



ENCATC

The European network on cultural  
management and policy

2023

## Activity Report

The European network on  
cultural management and policy



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# FOREWORD

As we reflect on the remarkable journey of 2023, it becomes evident that this year has been a pivotal moment for the ENCATC community. The dynamic changes in the global landscape, marked by technological advancements and unprecedented challenges, have reiterated the importance of our mission more than ever. ENCATC has continued to be a beacon of resilience, and our activities have underscored our commitment to advancing cultural and educational policies, fostering international dialogue, and promoting sustainability and innovation in the cultural sector.

2023 marked the second half of the implementation cycle of our multi-year agenda for 2022-2024, under the funding of the Creative Europe programme of the European Union, and the essential co-financing it provides us with. Throughout 2023, we have witnessed the incredible capacity of our network to adapt and thrive. Our initiatives, from the highly engaging Members Talks to the globally influential ENCATC Congress, and the leading capacity building trainings of the ENCATC Academy have not only provided a platform for knowledge exchange but also fostered a sense of unity and purpose among cultural professionals worldwide. The focus on critical issues such as the evolving use of AI in cultural and the creative sectors, sustainability and green transitions, as well as the decolonisation of cultural and creative curricula has sparked meaningful discussions and paved the way for future advancements.

**From January to December 2023, ENCATC was directly involved in the design and implementation of 26 events, which welcomed over 950 participants from more than 50 countries. As a membership-led organisation, we were proud to have all these events co-designed with 30 ENCATC members, old and new**

Our advocacy efforts have been instrumental in shaping cultural policies at various levels. The ENCATC Award for Outstanding Contribution, conferred to Prof. Lluís Bonet, highlights the profound impact of dedicated professionals in our field. His work exemplifies the spirit of innovation and commitment that drives our community forward. In partnership with esteemed institutions and experts, we have also championed the integration of digital tools and sustainable practices in cultural management. ENCATC continued to be a strong voice of support for Ukrainian cultural and creative professionals by offering them memberships through the Thomassen Fund, and by raising awareness on their work and on the continued destruction of Ukrainian cultural heritage through its various communication channels.



In support of the European Year of Skills declared by the European Union, we committed ourselves to re-skilling and upskilling the professionals working in the cultural and creative sectors through all of our flagship activities as well as transnational projects. ENCATC amplified its voice internationally on key policy issues through its existing partnership with UNESCO, the Council of Europe and the European Commission, and through the significant new affiliation as an observer to ECOSOC.

The following pages precisely address the need to have a global picture of our action and of the dynamism of our network. However, one cannot introduce such a document without due recognition of the support we enjoyed from a variety of partners and stakeholders. The achievements of 2023 outlined in this report were made possible thanks to our active membership base, funders, dedicated international board of directors, and our staff. We sincerely thank our international board for their meaningful contributions of expertise, strategic planning, and representing the network to new audiences and partners. And finally, we recognise the professionalism and unwavering dedication and enthusiasm of our staff, who worked relentlessly to ensure that we implemented this ambitious working programme.

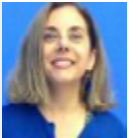
As we move forward, the challenges ahead will undoubtedly require continued dedication and creativity. However, the successes of 2023 have shown us that by working together, we can overcome obstacles and create a more vibrant, inclusive, and sustainable cultural landscape.

ENCATC extends its deepest gratitude to its members, partners, and supporters for their commitment and enthusiasm. Let us carry the momentum of 2023 into the future, driving positive change and inspiring the next generation of cultural leaders.

**Gerald Lidstone**  
ENCATC President (2021-2023)



**GiannaLia Cogliandro Beyens**  
ENCATC General Secretary





# Key objectives 2023

2023 was the third year in a four-year strategic plan (2021-2024) which aims to respond to the challenges facing the network as well as supporting ENCATC's role in the greater European project.



## ADVOCACY STRAND

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



## RESEARCH STRAND

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



## EDUCATION STRAND

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



## NETWORKING STRAND

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

# 26 events

organised around 4 strands of work:  
Influencing Policy, Networking, Education & Research

950+  
participants involved



50+ countries represented in Europe  
and beyond

30



activity partnerships established with  
organisations in 40 countries



30

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

2 Think Tank meetings



9 publications  
released



12 members involved  
in the co-design of  
events, 22 involved as  
speakers

# Event partners

5 networks



7 foundations

3 European  
institutions



5 projects

4 organisations



5 higher education  
institutions

## Belgium

International Yehudi Menuhin Foundation  
Creative Europe Desk Flanders  
University of Antwerp  
BOZAR  
BRAFA Art Fair  
Brussels Planetarium Poetry Fest (BPPF)  
Creative Europe Desk Flanders  
International Yehudi Menuhin Foundation  
Korean Cultural Centre  
Royal Library of Belgium  
University of Antwerp

## Colombia

Universidad de los Andes

## Europe

CHARTER - European Cultural Heritage  
Skills Alliance  
Future for Religious Heritage  
Network of European Museum  
Organisations (NEMO)

## Finland

Aalto University  
ARCADA  
Cupore  
HUMAK  
Seinäjoki University of Applied Sciences –  
SeAMK  
The University of the Arts Helsinki (Uniarts  
Helsinki)  
Metropolia University of Applied Sciences  
University of Jyväskylä

## Singapore

Asia-Europe Foundation

## Spain

Santander Ciudad

## Switzerland

Frontiers Publishing

## Taipei City

TACPS

## United Kingdom

Goldsmiths, University of London  
Julie's Bicycle  
Routledge

## United States

Association of Arts Administration Educators



# Memorable moments in 2023



ENCATC attends the regional consultation for the development of a UNESCO Framework on Culture and Arts Education in Paris

**JANUARY**



ENCATC leads discussions on arts market in Brussels at the 68th edition of the BRAFA Art Fair by organising a talk on public/private collaborations in the visual arts sector and a very successful Cultural Happy Hours edition

**FEBRUARY**



ENCATC takes an active role in promoting transformative sustainable policy, and innovation in education, practice and policy by holding a successful Academy on Sustainable Cultural Management and Policy in Santander and by contributing to the meeting on the "EU framework for social and professional situation of artists" at EU Parliament

**APRIL**

ENCATC promotes global dialogue and networking by attending the AAAE Congress in New York and co-designing its Global Conversations

ENCATC leads discussions in driving Green Transition and facing the Energy Crisis by attending the Voice of Culture session on Culture and Creative Sectors and Industries in Tartu



ENCATC promotes cutting edge research and practices on digitalization of cultural heritage by organising in Brussels a debate at the Royal Library of Belgium in the frame of its Cultural Happy Hours programme

**JUNE**

### Arts Journalism Matters Fellowship

#### SELECTED PARTICIPANTS



Carla Castle



Esther Yeon

To give a prominent role to the young generation of future cultural professionals, ENCATC launches the 2nd edition of Arts Journalism Matters Fellowship, in partnership with ASEF and partners with the 6th edition of the ACMC Conference, "ART FORWARD. Cultural Management: Conflict & Context"

**SEPTEMBER**



To voices the views and the needs of the global Cultural Management and Policy community, ENCATC attends the 42nd General Conference of UNESCO in Paris and takes the floor at a session on Cultural Rights, Right to Information and Artificial Intelligence at the 5th UCLG Culture Summit in Dublin

**OCTOBER**



ENCATC leads the discussions on AI by gathering more than 270 participants from 40 countries in Helsinki in the frame of its 31st annual Congress.

**OCTOBER**









# Highlights

## Influencing Policy

ENCATC develops and influences policies by engaging in advocacy actions through partnerships, expertise, policy recommendations, consultations, meetings and public speeches. Since 1992, the network has been a key partner for constructive dialogue as an NGO in official partnership with UNESCO, in consultative Status with the United Nations Economic and Social Council (ECOSOC); and as an observer to the Council of Europe's Culture Committee and is frequently asked to weigh in on important matters for the European Commission, the European Parliament, and Member States.

### Our policy actions highlights in 2023

In 2023, ENCATC Award for Outstanding Contribution was conferred to Lluís Bonet, Professor of Applied economy and Director of the Cultural Management Programme at the University of Barcelona, specialized in cultural economics, cultural policies, and arts management. The Award Panel, an interdisciplinary group integrated by 11 ENCATC members from different world regions, evaluated and assessed all nominations recognizing Prof. Bonet for his exceptional scholarship in cultural management and policy, his academic and professional career of international renown, his sustained contributions to cultural management and policy education and research, his innovative and interdisciplinary approaches, and his supportive character, looking to create sectoral synergies and support young researchers and professionals. Prof. Lluís Bonet is identified as a transformational leader and a key personality of the cultural field, whose work has impacted at local, national and international level. He has been president of ENCATC, board member of many academic and cultural organizations, and coordinator / active participant of many international research projects (H2020, Erasmus+, Creative Europe, IADB, National research or Arts council, etc.). He is the coordinator of the Erasmus+ project CHARTER ('Cultural Heritage Action to Refine Training, Education and Roles'), of which ENCATC is a partner.

	<b>2</b>	<b>Think Tank Culture Post-Covid Meetings</b>
	<b>1</b>	<b>Policy Debate</b>
	<b>3</b>	<b>Policy Trackers</b>
	<b>1</b>	<b>ENCATC Award for Outstanding Contribution Lluís Bonet (University of Barcelona)</b>

## Policy Debate

### Global perspectives in current and future trends on cultural policy

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The policy debate is organised to advance cultural policy and to identify new business models, innovative funding schemes and investment practices in the cultural and creative sector. ENCATC members, academics, researchers, cultural operators, policy makers, economics experts and students are invited to attend. The 2023 Policy Debate discussed the significance of culture within governance today, the role of culture in our modern societies at large, questions of freedom of speech and the mega trends currently shaping the world. Between considerations on the strategies to deal with the loss of trust towards decisionmakers and the acknowledgement of the structural role that culture needs to play in sustainability-related policies, the Debate offered participants an overview over the biggest policy questions today, unveiling the role that new technologies will increasingly play.

