter to the Convention, written by Richard von Weizsaecker and signed by many prominent Europeans via the ENCATC communication tools (newsletter, FLASH and website).

### **A-LINES co-ordination meeting, May 2003**

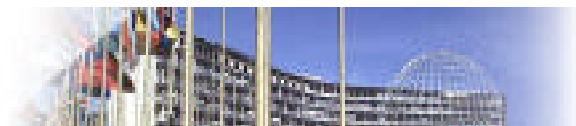
In May 2003, EFAH organised a meeting to coordinate the A-line efforts of the cultural networks and associations currently receiving subsidies from the EU. Members of the European parliament sponsored the meeting, which was held with the attendance of Mr. Gregory Paulger, Director of Culture (European Commission). Several organisations were invited to make short presentations on themes of general interests to the sector and to the European Institutions.

The following presentations were made:

- The role of culture as an asset for European integration
- Multilateral co-operation – issues of co-production in a multilingual environment
- How are cultural networks engaging with the EU enlargement
- Culture & Education – the impact of the Bologna declaration
- New technologies, new spaces and inter-sectorial co-operation
- Cultural diversity – the role of artists.

ENCATC was actively involved in all the preparatory meetings that led to the A-lines co-ordination event and in the drafting of the presentation on the role of **Culture & Education – the impact of the Bologna declaration**.

### **UNESCO 32<sup>nd</sup> General Assembly, 10 October 2003**



UNESCO's General Conference, the Organization's supreme governing body, which meets every two years, organised its 32<sup>nd</sup> session from September 29 to October 17 at Headquarters

in Paris. The European Network of Cultural administration Training Centres was one of the 3 NGOs with operational links with UNESCO invited to join the debate on the UNESCO working programme for the year 2004 & 2005 and the preparation of the same for 2006-2007.



On 10 October, Lluís Bonet, Director of the Graduate Programs on Cultural Management of the University of Barcelona and ENCATC President, made a speech in the session "Consideration and adoption of the Draft Programme and Budget for 2004 and 2005" of the Commission IV (Culture). Lluís Bonet spoke about the crucial role of education and training in development of effective cultural policies for sustainable development. *"I speak in the name of millions of educational institutions in the cultural sector worldwide, believe that education and training of cultural operators is key to development, improvement and social transformation. The cultural sector is characterized by the immense importance of its human resources over other production factors (and this is said by an economist). It is fundamental to invest in the education and training of those actors"*.

All the representative from Member States (Ministers of Culture and Ambassadors) were invited by ENCATC, to consider that it makes little difference to invest in projects about stage production, cultural tourism, cinema-support or impose new policies for protection of cultural heritage, if there are no professionals capable of managing those projects in a sustainable way. Therefore the promotion of artistic education and the continuous training of the cultural operators pays off in the medium and long term.

More than 3,000 participants attended the General Conference, among them a large number of ministers and five heads of state: Carlo Azeglio Ciampi of Italy and Gloria Macapagal-Arroyo of the Philippines on September 29, the President of Kyrgyzstan, Askar Akaev, on October 6, and the presidents of France and Peru - Jacques Chirac and Alejandro Toledo.

### **Champions group meeting on European Cultural education Policy, 27 November 2003**

On the 27 of November, ENCATC hosted the Champions group meeting on European Cultural education Policy working group organised by Isaacs UK on behalf of Arts Council England. The aim of this event was a first exercise to define a draft programme for a major Conference on Culture Education Policy to be organised in Manchester, UK (6-9 April 2005) The event is intended as a successor to A Must or A-Muse, the conference organised by Kulturnetwerk in Rotterdam 2002, in response to a request from the Dutch government.

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## **ACTIVITY DEVELOPMENT**

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With the aim to provide the professionals involved in arts management education and training a better understanding of the field ENCATC **organises** periodically **training academies** on a range of topics for students or trainers, **workshops**, and a major **Annual Conference** open to members and delegates. ENCATC is also actively involved in the implementation of major **European projects**.

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### **ANNUAL CONFERENCE**

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The ENCATC Annual Conference provides opportunities for sharing common interests and concerns among the network members.