## Cultural Policy Trackers

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The Cultural Policy Tracker is a quarterly publication gathering from the members of the ENCATC Think Tank Culture Post Covid-19. It gathers the latest policy updates in the cultural and creative industries and is widely disseminated to policy makers. In 2023, three Policy Trackers were published, comprising articles on culture's contribution to health and well-being; cultural mobility; community and democracy; and environmental sustainability practices.

## ENCATC provides expertise

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ENCATC is committed to advancing cultural and educational policies in the European Union and beyond, and it does so by providing expertise to key European and international institutions and taking the stage at prestigious and high-level international gatherings.

In January, it contributed to the regional consultation for the development of a UNESCO Framework on Culture and Arts Education.

In February, ENCATC became a part of the Working Group on Skills for the Green Transformation of the Large-scale Skills Partnership for the Cultural and Creative Industries ecosystem (CCI LSP), reinforcing its actions on sustainability.

In March, ENCATC attended and took the floor at the Council of Europe's Steering Committee for Culture, Heritage and Landscape.

In April, ENCATC contributed to the "EU framework for social and professional situation of artists" meeting at EU Parliament.

In June, ENCATC was selected through a competitive call for papers to contribute to the Voice of Culture session on "Culture and Creative Sectors and Industries driving Green Transition and facing the Energy Crisis", in Tartu; and contributed largely to the recommendations.

In September, together with a group of 70 networks and organisations from across the cultural and creative sectors and industries (CCSIs), ENCATC endorsed the joint letter of concern to the EU Member States, the Commission and the Council of the EU regarding the proposed cuts by 40 million EUR to the Creative Europe budget 2024.

In October, ENCATC attended the European Committee of Regions meeting, and shared its viewpoint on the importance of mentoring programs in fostering skill development and promoting opportunities for all, particularly for the younger generations.

In November, ENCATC attended and contributed to the 42nd General Conference of UNESCO in Paris in its capacity as an NGO in official partnership with the organisation. It also signed the call to action to put Cultural heritage, the Arts & Creative industries at the heart of climate action at COP28.

In addition, ENCATC contributes periodically to the European Commission's Expert Group on Cultural Heritage throughout the year.

## 2023 European Year of Skills

The European Year of Skills was established by the European Commission to give a fresh impetus to lifelong learning, empowering people and companies to contribute to the green and digital transitions, supporting innovation and competitiveness, and addressing skills gaps in the European Union. ENCATC organised all of its activities and initiatives of 2023 under the umbrella of the European Year of Skills, with the aim to re-skill and upskill the professionals working in the cultural and creative sectors.

Alongside its flagship activities like the Academy and the Congress that focus on capacity building, ENCATC also reinforced its contributions to the European Year of Skills through its active role in the CHARTER Alliance blueprint project, funded by Erasmus+.

## ACTIONS FOR UKRAINE

ENCATC continued to raise awareness about the destruction of cultural heritage in Ukraine through its various dissemination channels including the Flash and Newsletter. In the latter, ENCATC provided special focus to Ukrainian cultural professionals, contributing to reinstating their Ukrainian identity and building an authentic narrative. Of their experience. In addition, three funds were offered by ENCATC in the form of free membership to Daryna Zhyvohliadova, Tetiana Biletska and Ukrainian Cultural Foundation, through the support of the Thomassen Fund.





# Special focus

## Embracing Artificial Intelligence

To foster a deeper understanding and propel the ongoing dialogue on Artificial Intelligence (AI), ENCATC dedicated the year's focus to this pivotal subject. Various events and platforms were utilized to address AI, including the annual Congress, a special issue of the Journal, Members Talks, and content for ENCATC Scholars and Magazine. When discussing Artificial Intelligence, both within and beyond the cultural and creative sectors, it becomes evident that questions rather than answers currently dominate the field: How will AI shape the future of the sector? What opportunities and challenges does AI present to the cultural and creative sector, influencing its innovation and growth? How are different stakeholders currently experimenting with AI-powered tools and technologies? What are the ethical, legal, and social implications of AI in cultural policy, management, education, and research? Moreover, what are the best practices and successful case studies in AI-powered cultural policymaking, education, and research?

AI's significant impact on cultural policy, management, education, and research is already evident. It is influencing cultural policy by providing policymakers with insights into the sector's economic impact, aiding in informed decision-making regarding funding and support. In management, AI tools analyse consumer preferences and market trends, assisting cultural organizations in making strategic decisions about programming, marketing, and audience development. Educators benefit from AI by designing and delivering more effective and engaging educational programs. For research, AI tools analyse large datasets, identify patterns, and generate insights, informing research and scholarship. Furthermore, AI fosters interdisciplinary research by facilitating collaboration between cultural researchers and experts in fields like computer science, engineering, and data analytics.

Given AI's profound and lasting presence, it is imperative to understand how we will interact with it and how we can maximize its benefits while mitigating associated risks, be they ethical, personal, or professional.

The 2023 ENCATC Congress focused on these very reflections through the Congress theme "Artificial Intelligence Embraced: The Future of the Culture and Creative Sector", and brought together more than 250 participants and speakers coming from 40 countries around the world to engage in debates, keynotes, presentations, workshops and much more. Over three days ENCATC convened educators, researchers, policy makers, practitioners, students and artists to focus on the theme of Artificial Intelligence and its impact on the cultural sector, addressing key issues, ethical questions, and current and future trends in a dynamic exchange.

Bringing regional contexts to the fore, ENCATC also organised a Members Talk on "Digitization and AI in the Cultural and Creative Sectors in Latin America", in December 2023. It showcased two perspectives to illustrate how AI has been developing in Latin America, specifically in Colombia. On one hand, Rafael Orduz, a Colombian economist with a Ph.D. in Economics from the University of Goettingen and Former Deputy Minister of Education, presented experiences where Artificial Intelligence is seen as a powerful tool with the potential to transform education and contribute to closing existing gaps. His work contributes to promoting a combination of strong public policies and collaboration with the private sector to encourage the proper use of AI for the benefit of children and youth.

The second perspective came from Eduardo Montilla, a Colombian professional in education, media, and technology, who spearheaded the adoption of machine learning and artificial intelligence in the media and creative industry in Latin America, through "Sintesis XYZ," his transmedia and educational platform focused on Artificial Intelligence and Creativity. These initiatives underscore ENCATC's commitment to exploring AI's potential and challenges, fostering a comprehensive understanding and proactive approach to integrating AI in the cultural and creative sectors.

## ENCATC'S COMMITMENT TO GREEN TRANSITION AND THE EUROPEAN GREEN DEAL

ENCATC mainstreams climate actions in all of its activities and considers it as a transversal priority. Since 2011, it has been committed to monitoring and managing its environmental impact as part of its mission to be an environmentally responsible organisation. To this end, ENCATC implemented its Green Policy from 2011 to 2023. In August 2023, ENCATC developed and adopted the ENCATC Environmental Sustainability Policy based on the SHIFT Eco-guidelines (2022), and established its Green Team.

ENCATC, together with 15 other international cultural networks launched the SHIFT eco-certification pilot phase in 2023, to co-develop a bespoke eco-certification for cultural networks, taking into account their specific needs and working methods. The certification will establish a credible track record of ENCATC's concrete actions in the field, to convey to future partners and funders the organisation's commitment to become a more sustainable and socially responsible organisation. ENCATC successfully reduced 25% of its carbon footprint following the guidelines and also reduced its travel footprint by offering its Congress and Academy in a hybrid format, and opting for green mobility options. To this end, ENCATC, along with 14 other European cultural networks, ENCATC was awarded the official SHIFT Eco-Certification [1] for Cultural Networks in December 2023. ENCATC's Digital Clean-Up also resulted in the reduction of over 80kg of CO<sub>2</sub> emissions.

ENCATC also offers a wide range of capacity building opportunities to professional in the cultural and creative industries towards green transition. The annual ENCATC Academy on Sustainable Cultural Policy and Management (the 2023 edition of which took place in Santander) is a flagship example, serving as a hub for learning and adopting new approaches, actions, and policies. Similarly, the international Study Tours (the 2023 edition of which took place in Helsinki) offer global best practices in circular economy in sustainable development. It also organised Members Talks on the topic of climate change and cultural heritage for three consecutive years until 2023, as part of a project in partnership with the European Network Future for Religious Heritage. ENCATC's resources, such as the podcasts and books offer supporting training material to the professionals, while the Policy Tracker No 4 was also dedicated to environmental sustainability.

In addition to its internal activities and resources, ENCATC mainstreams sustainability through various transnational cultural projects in partnership with diverse stakeholders. In 2023, ENCATC continued to contribute to the Large-scale Skills Partnerships for the Cultural and Creative Industries Ecosystem (CCI-LSP) in building the capacities of emerging professionals and joined its Skills for Green Transition working group. As part of CHARTER - The European Cultural Heritage Skills Alliance, ENCATC contributed to concrete recommendations on curricula focusing on sustainability and green education; and as a member of the Climate Heritage Network, ENCATC actively advocated via call to action to put cultural heritage, the arts & creative industries at the heart of climate action at COP28.

In 2023, ENCATC also joined the CreaSus project which addresses the imperative link between sustainability and competitiveness within cultural and creative sectors and industries (CCSIs), and overtook the communication and dissemination of the project.

In recognition of these consistent efforts, ENCATC was also voted by the European Desks as the most inspiring network to provide training on greening activities in 2023, thus to empower them in providing guidance to future Creative Europe applicants.

# Networking

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

## FACTS & FIGURES

1 Congress  
15 Members Talks  
1 Global Conversation  
1 Study Tour  
6 Cultural Happy Hours  
950+ participants in networking activities  
50+ countries

The 2023 ENCATC Congress on Cultural Management and Policy "Artificial Intelligence Embraced: the future of the cultural and creative sector" took place from 11-13 October 2023 in Helsinki, Finland. With more than 250 participants and speakers coming from 40 countries around the world to engage in debates, keynotes, presentations, workshops and much more, over three days the 2023 Congress convened educators, researchers, policy makers, practitioners, students and artists to focus on the theme of Artificial Intelligence and its impact on the cultural sector, addressing key issues, ethical questions, and current and future trends in a dynamic exchange. The 2023 Congress was organised in partnership with ENCATC members, Sibelius Academy/Uniarts Helsinki, Arcada University of Applied Sciences, Humak University of Applied Sciences, Metropolia University of Applied Sciences, Cupore and Seinäjoki University of Applied Sciences.

The proceedings of the 31st edition of the ENCATC Congress were published in the encatcSCHOLAR, an ISBN publication, featuring teaching and learning experiences and analyses. Access the proceedings by scanning the QR code.



Five inspiring podcasts were also produced in the framework of the Congress, covering discussions on the definitions of generative AI, its impacts on the culture sector, ethical surroundings concerning AI and other topics, all of which can be accessed through the following QR code.



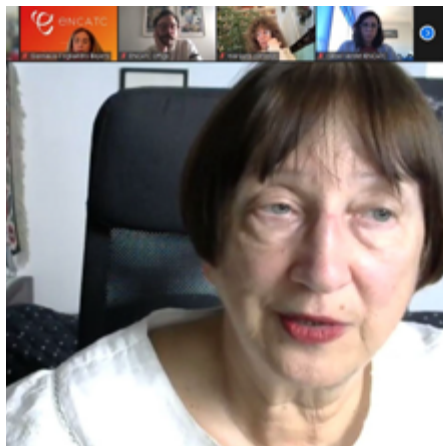


# Members Talks

ENCATC also organised 15 Members Talks throughout the year, covering the most critical issues currently facing cultural educators, managers, operators & policymakers. Nine of the Talks were held virtually. The topics of the talks ranged from the management and governance of cultural and arts institutions to new career opportunities in the age of digitalisation, aligning higher education institutions with the job markets, sustainability in the theatre sector, cultural leadership, decolonising the cultural management and policy curricula, to name a few examples. Six of the Members Talks were held in Helsinki, Finland in a hybrid mode in the framework of ENCATC Congress 2023, and addressed topics such as skills for the green transition in the CCI; innovative and emerging curricula for cultural heritage professions; international cultural relations and communities of practice; challenges and the use of ChatGPT in Cultural Marketing. Approximately 400 participants attended the various Members Talks in total, in 2023.

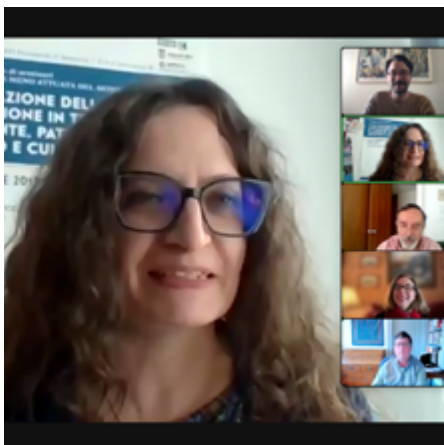
## Members Talk #28

Rethinking Cultural and Arts Institutions: new perspectives on management & governance  
Date: 27 January 2023



## Members Talk #29

Digital Career Stories – Opening new career paths for arts and culture students  
Date: 29 February 2023



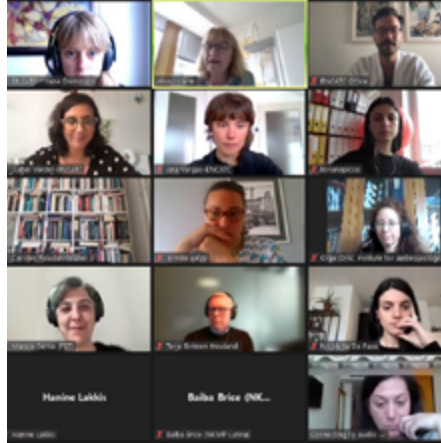
## Members Talk #30

Being fit for the job: working with higher education institutions  
Date: 30 March 2023

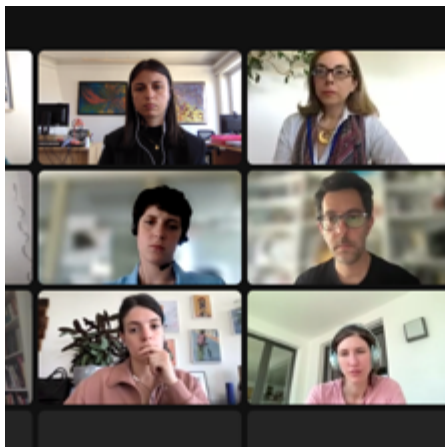


**Members Talk #31**

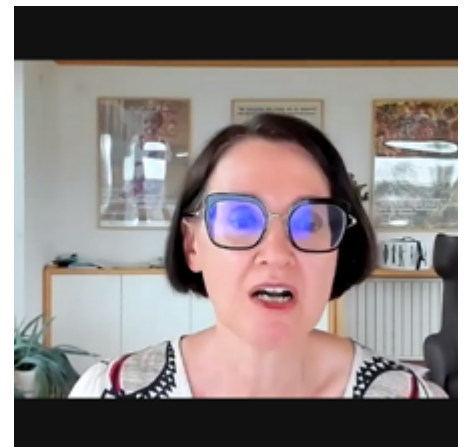
How to benefit from the Strategy 21? Education, research & policy applications  
Date: 28 April 2023

**Members Talk #32**

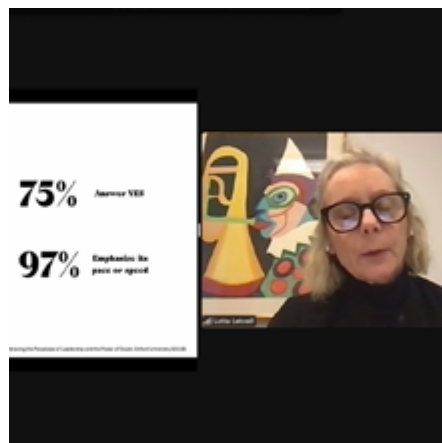
Sustainable theatre: theory, context, practice  
Date: 26 May 2023

**Members Talk #33**

Transformation policies in culture and beyond  
Date: 30 June 2023

**Members Talk #34**

Cultural leadership in arts and cultural organizations: do we have the right skills and competences for the new scenarios?  
Date: 27 October 2023

**Members Talk #35**

Decolonising the cultural policy and management curriculum  
Date: 24 November 2023

**Members Talk #36**

Digitization and AI in the  
Cultural and Creative  
Sectors in Latin America  
Date: 8 December 2023

**LIVE/HYBRID Congress talks****Members Talk #37**

How to use ChatGPT in  
Cultural Marketing  
Date: 12 October 2023

**Members Talk #38**

Being fit for the job:  
emerging curricula for  
the cultural and creative  
sector  
Date: 12 October 2023

**Members Talk #39**

What are the challenges  
and opportunities in  
shaping the future  
workplace?  
Date: 12 October 2023

**Members Talk #40**

International Cultural  
relations and  
communities of practice  
Date: 12 October 2023

**Members Talk #41**

Innovative and emerging  
curricula for cultural  
heritage professions  
Date: 12 October 2023

**Members Talk #42**

Skills for the green  
transition in the CCIs:  
sharing tools and  
approaches across  
Europe  
Date: 12 October 2023



## Global Conversation



The 2023 edition of the **Global Conversations** was also held on the topic of **"How AI is redefining the boundaries of film and music industries"**, at the occasion of the **2023 ENCATC Congress**. It invited international experts to analyse how common challenges within cultural management and policy are addressed around the world, with a particular focus on the impact of AI on the industries of film and music, with the aim to provide a concrete exchange on some of its most practical implications. The panellists taking part illustrated how education on the use of AI within culture is already becoming a structural element of university programmes, and how familiarity with AI systems is going to make a difference in the long run between the survival of certain professional profiles, and the extinction of others. This served as a powerful remnant of the inescapability of technological advancement in the cultural field, and as a question challenging the sector to include active reflections and technological novelties in cultural industries.

## Cultural Happy Hours



Throughout the course of 2023, six exclusive **Cultural Happy Hours** were also held. Developed in partnership with the Creative Europe Desks Wallonie-Bruxelles and Vlaanderen, the Cultural Happy Hours invite representatives from the cultural, business, and educational sectors to enjoy an informal occasion to network and exchange ideas. In particular, the 2023 Cultural Happy Hours included a **guided tour** at the 2023 BRAFA Art Fair; a visit to the atelier of professional illustrator Roseline d'Oreye; an exclusive visit of Art Brussels 2023 and an evening at the Portraits International Gallery; a visit to the Belgian Centre for Korean Culture and a tour of its exhibition "Liquid Imagination", showcasing the works of five contemporary Korean artists; a visit to the "Royal Library of Belgium", the national scientific library and a talk about on Notre Dame and the collective creation of "new cathedrals of data and knowledge"; and a festive evening of poetic performances and visual creations at the Brussels Planetarium Poetry Fest 2023; and were attended by over 200 arts and cultural professionals in Brussels.



# Education

As the only European network positioned at the crossroads of culture and education, in 2022, ENCATC designed tailor-made activities and events for its members and followers to help them expand their knowledge, learn new skills, deepen their competencies, and access new avenues for collaboration.