On the 25, 26, 27, 28, and 29 June 2003, Turin/Serralunga (IT) hosted the **first International Conference on Cultural Management Education and Training**. This major event benefits of the patronage and support of **UNESCO, European Parliament and Commission** as well as of **Regione Piemonte, Città di Torino, Provincia di Cuneo and Comune di Serralunga**.

Organized by ENCATC (European Network of Cultural Administration Training Centers) AAAE (Association of Arts Administration Educators) (USA) and Fondazione Fitzcarraldo (IT), this international event **brought together professionals** from **42 countries** in Europe, USA, AUSTRALIA, Canada, Latin America, Asia, Africa to discuss together new perspectives that cultural management have to face both at international as at local level particularly through a discussion with supranational institutions.

The challenges posed by globalization, the multiculturalism of our society and the technological trends of our economies, were the main topic of this event.

The first day (26) the participants were invited to debate together with representatives from UNESCO, European Commission and Council of Europe on the international approaches to cultural education and training as well as the new challenges in cultural management and policies.

The second day (27th) was devoted to the recent case studies on integrated strategies of local development as well as the new challenges for cultural management training. The participants were also invited to join one of these five workshops: heritage management and training needs, local development, artistic integrity and social responsibility; cultural policy: content and methodologies; leadership: content and methodologies.





The last day (28th) the participants got deeper insight about international internship, senior and junior professional profile required by arts organizations, the challenge of cultural diversity, e-learning as well as the professional profile required by cultural industries.

Over **150 people** attended this **ENCATC major international event**. Invitations were sent to the whole ENCATC membership, to representatives of the European Commission, UNESCO, Council of Europe, to the members of the Culture Committee of the European Parliament, and to the ENCATC mailing list contacts.



The Conference **languages** were Italian, English and French (simultaneous translation).

# *EUROPEAN PROJECTS*

## PROMOTE NEW FORMS OF GOVERNANCE IN THE CULTURAL SECTOR



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|----------------------------------|---|
| <b>Context</b>                   | <p>The promotion of new forms of European Governance is one of the European Commission's strategic priorities (White paper (COM (2001) 428) as well as a real need/challenge at local level.</p> <p>On September 2001 the EP adopted a resolution in Cultural co-operation in the EU. In this document the institution calls for the setting up of a European Observatory of Urban Policies to monitor cultural cooperation of the MS and Community cultural policy. “</p> <p>At present the work that has been undertaken at the local level in these fields is not disseminated and discussed widely enough. The basic difficulty is that concepts and categories, which are used, are not necessarily identical or even similar throughout Europe. It is therefore difficult to access comparable information. Therefore, Local information will remain unused unless a transnational mechanism is set in place to join efforts. Policy analysis for culture is key in building the society of knowledge and the City of Tomorrow.</p> |
| <b>Challenge</b>                 | <ul style="list-style-type: none"> <li>• <b>To promote discussion, identify challenges, exchange best practices and diffuse knowledge</b> concerning the current role of culture in urban governance, from city objectives (policy making and programmes) to the methodologies (strategic planning or public-private partnerships).</li> <li>• <b>To identify new research and funding needs on urban cultural policy in the years to come.</b></li> <li>• <b>Innovative cultural strategies in collaboration with</b> other European cities and University centres.</li> <li>• To develop, monitoring, updating, evaluation and forecast methodologies, in order to inscribe urban cultural planning in a permanent dynamics. This question is also linked to the question of the <b>improvement of the urban governance, and specially the new place of cultural policies.</b></li> </ul>   |
| <b>ENCATC Activities in 2003</b> | <ul style="list-style-type: none"> <li>• Participation to the <b>Kick off meeting in Stockholm, 23/02/2003</b></li> <li>• Participation to the <b>Training Seminar in Helsinki, 12-13/06/2003</b></li> <li>• Participation to the <b>Scientific Committee Meeting in Brussels, 11-12/09/2003</b></li> </ul>   |
| <b>Deliverables in 2003</b>      | <ul style="list-style-type: none"> <li>• Contribution to the project Web-page on Cultural City Profiles</li> <li>• Contribution to the Training Seminar</li> <li>• Contribution to the National Seminars</li> <li>• Contribution to the discussions on common cultural indicators</li> </ul>  |

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**COLLECT AND GENERATE KNOWLEDGE FROM CULTURAL, BUSINESS  
AND EDUCATIONAL SECTOR**

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|                                  | <i>Culture Capital Creation, CCC</i>  |
| <b>Context</b>                   | <p>Global trends indicate that art and culture are becoming one of the most important competitive parameters in the global and new economy; Culture and arts are being used to promote companies, new products and innovative processes; regions (and local area) are being promoted on the basis of cultural heritage;</p> <p>Traditional industries are being overtaken by new creative industries (entertainment + service industry) demanding persons that can combine elements of culture and art (creativity) business (initiative and planning) and education (learning).</p> <p>Central in the process of developing new ideas and bringing about innovation are persons with creative and entrepreneurial skills. It is becoming paramount to integrate the various elements of artistic creativity, leadership, management and learning.</p> <p>In 2002, in order to answer to this challenge new the European Commission published a paper “Managing Change” which indicates the importance of culture in the new economy.</p> |
| <b>Challenge</b>                 | <ul style="list-style-type: none"> <li>• To <b>collect and generate knowledge, experience and ideas from cultural, business and educational sectors.</b></li> <li>• To <b>define a cultural entrepreneurial profile.</b></li> <li>• To <b>develop, design and implement an innovative cultural entrepreneurial training programme.</b></li> <li>• To develop <b>an idea-catalogue outlining</b> how cultural resources can be used to enhance skill development.</li> </ul>   |
| <b>ENCATC Activities in 2003</b> | <ul style="list-style-type: none"> <li>• Participation to the <b>Kick off meeting in Copenhagen, 12-14/02/2003</b></li> <li>• Participation to the <b>1<sup>st</sup> Working Group Meeting in Sweden, 27-28/03/2003</b></li> <li>• Participation to the <b>1<sup>st</sup> Transnational project meeting in Szczecin, 12-13/05/2003</b></li> <li>• Participation to the <b>2<sup>nd</sup> Working Group Meeting in Copenhagen, 28-29/08/2003</b></li> <li>• Participation to the <b>2<sup>nd</sup> transnational project meeting in Veszprém, 10-11/11/2003</b></li> </ul>   |
| <b>Deliverables in 2003</b>      | <ul style="list-style-type: none"> <li>• Dissemination of information in the Web-page</li> <li>• Contributions to the <b>1<sup>st</sup> Working Group Meeting in Sweden, 27-28/03/2003</b></li> <li>• Contributions to the <b>1<sup>st</sup> Transnational project meeting in Szczecin, 12-13/05/2003</b></li> <li>• Contributions to the <b>2<sup>nd</sup> Working Group Meeting in Copenhagen, 28-29/08/2003</b></li> </ul>   |

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|  | <ul style="list-style-type: none"> <li>Contributions to the 2<sup>nd</sup><b>transnational project meeting in Veszprém, 10-11/11/2003</b></li> </ul> |
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**PROMOTE A BETTER UNDERSTANDING OF THE ROLE OF CULTURE AND ICT**

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| <i>European Cities for Knowledge through Culture &amp; ICT (ECCI)</i> |   |
|---|---|
| <b>Context</b>  | <p>Culture is instrumental in promoting mutual respect for and understanding of different ideas and identities, and such mutual understanding can be developed further through improved access to information in the framework of digital projects.</p> <p>Furthermore, digitisation is an essential first step to generating digital content that will underpin a fully digital Europe. It is a vital activity in preserving Europe's collective cultural heritage, providing improved access for the citizen to that heritage, to enhancing education and tourism, and to the development of content industries.</p> <p>The critical role that culture plays was recognised in the Europe 2002 Action Plan endorsed by the EU Members States at the Feira European Council in June 2000.</p> <p>Although the Members States and Cities are investing in enabling access to their cultural heritage there are still many obstacles to the near and long term success of these initiatives. These hurdles include the diversity of approaches to digitalisation, the risks associated with the use of inappropriate technologies and inadequate standards, the challenges posed long term preservation and access to digital objects, lack of consistency in approaches to Intellectual Property Rights.</p> <p>The question is: What is the role of ICT for Culture? Issues are: Influences on artistic expression, technical production and facilities, systems supporting the business of culture and use of ICT in the marketing culture. And finally, Which are the consequences for local policy?</p> |
| <b>Challenge</b>  | <ul style="list-style-type: none"> <li><b>To lobby for creating new programmes and resources</b> able to assist in the digitalisation of cultural content and in the interoperability of the related systems with a view to preserving, protecting and raising awareness of the European cultural heritage and European cultural diversity.</li> <li><b>To demonstrate the key role-played by major cities</b> in favour of innovation and technologies applied to the cultural sector.</li> <li><b>To identify best practices and assess new and innovative approaches</b> in the field of the diversity of approaches to digitalisation, the risks associated with the use of inappropriate technologies and inadequate standards, the challenges posed long-term preservation and access to digital objects, lack of consistency in approaches to Intellectual Property Rights.</li> </ul>   |
| <b>ENCATC Activities in 2003</b>                                      | <ul style="list-style-type: none"> <li>Participation to 1<sup>st</sup> <b>project meeting in The Hague</b> on March the 27<sup>th</sup> – 29<sup>th</sup>. 2003.</li> </ul>   |
| <b>Deliverables in 2003</b>   | <ul style="list-style-type: none"> <li>Contribution to the background documents tabled during the project meeting</li> </ul>  |