## FACTS & FIGURES

1 ENCATC Academy on Sustainable Cultural Management and Policy 4 partnerships, of which 1 new (City of Santander)  
122 participants in education activities  
15 countries  
5 podcasts

With the aim to offer opportunities to reskill and upskill professionals working in the cultural and creative sectors, the ENCATC Academy was established in 2012. Since its genesis, the Academy has tackled various pertinent topics within the cultural and creative sectors including cultural relations and diplomacy and sustainability. The 2023 edition of the ENCATC Academy on Sustainable Cultural Management and Policy took place from April 24 to 27 in Santander, Spain and welcomed 37 participants from 15 countries. This dynamic event aimed to empower current and future professionals in culture—educators, researchers, students, managers, practitioners, artists, and policymakers—with the skills needed for a sustainable cultural future. Santander, the capital of Cantabria, provided a unique backdrop for the Academy. The city has embraced innovative approaches to historical, cultural, and urban heritage, focusing on sustainable tourism and addressing future challenges while preserving its rich legacy. Complemented by comprehensive lectures, immersive case studies, and collaborative practical exercises, participants had an exclusive opportunity to engage with local artists and creators leading sustainability efforts. The Academy facilitated the sharing of expertise by experts from an academic and research-based perspective. Therefore, participants not only gained knowledge on sustainability practices and their integration into professional roles but also honed their critical thinking skills on sustainability issues.

In addition to the in-depth discussions on-site, the Academy also resulted in the production of 5 podcasts with various experts from the sessions, who dived further into the House of European History's exhibition "Throwaway" on the theme of waste; the sustainable practices at Art Brussels and Art Antwerp, from the theatre and tourism sectors; as well as Julie's Bicycle's work in assisting cultural organisations in their green transition. The podcasts can be accessed through the following QR code.





As a pre-programme to the ENCATC Annual Congress, the 10th edition of the ENCATC International Study Tour was organised on 10 October 2023, in Helsinki. The Study Tour comprised an interactive programme including lectures, study visits to inspiring cultural venues and lively discussions led by experts in the field and focused on environmental sustainability in the cultural and creative sectors. The Study Tour was organised by ENCATC in partnership with University of Jyväskylä, and welcomed 22 participants from 10 countries.

ENCATC organised the 7th edition of the Youth in Action Day in partnership with the Università del Salento's ISUFI (Istituto Superiore Universitario di Formazione Interdisciplinare) to enhance youth and adult education professionals' knowledge about the policies and programmes in the field of culture and education. The event allowed for the exchange of experiences and good practices among the participants in terms of European project development and project management, and welcomed 63 participants.

# Research and Data Collection

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

The ENCATC Research Award Ceremony, held annually to recognise outstanding research contributions in the field of cultural management and policy, also took place in the frame of the ENCATC Congress. At the 2023 edition, two finalists presented their work in front of a Jury composed by chief academics in the field. The final prize went to Carlotta Scioldo, a researcher and consultant focusing on EU cultural policies, presenting a thesis on "Transnational Networks between European Governance and Local Chance in the Cultural and Creative Sector, if not for harmonizing Policy, then what?". The Jury awarded Scioldo for the quality of the research and the research methodology, the innovative character of the research design, as well as the relevance and potential to be an inspiration for the field and policymakers. A truly original research work, which offers new theoretical developments, while providing a practical application of the research results. In recognition of the important contribution for the advancement of the debate on sustainability, this paper will be also granted a publication in the European Journal of Cultural Management and Policy.

For the 2023 edition of the annual ENCATC Education and Research Session, 50 presentations were organized in 13 different parallel sessions, and included 3 Research Interest Clusters (RICs) on Management of cultural organizations and (heritage-based) economic development in Latin America; Education in cultural management and policy; and Cultural Leadership in Transition Tourism. Nearly 200 researchers attended the Education and Research Sessions, held in the frame of the ENCATC Congress.

To celebrate excellence in research, the ENCATC Best Research Paper is also awarded among those submitted for the ENCATC Education and Research Session. This recognition was awarded by an international Jury composed, after a rigorous evaluation process based on the following criteria: relevance of the thematic area to ENCATC, quality of the research and the research methodology, originality of the research topic, innovative character of the research design, relevance and inspiration for the field and for policy makers, and quality of writing. The winning research paper titled "Greening our future: cultural policy and the ecological imperative", explores innovative sustainable practices for the cultural and creative sector, authored by Vânia Rodrigues, principal investigator at CEIS20 from the University of Coimbra (Portugal).

## FACTS & FIGURES

- 1 ENCATC Research Award
- 1 ENCATC Best Research Paper Award
- 1 Young and Emerging Researchers Forum
- 1 ceremony to celebrate exceptional achievements
- 3 books with Routledge
- 3 Research Interest Clusters
- 97 articles available in open source with over +15.000 views and downloads
- Scientific research of 20 academics from 9 countries
- 232 participants from over 50 countries



The ENCATC Young and Emerging Researchers Forum (YERF) is specifically designed for the new generation of talented researchers in the field of cultural management and policy, to advance in their careers and enlarge their network in Europe and beyond. Its 16th edition took place in a hybrid format, on 12 October 2023 from Helsinki, Finland. Its programme included two sessions devoted to presentations by doctoral candidates, and a speed dating session with simultaneous discussions on a series of matters pre-selected by young and emerging researchers at registration. Renowned professionals from the academic publishing sector joined the conversation to provide practical guidance and tips to get research published in high impact publications.

The European Journal of Cultural Management and Policy (EJCMP), which promotes cutting-edge research, and stimulates debate on the topics of cultural management and cultural policy among scholars, educators, policy makers and cultural managers, is based on the two primary principles of multidisciplinary research, and connecting theory and practice. In 2023, the Journal published critical feedback from artists on the impact of the health crisis in the field of art and culture, and addressed the effective management of ecomuseums, undertaking a holistic approach to sociocultural development of local areas. It presented compelling case studies on leadership models in the cultural and creative sectors and on the value of publicly funded art and culture institutions, with a particular focus on Finland. Traveling east, the Journal also presented research on the role of culture in leading socioeconomic and environmental changes in Bangladesh. This diversity in the content and quality of the research published in the Journal ensured a significant growth in 2023, with 3 special issues launched, 97 articles made available in open source, with over 15,000 views and downloads.

The ENCATC Advances on Cultural Management and Policy (EACMP) Book Series exists to foster critical debate and to publish academic research in the field of cultural management and cultural policy as well as to open up a forum for discussions and debate on the topics of cultural management and cultural policy among scholars, educators, policy makers and cultural managers.

In 2023, two editions of the book series were published in collaboration with Routledge, titled "Globalisation, Commodification and Cultural Production in Africa - Contemporary Theatre in Sierra Leone" and "Cultural Governance: Current and Future European Perspectives » respectively.

With the aim to enable members with an interest in a specific research topic or problematic within the arts and cultural management and policy field to work together to further research or to deepen understanding of that topic, ENCATC established its ENCATC's Research Interest Clusters (RICs) in 2021. In 2023, the Research Interest Clusters comprised of Management of cultural organizations and (heritage-based) economic development in Latin America; Decolonisation of Cultural Management and Policy Curricula and Institutions, and Cultural Leadership in Transition Tourism.

## Knowledge Hub

The Knowledge Hub was initiated by ENCATC in 2023 with the aim to improve access to information and enhance the collection of data. It is aimed to be instrumental in the collection, consolidation and coordination of research content, as well as the monitoring, mapping and analysis of policy pertaining to the CCS. The Knowledge Hub will also serve as a resource for teaching, designing new training programmes, defining the content and the agenda for translational projects, events and activities, and for identifying peers and partners all around the globe. Through its virtual coordination meetings, the Hub will produce quarterly reports on policy and research trends, which will act as evidence-based advocacy tools for ENCATC to present to various international organisations and institutions, including UNESCO (during the General Conference and annual NGO Fora, as well as at Mondiacult 2025 and future editions); ECOSOC (at the annual ECOSOC NGO Forum and the High-level Political Forum on Sustainable Development), and at the annual meetings of the Council of Europe Cult Committee. In 2023, the structure of the Knowledge Hub was finalized, re-organizing internal and external resources with searching engine for the efficient use of members, and the Members Handbook digitalized to enhance and strengthen synergies among members.



## Partnerships

Since its establishment, ENCATC has forged several dynamic partnerships and strategic alliances in different world regions with key stakeholders active in the field of culture and education. One aspect of ENCATC's success is mobilising its network to establish new partnerships and strengthen existing ties with key players in our field. Over the course of 2023, ENCATC established and/or engaged in 28 partnerships with higher education institutions, organisations, arts institutions, other networks, foundations, and European projects. In addition to these partnerships, ENCATC maintains important longer-term relations with stakeholders and funders that provide stability to the network as it grows and innovates.

## INSTITUTIONAL PARTNERS

ENCATC's Institutional Partners empower and support the life and activities of the network and are empowered by ENCATC expertise, activity and communication.

At date, ENCATC can count on three major strategic Institutional partnerships.

Council of Europe

UNESCO

ECOSOC

ENCATC retained its status as an NGO in official partnership with UNESCO. Recognised for its important contribution to the cultural sector, ENCATC frequently shared opportunities from UNESCO through its communication channels and attended the annual meeting of NGOs. As an observer of the CULT Committee of the CoE, ENCATC has contributed actively to the European Commission's work since 2007. In 2023, after a very rigorous and long selection process ENCATC gained the consultative Status with the United Nations Economic and Social Council (ECOSOC).



## EU INITIATIVES

ENCATC is proud to be an official partner of the New European Bauhaus and partner of the EU Pact for Skills initiative as a part of the Focus Group of the Large-scale skills partnership for the CCI's ecosystem.

Since 2015, ENCATC has the status of Observing Member of the EU inter-governmental Reflection Group "EU and Cultural Heritage".