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## *PROVIDING TRAINING OPPORTUNITIES FOR THOSE IN CHARGE OF CULTURE*

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### LEARNING PROCESS

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| <i>ENCATC ACADEMY IN NETHERLANDS</i> |   |
|--------------------------------------|---|
| <b>Context</b>                       | <p>Educators in art management are being confronted with different methods of educating and training students and art managers in management issues.</p> <p>The Utrecht Scholl of the Arts has a long tradition in this field, starting over 15 years ago with the development of a practical training for young managers who opted for an art management career. At that time, the educational profile of an art manager was very unclear but the needs to learn how to manage an art organization were very strong.</p> <p>At the first the educational practice was very much oriented towards transfer of information and less towards learning processes and issues on how to educate and train art managers. Influenced by concepts as <i>the Learning Organizations and Action Learning</i> the staff of the Utrecht Scholl of the Arts realized a transformation from information into learning strategies within a course of training.</p> |
| <b>Challenge</b>                     | <ul style="list-style-type: none"> <li>• To <b>inform participants on this transformation.</b></li> <li>• To <b>offer ENCATC members – directors, trainers and staff members of training institutions</b> – the opportunity to share their educational experiences and to develop new learning strategies</li> <li>• To <b>create a learning situation in itself</b> to stimulate participants to reflect on their own situation.</li> <li>• To <b>promote an actual exchange of ideas, best practices and methods of creating a learning environment to educate art managers and students successfully.</b></li> </ul>   |
| <b>Action in 2003</b>                | <ul style="list-style-type: none"> <li>• Organisation of a <b>one week Academy in Utrecht (NL) – 16-19 January 2003</b></li> </ul>  |
| <b>Participants</b>                  | <ul style="list-style-type: none"> <li>• 27 participants from <b>18</b> countries</li> </ul>  |
| <b>Deliverable in 2003</b>           | <ol style="list-style-type: none"> <li>1. Workshop on <b>Problem Based Learning</b></li> <li>2. Workshop on <b>Training Art Managers</b></li> <li>3. Workshop on <b>Case Study Method</b></li> <li>4. Workshop on <b>Action Learning</b></li> <li>5. Workshop on <b>Organizational Research and Involvement of Students</b></li> <li>6. Workshop on <b>Practice Based Education</b></li> <li>7. <b>Final Evaluation Report</b></li> </ol>   |
| <b>Partners</b>                      | ENCATC, Open Society Foundation, Ministry of Education, Culture and Science (NL)  |

**CAPACITY BUILDING AND SUSTAINABILITY OF CULTURAL INSTITUTIONS IN SOUTH EAST EUROPE**

| <b>ENCATC ACADEMY IN BULGARIA</b> |   |
|-----------------------------------|---|
| <b>Context</b>                    | <p>In the present transitional situation, the provision of training opportunities and mechanisms for those in charge of cultural life and development are of essential value.</p> <p>For obvious reasons, not all professional cultural managers from the countries in focus will be able to take part in a cultural management education.</p> <p>Therefore, continuing training and the training of those professionals able to share the gained knowledge and tools with fellow colleagues is key to the success of cultural policy strategies. Consequently,</p> <p>This new ENCATC Academy does not focus on the training of educators but on the training of practitioners enabling them with the necessary competences to train and transfer knowledge to others in the sector.</p>   |
| <b>Challenge</b>                  | <ul style="list-style-type: none"> <li>• To <b>help define and strengthen the role of cultural managers as professional administrators, programmers, entrepreneurs, marketing managers, mediators and animators</b></li> <li>• To <b>increase significantly the level of professionalism</b> in the cultural management field</li> <li>• To <b>offer a response to the crucial need of training of professionals</b> in the region able to act as trainers and coaches for peers, and to reinforce the position of cultural management and administration training</li> <li>• To <b>contribute to the systemic linkage with the current cultural management practice of those directly experiencing the new challenges and demands</b></li> <li>• To <b>reflect on cultural management practice in the region (Balkan cooperation) and initiate new ways</b> of thinking and doing in support of sustainable cultural development</li> <li>• To <b>promote interaction and networking between professionals from the region able to initiate cooperative, cross border projects.</b></li> </ul> |
| <b>Actions in 2003</b>            | <ul style="list-style-type: none"> <li>• Organisation of a <b>one week Academy in Bulgaria</b></li> <li>• Organisation of a <b>two week e-earning session of the Academy</b></li> </ul>   |
| <b>Participants</b>               | <ul style="list-style-type: none"> <li>• <b>31</b> participants from <b>7</b> countries</li> </ul>  |
| <b>Deliverables in 2003</b>       | <ol style="list-style-type: none"> <li>1. Academy website</li> <li>2. Academy in Bulgaria</li> <li>3. Workshop on Delivering of information – strategy for success</li> <li>4. Workshop on Elaboration of effective PR company</li> <li>5. Workshop on Organizational Learning</li> <li>6. Workshop on Dimensions of Leadership</li> <li>7. E-learning Academy</li> <li>8. Evaluation report</li> </ol>   |
| <b>Partners</b>                   | <p><b>ENCATC, UNESCO, OPEN SOCIETY INSTITUTE, Neofit Rilski University (Department of Cultural Studies faculty of Fine Arts) Delta Singular Educational Services.</b></p>   |



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**BUILDING A PLATFORM IN NINE COUNTRIES AROUND THE BALTIC SEA**

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|  | <i>Synaxis Baltica</i>  |
| <b>Short description</b>  | <p>This is a project gathering arts management and cultural policy education and training institutions from 9 countries around the Baltic Sea.</p> <p>It concerns the organisation of an annual student platform, hosted each year by another country, in order to learn about, discuss and develop cultural policy and development issues relevant to the region.</p> <p>The first Students Platform and Academy “Transit Academy 2002” took place on 6-22 September 2002 in Visaginas and Vilnius, Lithuania dealing with the theme of “The power of culture in socially disadvantaged and peripheral areas”. It invited students from all participating education and training institutions from the Baltic Sea region.</p> <p>It is supported by: Nordic Cultural Fund, Kulturkapital Fund, InfoBalt, 5 Continents.</p> |
| <b>Challenge</b>  | <ul style="list-style-type: none"> <li>• To <b>exchange information and knowledge</b> in the field of cultural management and policy;</li> <li>• To <b>participate in a training opportunity</b> that discusses cultural management and policy issues relevant to the hosting country and <b>analyses specific contemporary cultural trends of the region, as well as of Europe at large.</b></li> </ul>  |
| <b>Actions in 2003</b>  | <ul style="list-style-type: none"> <li>• Contribution to <b>the dissemination of information</b> via the ENCATC dissemination tools</li> <li>• Preparatory work for the year 2004 meeting.</li> </ul>   |

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## *PROVIDING INFORMATION INSIDE AND OUTSIDE THE NETWORK*

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### **IMPROVE ENCATC EXTERNAL COMMUNICATION AND VISIBILITY**

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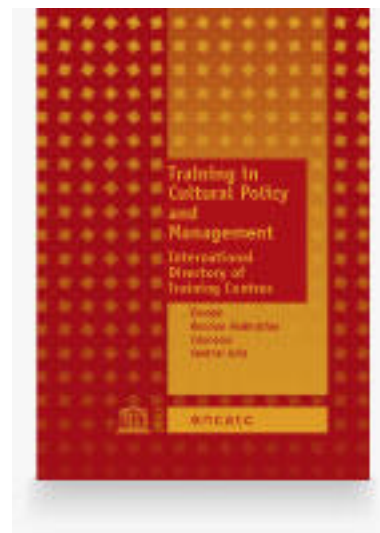
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With the aim to provide the professional arts management constituency and students interested in the sector with update and detailed information ENCATC:

*Updated constantly ENCATC's On-Line Profile* presenting all member institutions and their respective arts management programmes and courses, their background, orientation and purpose, the qualifications offered, the lecturers and entry requirements, as well as additional information such as profile of students, number of students admitted, course fees, and grant opportunities. The *On-Line Profiles* are intended to help interested individuals (students and professionals) to find their way in the European landscape of arts management and cultural administration, and consequently the education or training opportunity that corresponds the best to their expectations and learning needs.

*Put on line the UNESCO/ENCATC survey on cultural management.* This regional survey has been realised within the framework of a world-wide mapping of existing training possibilities as foreseen in UNESCO's Programme and Budget for 2000-2001 (30C/5, Major Programme III, para.03011). The survey, handled for the first time during the Annual Conference in Turin (June 2003) includes institutions and centres, public and private, in all those European countries, the Russian Federation, the countries of Central Asia and Southern Caucasus that provide training for cultural development professionals, in particular in arts administration, cultural management, museum and heritage management, media management, cultural policies and cultural studies. It includes programmes and courses on graduate and post-graduate level, as well as specialized short-and medium term training for cultural development professionals at the local, national and regional level.

The Directory can be found at the ENCATC web site:  
<http://www.encatc.org/EN/library/directory.lasso>



Regularly provided *FLASH-infos* and a monthly **NEWSLETTER** that are electronically distributed news and more detailed background information on the network, the individual members, European institutions, etc., as well as details on conferences, publications, research and other projects.



Moreover, in 2003, ENCATC developed and launched a **new webpage** ([www.encatc.org](http://www.encatc.org)) with clear and accessible information. According to the statistics of the company in charge of the hosting of the website (Tallieu&Tallieu n.v.) we are already receiving over 3500 visitors per month to the new site.

This website has been updated on daily basis.

Brussels, 23.02.2004  
GiannaLia Cogliandro  
ENCATC Executive Director

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## CALENDAR OF MEETINGS IN 2003

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| MONTH            | LIST OF THE MAIN MEETINGS & EVENTS organised and/or attended by ENCATC   |
|------------------|--|
| <b>January</b>   | Brussels, European Parliament, Culture Committee   |
|                  | Utrecht, ENCATC Academy  |
|                  | Brussels, European Conference on Culture & Tourism   |
| <b>February</b>  | Brussels, European Parliament, Culture Committee   |
|                  | Copenhagen, Kick off meeting of Culture Capital Creation project   |
|                  | Stockholm, Kick off meeting of EURO CULT21   |
| <b>March</b>     | Brussels, European Parliament, Culture Committee   |
|                  | Brussels, "Sustaining Success in Creative and Cultural Industries"   |
|                  | The Hague, Kick off meeting of the ICT project   |
|                  | Sweden, Culture Capital Creation meeting   |
|                  | Amsterdam, Expert meeting on "Academic and professional education in cultural policy and management: a European perspective" |
| <b>April</b>     | Brussels, European Parliament, Culture Committee   |
|                  | Brussels, ENCATC Board meeting   |
| <b>May</b>       | Brussels, European Parliament, Culture Committee   |
|                  | Szczecin, Culture Capital Creation meeting   |
|                  | Blagoevgrad, 2nd ENCATC Academy  |
| <b>June</b>      | Brussels, European Parliament, Viviane Reding addressing the Culture Committee   |
|                  | Turin & Serralunga, ENCATC Annual Conference & General Assembly  |
|                  | Turin, ENCATC Board meeting  |
| <b>July</b>      | Brussels, European Parliament, Culture Committee   |
| <b>August</b>    | Brussels, European Parliament, Culture Committee   |
|                  | Copenhagen, Culture Capital Creation meeting   |
| <b>September</b> | Brussels, European Parliament, Culture Committee   |
|                  | Brussels, EURO CULT21 Scientific Committee meeting   |
| <b>October</b>   | Brussels, European Parliament, Culture Committee   |
|                  | Krakow, ECF, Moving borders Seminar, Vila Decius   |
|                  | Paris, UNESCO 32nd General Assembly  |
|                  | Potsdam, ENCATC Board meeting  |
| <b>November</b>  | Brussels, European Parliament, Culture Committee   |
|                  | Berlin, EFAH General Assembly  |
|                  | Veszprem, Culture Capital Creation meeting   |
|                  | Brussels, ENCATC Workshop on Bologna process   |
| <b>December</b>  | Brussels, ARTketing, Identifier les publics de son institution culturelle  |
|                  | Brussels, European Parliament, Culture Committee   |
|                  | Paris, UNESCO, The Global Alliance: Supporting the Growth of Creative Industries   |