## STRATEGIC PARTNERS

To foster collaboration, networking and cross-disciplinary engagement for mutual benefits, since several years ENCATC has established long-standing strategic partnerships with the following organisations acting in the cultural and education field:

Asia Pacific Network for Cultural Education and Research (ANCER)

Asia-Europe Foundation (ASEF)

Association of Arts Administration Educators (AAAE)

Taiwan Association of Cultural Policy Studies (TACPS)

The Latin American Association of Cultural Management Programmes

In 2023 ENCATC continued to collaborate with the Association of Arts Administration Educators (AAAE) based in the United States, the Asia Europe Foundation based in Singapore, and the Taiwan Association of Cultural Policy Studies (TACPS) with which it has signed strategic MoUs. These MoUs resulted in the international circulation of information, opportunities to gain new knowledge and access to career development offers. In particular, ENCATC developed the 2nd Arts Journalism Fellowship in partnership with ASEF Culture 360, and the Global Conversation "How AI is redefining the boundaries of film and music industries" in partnership with AAAE. Strengthening alliances between Latin America and Europe, ENCATC fostered an exchange with the Latin American Association of Cultural Management Programmes, with their members attending the ENCATC Congress, and ENCATC members mandated to attend the annual Congress of LAACMP to exchange best practices.

**European  
Cultural  
Foundation**

# Transnational cultural projects

In 2023 ENCATC was actively involved in transnational cultural projects covering a variety of areas such as: training, education, cultural heritage, measuring impact, cultural and creative industries.



## **CHARTER - The European Cultural Heritage Skills Alliance**

CHARTER brings together and represents the whole range of the cultural heritage sector in Europe, striving towards making apparent the value of cultural heritage and creating a resilient and responsive sector. CHARTER seeks to create a lasting, comprehensive strategy that will guarantee Europe has the necessary cultural heritage skills to support sustainable societies and economies, including transversal competences such as digital/technological and green/blue economy skills.

In 2023, ENCATC continued its work within the CHARTER Alliance as the lead on Work Package 6, dedicated to the communication, dissemination and exploitation of the project, and contributed to the organisation of the 1st Policy Round Table event in Brussels.

CHARTER – Cultural Heritage Actions to Refine Training, Education and Roles, is an Erasmus+ funded project, starting from January 2021 until December 2024. It has a wide consortium of 47 partners, including 28 full and affiliate members, and 19 associate members, comprising top European cultural heritage actors. The consortium combines diverse fields of expertise: education and training; industry and employers; European and international networks; regions.



## **CreaSus - Sustainability Business Models for CCSIs**

Established in 2023, the CreaSus project addresses the imperative link between sustainability and competitiveness within cultural and creative sectors and industries (CCSIs). By associating sustainability with CCSIs' management and business practices, CreaSus aims to elevate culture as the fourth pillar of sustainability. Focused on fostering internal motivation rather than external drivers, CreaSus seeks to make sustainability innovations a source of competitive advantage, providing CCSIs with a toolkit for funding schemes and guiding them towards profitable sustainability practices. With the support of 40 CCSIs, the project is poised to test and implement results that reflect the heterogeneous reality of the cultural and creative enterprise landscape. ENCATC is in charge of overseeing and implementing the communication and dissemination of the project.

CreaSus project is co-funded by the European Union, starting from October 2023 until October 2026

# Audiences

## WEBSITES

ENCATC's official website is the go-to source for information about the network, its members, resources and publications, and events. It offers many ways for website visitors to become active in the network whether that is by becoming a member, registering to an event, or responding to open calls. Additionally, ENCATC also manages satellite websites for its annual Congress, Research Award, Fellowship Award, and the /encatcSCHOLAR. (the main website noted over 32,000 page views during the year)

## 4 Social Media Platforms

In 2023, ENCATC was active on Facebook, Twitter, LinkedIn, and Instagram to engage with followers and disseminate information and opportunities from ENCATC, our partners, and EU projects. ENCATC gathered 17,840 followers in 2023 across its various social media platforms, and created over 50,000 impressions through its content.

## 1 VIDEO PLATFORM

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

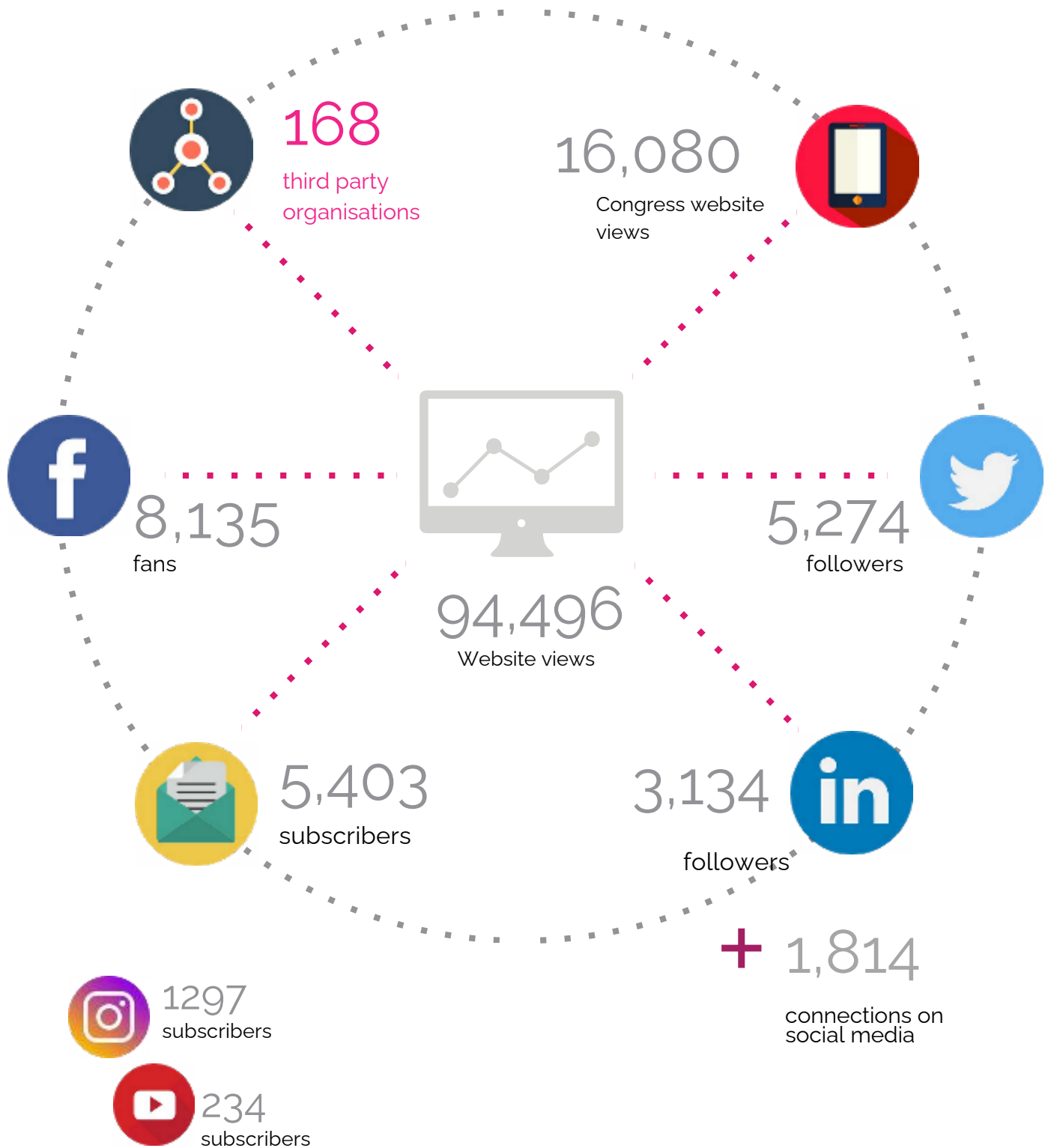


## 168 THIRD PARTY ORGANISATIONS

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



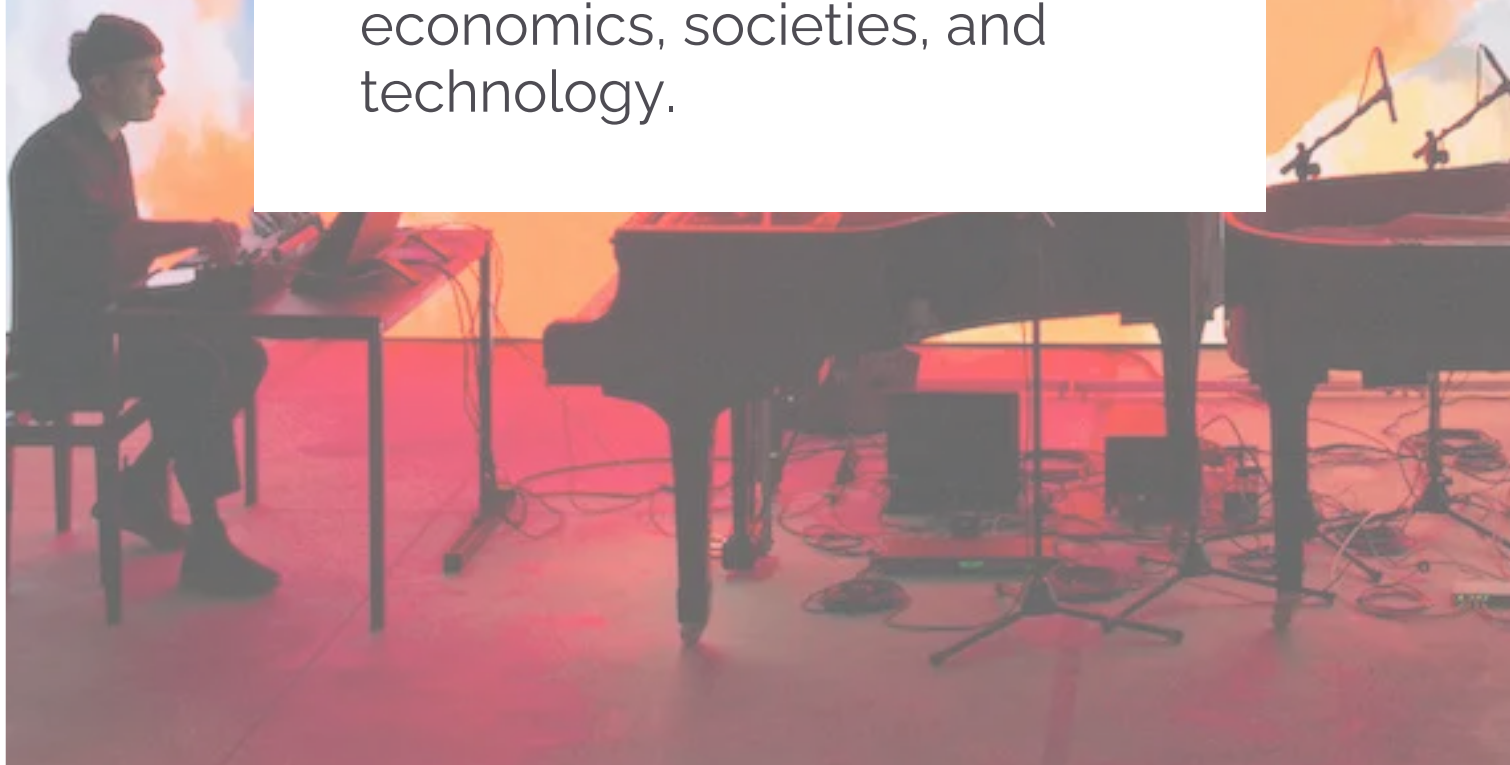
# 2023 | Facts & Figures



## ABOUT ENCATC

### Our story

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



Since its creation, the network has grown to include more than 150-member institutions in over 45 countries in Europe and across the globe. Internationally recognised for its activities and leadership role, ENCATC is proud to be an NGO in official partnership with UNESCO and an observer of ECOSOC and the Council of Europe's Steering Committee for Culture. Our members are higher education institutions, training centres, cultural organisations, public authorities, and artists. Since its creation, ENCATC has cooperated in many ways with the Council of Europe, UNESCO, ECOSOC, European institutions, and the European Cultural Foundation. Resulting from our internationalisation policy, ENCATC has Memoranda of Understanding established with the Association of Arts Administration Educators (AAAE) in the United States, the Taiwan Association of Cultural Policy Studies (TACPS), and the Asia-Europe Foundation (ASEF).

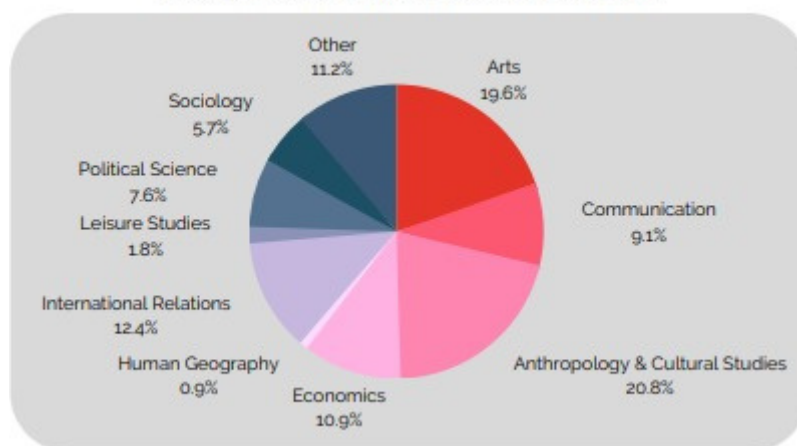
We believe cultural management and policy education, training, and research have the power to make the cultural sector stronger, resilient, and sustainable in Europe and beyond. That's why ENCATC plays a crucial role in ensuring sustainability and in strengthening the competitiveness of the cultural and creative sectors. Our members are directly responsible for the continuing education of today's cultural professionals and educating tomorrow's cultural managers and operators as well as future European citizens who will benefit from cultural offers at the European, national, and local level.