IN YEAR 2003 ENCATC COUNTS 118 MEMBERS: 75 FULL MEMBERS AND 43  
ASSOCIATE MEMBERS, IN 35 COUNTRIES

**FULL MEMBERS / MEMBRES TITULAIRES (75)**

|  |   |   |
|--|---|---|
| <b>AUSTRIA / AUTRICHE</b><br>ICCM  | <b>GREECE / GRÈCE</b><br>Delta Singular Educational Services<br>Panteion University of Social and<br>Political Sciences   | <b>RUSSIAN FEDERATION /<br/>FÉDÉRATION DE RUSSIE</b><br>Institute for Cultural Programs<br><b>INTERSTUDIO</b><br>Moscow School of Social and<br>Economic Sciences<br>Russian Academy of Theatre Arts<br>ArtProfi Centre c/o Producers'<br>Centre<br>St. Petersburg State Theatre Arts<br>Academy  |
| <b>BELGIUM / BELGIQUE</b><br>Fondation Marcel Hicter   | <b>HUNGARY / HONGRIE</b><br>ELTE University<br>Lajos Kossuth University   | <b>SERBIA AND MONTENEGRO /<br/>SERBIE-et-MONTENEGRO</b><br>University of Arts   |
| <b>CZECH REPUBLIC / RÉPUBLIQUE<br/>TCHÈQUE</b><br>Janacek Academy of Music and<br>Drama Arts   | <b>IRELAND / IRLANDE</b><br>University College Dublin   | <b>SPAIN / ESPAGNE</b><br>CERC (Centre d'Estudis i Recursos<br>Culturals)<br>University of Barcelona<br>Universidad de Deusto (Bilbao)<br>University of Deusto (San Sebastian)  |
| <b>DENMARK / DANEMARK</b><br>The KaosPilots  | <b>ITALY / ITALIE</b><br>Fondazione Fitzcarraldo<br>ATER<br>Regione Lombardia Osservatorio<br>Culturale<br>University of Bologna<br>ECCOM   | <b>SWEDEN / SUÈDE</b><br>Kulturverkstan<br>Södertörns Högskola (University<br>College)  |
| <b>FINLAND / FINLANDE</b><br>Helsinki Polytechnic<br>HUMAK / Humanities Polytechnic<br>Sibelius Academy<br>Sydväst Polytechnic<br>Arts Academy at Turku Polytechnic<br>University of Jyväskylä   | <b>LATVIA / LETTONIE</b><br>Latvian Academy of Culture  | <b>SWITZERLAND / SUISSE</b><br>Hochschule für Gestaltung und<br>Kunst Zürich<br>Züricher Hochschule Winterthur  |
| <b>FRANCE / FRANCE</b><br>AGECIF<br>Université Bordeaux 3<br>Formation Internationale Culture<br>Université de Bourgogne<br>ARSEC<br>Université Lumière Lyon II<br>Observatoire des Politiques<br>Culturelles (OPC)  | <b>LITHUANIA / LITUANIE</b><br>Lithuanian Cultural Administrators<br>Training Centre<br><b>MONGOLIA / MONGOLIE</b><br>The Mongolian University of Culture<br>and Art  | <b>UNITED KINGDOM / ROYAUME-UNI</b><br>Anglia Polytechnic University<br>London City University<br>Dartington College of Arts<br>De Montfort University<br>Goldsmiths College University of<br>London<br>Sheffield Hallam University<br>Queen Margaret University College<br>South West Arts<br>University of Sussex<br>Warwick University |
| <b>GERMANY / ALLEMAGNE</b><br>Fachhochschule Potsdam<br>Hochschule für Wirtschaft und<br>Politik<br>Institut für Kulturelle Infrastruktur<br>Sachsen<br>Institut für Kultur- und<br>Medienmanagement<br>Pädagogische Hochschule<br>Ludwigsburg<br>University of Hildesheim<br>Institut für Sprachen und Wirtschaft<br>Hochschule für Musik "Hans Eisler" | <b>NETHERLANDS / PAYS-BAS</b><br>HOGESCHOOL HOLLAND<br>Utrecht School of the Arts<br><b>NORWAY / NORVÈGE</b><br>Telemark University College<br><b>POLAND / POLOGNE</b><br>International Cultural Centre<br>Jagiellonian University<br><b>PORTUGAL / PORTUGAL</b><br>INDEG / Business School ISCTE<br><b>ROMANIA / ROUMANIE</b><br>CTCEMC<br>Ecumest | <b>UNITED STATES / ÉTATS UNIS</b><br>Columbia College Chicago<br>Carnegie Mellon University<br>Drexel University  |