# Our members

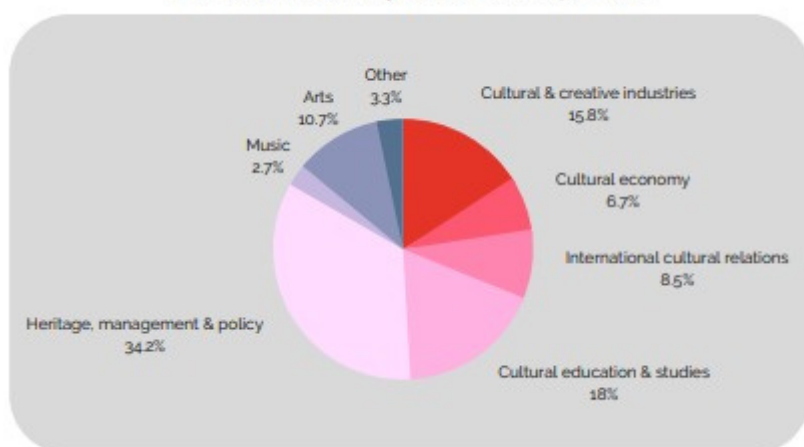
## Membership in 2023

Total  
ENCATC  
membership  
**150**  
in 44 countries

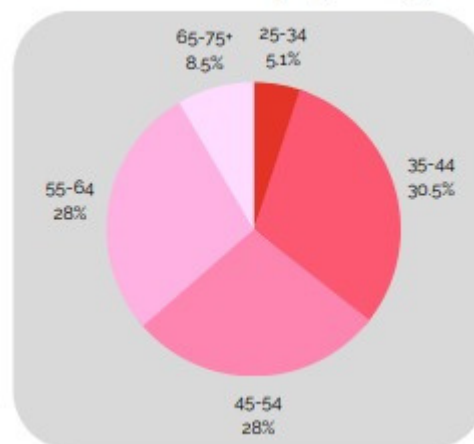
Our members by field of knowledge



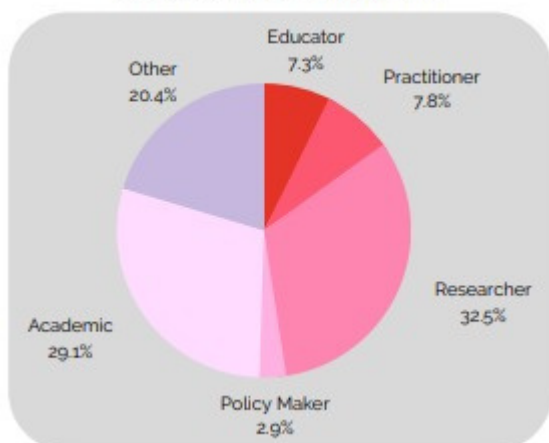
Our members by areas of expertise



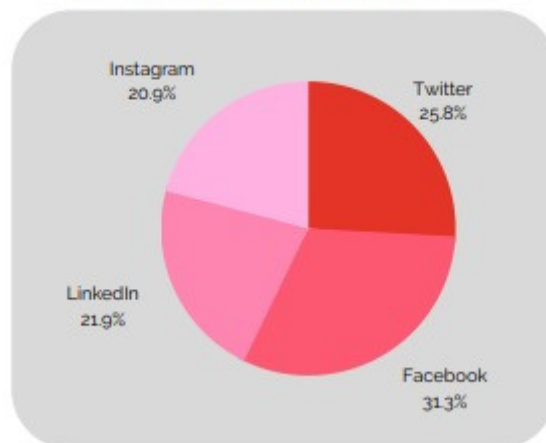
Our members by age range



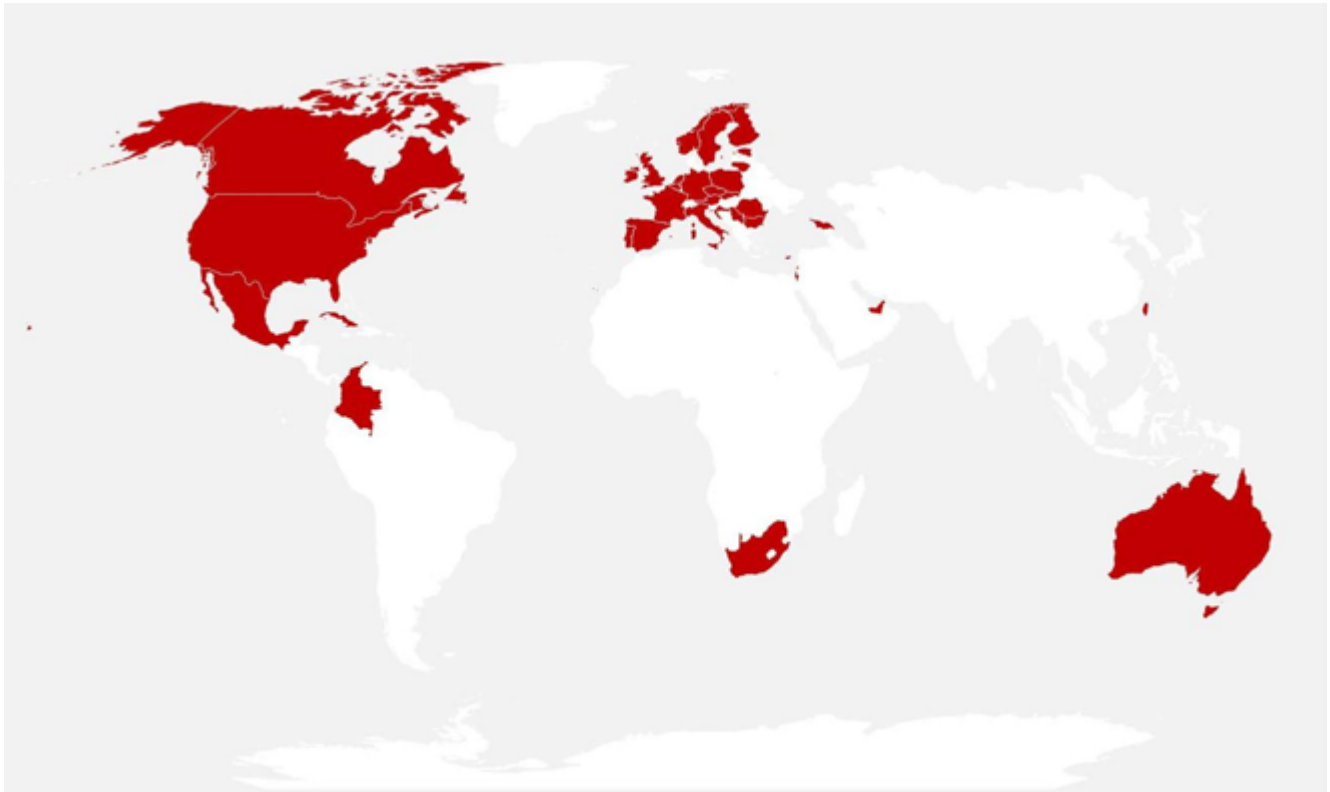
Our members by profile



Our members by social media







## ALBANIA

Dorina Xheraj-Subashi

## AUSTRALIA

Karla Penna

## AUSTRIA

University of Applied Sciences Kufstein  
Institut für Kulturmanagement und Gender Studies  
Red Noses Clowndoctors International  
Teodora Konach

## BELGIUM

Association Marcel Hicter  
BOZAR - Centre for Fine Arts of Brussels  
British Council  
Delegation of the Government of Catalonia to the EU  
EuAbout Lab ASBL  
Flemish Ministry of Culture  
International Yehudi Menuhin Foundation  
Liliana Turoiu  
Université libre de Bruxelles (ULB)  
University of Antwerp / Antwerp Management School

## BULGARIA

National Academy of Theatre & Film Arts "Kr. Sarafov"  
SULSIT University of Library Studies and Information Technologies  
Regional Centre for the Safeguarding of Intangible Cultural Heritage in SEE under the auspices of UNESCO

## CANADA

University of Regina  
Shuo Cai

## CHINA

Xiao Lu

## COLOMBIA

Universidad De Los Andes

## CROATIA

University of Zagreb  
IRMO-Institute for Development and International Relations  
Kultura Nova Foundation  
Prokultura Association - Observatory of Cultural Policy

## CUBA

Oficina del Historiador de la Ciudad

## CYPRUS

Kakia Catselli  
The Organisation for European Programmes and Cultural Relations

## CZECH REPUBLIC

Academy of Performing Arts in Prague  
Janacek Academy of Performing Arts

## DENMARK

Beatriz Salinas Marambio  
European Training Centre Copenhagen

## ESTONIA

Estonian Academy of Music and Theatre  
Tartu University Viljandi Culture Academy

## FINLAND

Arcada University of Applied Sciences  
CUPORE - Foundation for Cultural Policy Research  
Helsinki Metropolia University of Applied Sciences  
Humak University of Applied Sciences  
Jyväskylä University  
Seinäjoki University of Applied Sciences  
Sibelius Academy - University of The Arts Helsinki  
Turku University of Applied Sciences

## FRANCE

AGECIF  
Le LABA  
Musée du Louvre  
Pôle des acteurs du patrimoine en Pays de la Loire  
Roberto Cimetta Fund  
Université AMU Aix-Marseille  
Université Cergy Pontoise  
Université Lumière Lyon II  
Université Côte d'Azur

## GEORGIA

Ministry of Education, Science, Culture and Sport of Georgia

## GERMANY

Darko Lukic  
Fachhochschule Potsdam  
Goethe-Institut  
Hochschule Heilbronn/Heilbronn University  
Institut Fur Kultur-Und-Medienmanagement  
Pädagogische Hochschule Ludwigsburg  
u-Institut

## GREECE

Cultural Foundation of the National Bank of Greece

## GUADELOUPE

Adiles

## HUNGARY

Intercultural Association Adriatica

## ISRAEL

Sapir Academic College

## ITALY

ATER Fondazione Teatrale Emilia-Romagna  
Chronis Charalampous  
Consorzio Materahub  
Fondazione Fitzcarraldo  
Ied Istituto Europeo Di Design S.P.A.  
IMT School for Advanced Studies Lucca  
Melting Pro. Laboratorio per la cultura  
Nicoletta Pinna  
Promo Pa Fondazione  
Symbola Foundation for Italian Quality  
Tecnopolis PST  
Tuscany System Foundation  
Tools for Culture  
University of Bologna - Graduate Program GIOCA  
University of Ferrara  
University Link Campus  
University of Macerata  
University of Salento  
Zètema Progetto

## LEBANON

Khadijah-Hanine Lakkis

## LITHUANIA

Lithuanian Culture Institute

## MEXICO

Universidad Anáhuac

## THE NETHERLANDS

Cultura Mosae Foundation  
De Domijnen  
European Creative Business Network  
University of Groningen  
University of Utrecht  
Utrecht School of Arts

## NORWAY

Norwegian School of Management BI

## POLAND

Adam Mickiewicz University in Poznan  
Foundation ARTeria  
International Cultural Centre  
WSB University

## PORTUGAL

Catarina Vaz Pinto  
School of Education of the Polytechnic of Porto  
University of Coimbra

## ROMANIA

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

## SERBIA

Faculty of Drama Arts, University of Arts Belgrade

## SINGAPORE

Lasalle College of the Arts Limited  
Singapore Management University (SMU)

## SLOVAKIA

Creative Institute Trenčín  
Technical University of Košice

## SPAIN

3 Walks  
Alba Victoria Zamarbide Urdaniz  
Donostia Kultura  
Fundación Iberoamericana de las Industrias Culturales y Creativas (FIBICC)  
Fundación SGAE  
Trànsit Projectes  
University of Barcelona  
University of Cádiz  
University of Coruña - Grupo de Estudos Territoriais  
Universitat Internacional de Catalunya  
Universidade da Coruña - Grupo de Estudos Territoriais

**SWEDEN**

Karlstad University  
Lund University  
Malmö University  
Södertörn University College

**SWITZERLAND**

Zurich University of Applied Sciences ZHAW

**TAIPEI CITY**

Ministry of Culture of Taiwan  
Xia Jing Shan Arts & Culture Foundation

**TURKEY**

Çekul Foundation

**UGANDA**

Clare Nakazibwe

**UNITED KINGDOM**

City, University London  
Goldsmiths, University of London  
King's College London  
Loughborough University  
University of Leeds  
University of the Arts London

**UKRAINE**

Centre for Cultural Management  
Daryna Zhyvohliadova  
KOLO Charity Foundation  
Tetiana Biletska  
Ukrainian Cultural Foundation

**UNITED ARAB EMIRATES**

Abu Dhabi Department of Culture and Tourism

**UNITED STATES OF AMERICA**

Alan Salzenstein  
American University  
Boston University  
Carnegie Mellon University  
National Creativity Network  
New York University  
Palmieri Media Group  
The Ohio State University  
University at Buffalo  
University of Wisconsin-Stevens Point



# In Memoriam

In 2023, we bid farewell to a cherished individual whose impactful contributions have shaped ENCATC's work, leaving an indelible mark on the cultural management and policy landscape. His wisdom, dedication, and passion have enriched our community, adding irreplaceable human and professional value to the work that we do. We have no doubt that his legacy will continue to inspire future generations of cultural professionals.

## **Professor Fabio Donato (1969–2023)**

Professor Donato was an internationally recognized academic and researcher in arts and cultural management. Over the years, his commitment and dedication have significantly contributed to the theoretical and scientific discussion within the cultural and creative sector and to policy-making and decision-making on research and innovation at the European level.

Educated at the University of Pisa (Italy), Fabio Donato has worked since 2001 for the Department of Economics and Management of the University of Ferrara (Italy), where he became a full professor in 2007. Within the University of Ferrara, he held various roles, including Director of the Ferrara International School on Culture, Innovation, and Sustainable Development (2008–2011), Director of the Doctoral School in Humanities and Society at the University of Ferrara (2009–2013), Deputy-Director of the Department of Economics and Management and Director of the MuSeC—Master in Cultural Management together with Prof. Anna Maria Visser (2005–2017). During his career, he has authored around 100 scientific contributions. After an initial interest in the management of public services, Fabio focused mainly on studying the cultural and creative sectors. In Italy, he has been among the main advocates of the application of managerial approaches to cultural heritage, promoting and studying the introduction and evolution of performance measurement systems applied to cultural heritage organizations. His contribution to the theoretical and professional discussion in this field was instrumental in promoting the need for a collaborative, ecosystem, and holistic approach to the cultural and creative field, which could foster dialogue, civic participation, and collaboration between the various actors operating in the cultural and creative subsectors and beyond. These issues have become key themes in political and academic discussions in the following years and are still highly topical.





His interest in the evolution of European policies is well underlined in his scientific contributions published since 2018, including the reflection on the long-term impact of European initiatives such as the European Year of Cultural Heritage 2018 (as in the paper "What is the legacy of the European Year of Cultural Heritage? A long way from cultural policies towards innovative cultural management models," co-authored with Elena Borin).