**ASSOCIATE MEMBERS / MEMBRES ASSOCIÉS (43)**

**ARMENIA / ARMÉNIE**

Center for Cultural Development and Cultural Policy Studies

**AUSTRIA / AUTRICHE**

Institut für Kulturkonzepte

KulturKontakt Austria

Christian Henner-Fehr Kulturmanagement

IKM - University of Music and Performing Arts, Vienna

ÖKS Österreichischer Kultur-Service

**BELGIUM / BELGIQUE**

Arts Centre Vooruit (Kunstencentrum Vooruit)

Ministère de la Communauté Française Wallonie-Bruxelles

**BULGARIA / BULGARIE**

InterSpace Media Art Centre

South-West University « Neofit Rilski »

**CROATIA:**

Center for Drama Arts

**CZECH REPUBLIC / RÉPUBLIQUE TCHÈQUE**

Tomas Bata University

**ESTONIA / ESTONIE**

Estonian Academy of Music

Tallinn Pedagogical University

**FINLAND / FINLANDE**

Jyväskylä Polytechnic

**FRANCE/ FRANCE**

Conseil Régional Nord-Pas de Calais

Institut d'études européennes de l'université de Paris VIII

DESS de Management culturel en Europe

Université Pierre Mendès France

OGACA

**GERMANY / ALLEMAGNE**

bbw Akademie

**LATVIA / LETTONIE**

Riga Dom Choir School (RDSCS)

**LITHUANIA / LITUANIE**

Vilnius Academy of Fine Arts

**(THE FORMER YUGOSLAV REPUBLIC OF) MACEDONIA /  
(EX-RÉPUBLIQUE YOUGOSLAVE DE) MACÉDOINE**

PAC Multimedia

**MONGOLIA / MONGOLIE**

Arts Management Club

**REPUBLIC OF MOLDOVA / RÉPUBLIQUE DE  
MOLDOVA**

New Alternative Association

**ROMANIA / ROUMANIE**

Black Sea University Foundation (BSUF)

**RUSSIAN FEDERATION / FÉDÉRATION DE RUSSIE**

Charity Foundation for Support & Development of  
Arttherapeutic Programs

PRO ARTE Institute

**SLOVAKIA / SLOVAQUIE**

Academy of Music and Dramatic Arts (VSMU)

**SPAIN / ESPAGNE**

Universidad de Navarra

Xabide S. Coop Ltda

**SWEDEN / SUÈDE**

DIK Association

Swedish School of Library and Information Studies

**SWITZERLAND / SUISSE**

Trois Cultures Méditerranéennes

Université de Genève

**UKRAINE / UKRAINE**

International Renaissance (George Soros) Foundation in  
Ukraine

Lviv National University

**UNITED KINGDOM / ROYAUME-UNI**

Chester College of Higher Education

EUCLID

ISAACS UK

University of Greenwich

METIER

**UNITED STATES / ETATS-UNIS**

Claremont Graduate University