Indeed, concurrently with his career in academia, Fabio had also played an active role in the development of the policy discussions concerning research and innovation at the European level, in line with his interest in the promotion of research and a strong belief in the key role of institutions. After having served as president of the technical-scientific committee "Museums and the Economy of Culture" of the Mibact (Italian Ministry for Cultural Heritage, Environment and Tourism) and member of Italy's Higher Council for Cultural and Landscape Heritage, since 2017 Fabio has taken up the position of Scientific Counsellor to the Permanent Representation of Italy to the EU. Fabio believed in the value of diplomacy and negotiation and in a vision of research and innovation that could benefit all European member states. Over the years, his commitment and dedication made a decisive contribution to policymaking and decision-making, enhancing innovation in research at the Italian and European levels.

We would also like to remember Fabio for his prominent role within ENCATC. Fabio has served in the ENCATC network with strong commitment and passion from 2005 till 2019. During that time, he made an invaluable contribution to the global academic and research community: as a Board Member from 2009 to 2015, he co-designed and launched the ENCATC European Journal of Cultural Management and Policy in 2011, and the Education and Research Sessions in 2013. In 2022, he was appointed by the ENCATC Board, Editor-in-Chief of the European Journal of Cultural Management and Policy after his proposal to have it published by top academic publisher Frontiers, showing visionary commitment to open science and taking the publication to an unprecedented international dimension.

ENCATC thanks him for his invaluable contributions to the fields of cultural management and policy, and hopes that his legacy will stimulate the international scientific community to continue reflecting on the issues he held dear.

# ENCATC Labelling Policy:

In 2023, the ENCATC label was awarded to 6 projects. The ENCATC labelling policy was first launched in 2016 to support and promote the development of scientific seminars, events, and workshops in various regional areas. For members who successfully apply to receive the label for their activities, ENCATC offers to co-brand the event, grants the usage of the ENCATC logo, provides international visibility, opens access to a wide pool of expertise for programming, and supports communication before, during and after the event.

## Figures

### 6 MEMBERS

received the label:  
1 higher education institution, 4 cultural association, 1 art project.

An estimated 3500 attended these labelled events of ENCATC.

### 6 EVENTS

1 workshop  
1 conference  
1 virtual dialogue  
1 publication  
1 project  
1 festival

# ADMINISTRATIVE

## Board members 2023

The ENCATC board is responsible for the networks' policy and for the design and implementation of the annual working programme in collaboration with the network's Secretary General. Members of the board are active in carrying out several projects throughout the year. Each member has a specific responsibility; they are replaced by the Secretary General when necessary at events. Every year, the board organises a number of meetings to discuss among other issues: membership.

Gerald  
Lidstone  
**President**

Goldsmiths  
University of London  
(United Kingdom)



Richard  
Maloney  
**Vice-President**

New York University  
(United States)



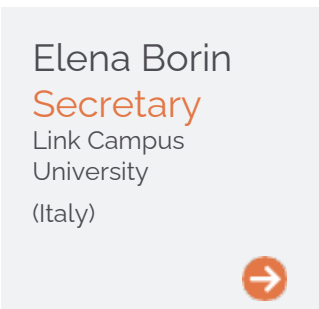
Dea Vidović  
**Vice-President**

Kultura Nova  
Foundation  
(Croatia)



Michal  
Lázněvský  
**Treasurer**

Academy of Performing  
Arts in Prague (Czech  
Republic)



Elena Borin  
**Secretary**

Link Campus  
University  
(Italy)



Leticia  
Labaronne

**Board Member**

ZHAW School of  
Management  
(Switzerland)



Violeta  
Simjanovska  
**Board Member**

Sibelius Academy  
(Finland)



Dan Green  
**International  
Correspondent  
Advisor**

Carnegie Mellon  
(United States)



WU Chieh-  
Hsiang

**International  
Correspondent Advisor**  
National Changua  
University of  
Education (Taipei)



Alan Salzenstein

**International  
Correspondent Board  
Member**

DePaul  
University of  
Chicago (United  
States)



Tiffany  
Bourgeois  
**Board Member**

Ohio State University  
(United States)



# Ambassador 2023

The ENCATC Ambassadors are members appointed by the ENCATC Board to represent a country or a specific field of cultural study. They are responsible for promoting the ENCATC image during national and international events, creating synergies with national cultural operators, enlarging ENCATC membership in their country, promoting ENCATC as a partner for transnational projects at national and international level, and serving as contact points for members in their area.

Claire  
Giraud-  
Labalte  
Territoires  
Imaginaires  
(France)



Yelena  
Kharitonova  
Caravan Cultura  
(Belgium and The  
Netherlands)



Jaime Alberto  
Ruiz Gutiérrez  
Universidad de los  
Andes  
(Colombia)



Liliana Turoiu  
Romanian Cultural  
Institute  
(Belgium)



# ENCATC Secretariat

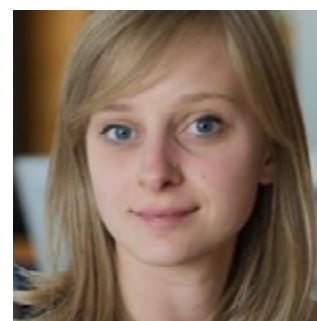
Having another successful year in 2023 was also made possible thanks to the ENCATC staff as well as trainees from seven countries, and **four** external service providers.



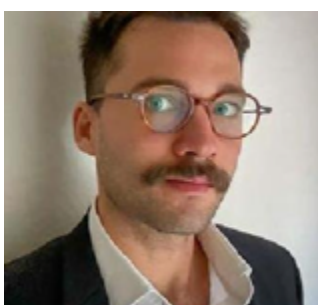
GiannaLia  
Cogliandro  
Beyens  
Secretary  
General



Irene Dominioni  
Communications  
Officer



Dare Pejic  
Project Officer



Juan Manuel  
Hegedüs-  
Gravina  
Communications  
Director



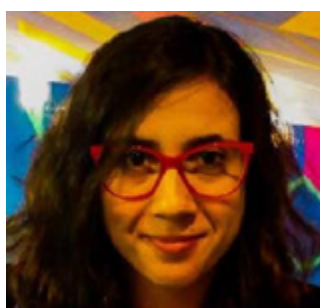
Christophe  
Lanoy  
Accountant



Cristina  
Ortega Nuere  
Editor in Chief



Isabel  
Verdet  
Research  
Manager



Katelyn  
Raffenneul  
Projects  
Trainee



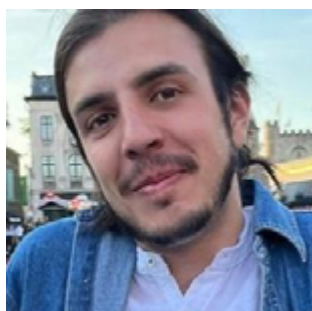
Ivan Brankovic  
Communications  
Trainee



Charles  
Favaretto  
Trainee

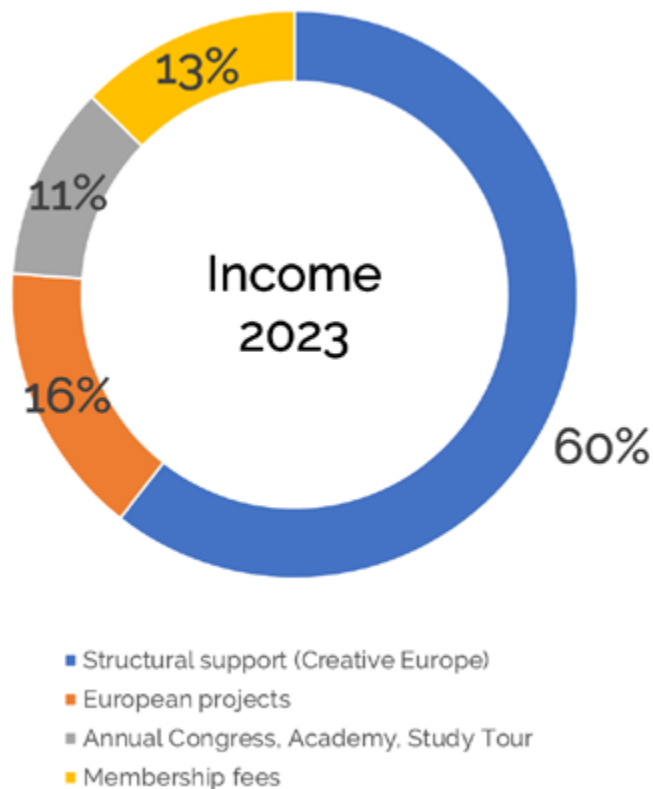
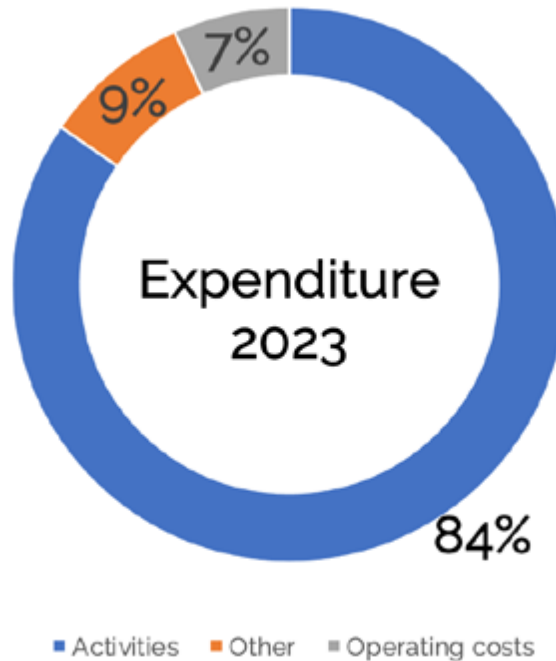


Francesco  
Spina  
Activities  
Trainee



# Finances 2023

These pie charts summarize the 2023 fiscal year with figures showing how ENCATC is funded and how its financial resources are utilized.





## 2023 ENCATC Activity Report

PUBLICATION  
YEAR 2023

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CARBON FOOTPRINT

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

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

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

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

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