



ENCATC

The European network on cultural
management and policy

2024

Activity Report

The European network on
cultural management and policy



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FOREWORD

As we reflect on the remarkable journey of 2024, 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.

2024 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 2024, 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 2024, ENCATC was directly involved in the design and implementation of 29 events, which welcomed over 1023 participants from more than 53 countries. As a membership-led organisation, we were proud to have all these events co-designed with 18 ENCATC members, old and new

Our advocacy efforts have been instrumental in shaping cultural policies at various levels. 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 2024 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 2024 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 2024 into the future, driving positive change and inspiring the next generation of cultural leaders.

Gerald Lidstone
ENCATC President (2021-2024)



GiannaLia Cogliandro Beyens
ENCATC General Secretary



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 138 members in 38 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.

Key objectives 2024

2024 was the fourth 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.



29 events

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

1.000+
participants involved



**50+ countries represented in
Europe and beyond**



activity partnerships established



2 Think Tank meetings



**18 members in
involved in the co-
design of events, 45
involved as speakers**

Memorable moments in 2024



ENCATC contributes to global transformation through culture at UNESCO Forum

JANUARY



ENCATC kicks-off CreaSus project, looking to support CCSIs in making sustainability innovation a competitive advantage

FEBRUARY

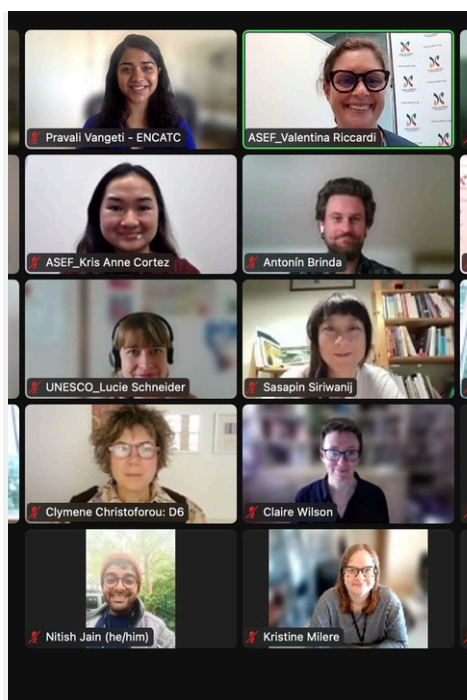


Empowering tomorrow's leaders: ENCATC pioneers environmental expertise at the 2024 ENCATC Academy on Sustainable Cultural Management and Policy

APRIL

Contributing to capacity building, knowledge exchange and dialogue between Europe and Asia: ENCATC joins ASEF LinkUp initiative

MAY



Bridging fragmented communities in heritage through science and data: ECHOES project kicks off

JUNE



ENCATC celebrated the Congress of 2024: "Culture that matters: Interdisciplinary Approaches for Sustainable Futures"

SEPTEMBER



ENCATC fosters synergies with OECD to spread knowledge on CCS data and measurement

OCTOBER



ENCATC collaborates with UNESCO and Member States for the upcoming 2025 MONDIACULT Declaration

NOVEMBER



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.

Policy Debate

Global perspectives in current and future trends on cultural policy

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.

	2	Think Tank Culture Post-Covid Meetings
	1	Policy Debate
	3	Policy Trackers

Cultural Policy Trackers

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 2024, three Policy Trackers were published, highlighting significant progress in cultural policy, with European governance reforms and global forums like the G7 and COP29 recognising culture as a driver of sustainable development, UNESCO's initiatives, such as arts education frameworks and heritage preservation efforts, underscoring culture's role in addressing global challenges like climate change and conflict. The issue also examines cultural diplomacy, funding complexities, and the integration of AI, stressing the need to balance artistic integrity with political and economic goal.

ENCATC provides expertise

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, as NGO partner of UNESCO, ENCATC joined the 15th International Forum of NGOs at the institution's headquarters in Paris, collaborating with NGOs worldwide to promote societal change anchored in diversity, equality, and representation, with culture serving as their unifying element.

In February, ENCATC kicked-off the CreaSus project, looking to support CCSIs in making sustainability innovation a competitive advantage.

In March, ENCATC attended the briefing organised by UNESCO for the NGOs in official partnership with UNESCO to share with its membership how to engage with the upcoming 2024 UN Civil Society Conference

In April, ENCATC attended the "Unity in Diversity? Culture, Heritage and Identity in Europe" conference in Antwerp, Belgium, organised by Ministry of Culture, Youth and the Media, in the frame of the Belgian Presidency of the Council of the European Union, contributing to the discussion on the role of culture in building identity within Europe.

In June, ENCATC joined the first meeting of the year for the European Heritage Alliance under the European Heritage Hub framework. Together with the European networks present, the Alliance reaffirmed its commitment to advocating for increased support and funding for culture and heritage in the upcoming legislative period.

In September, The ENCATC Congress converged theoretical insights with real-world applications, aiming to take tangible steps towards a sustainable future, and it did so by launching a vigorous discourse on sustainability in its varied dimensions: environmental, economic, and social.

In October, ENCATC fostered synergies with OECD to spread knowledge on CCS data and measurement.

In November, ENCATC proudly reaffirmed its partnership with UNESCO and its dedication to advancing cultural policies during its Regional Consultations meeting.

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

2024 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 2024 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.



Sustainability on focus

Embedding sustainability in culture: Bias, nudge, and the awareness of human and organizational ecological behavior

To foster sustainable futures, human behavior should “spontaneously” become ecological. This is not an easy task, because people mostly act unconsciously and are guided by culture, as collective activity of problem-solving. Moreover, to combine individual and collective problem-solving dimensions presents some difficulties, largely due to the tacit dimension of learning processes.

Standard economics, increasingly imitated by other social sciences, interprets human behavior in terms of maximizing rational choices under constraints and the social (cultural) dimension results as the simple aggregation of egoistic individual behaviors. We strongly criticize this idea and, by using the analytical tools offered by cognitive economics, propose an alternative interdisciplinary approach, more effective in explaining human behavior, decision-making and the nature, role and evolution of cultural institutions.

We first illustrate the psycho-neurobiological creative process of construction of personal knowledge and its strictly connection with human behavior. It emerges that rationality is only one of the components in the individual decisional process and not even the most relevant. Emotional, affective, experiential, organizational, institutional and, above all, cultural dimensions play a more important role in it. Furthermore, path-dependent and biases arises as inevitable elements of this complex process.

Then, we consider few examples to explain how artistic creative processes change preferences and, consequently, innovate behaviors. We will explore some cultural sectors as music, museums, theater and performing arts in general; but also, we will consider how profit organizations as cinema, tv platforms, videogames and publishing industry can induce virtuous behavioral changes, by embedding benefit societies' philosophy. This appears as a very promising potential field to explore.

In this framework of analysis, more recently, some scholars proposed nudge techniques to influence the constituent elements of moral, spiritual and aesthetic personality and, in short, the awareness of oneself and one's world. In one hand, these could be a useful tool to address virtuously human behavior. In the other hand, nudge is criticized for being ineffective in inducing conscious behavior or for being an unacceptable paternalistic tool limiting freedom. To overcome these criticisms, we suggest an approach based on the more recent concept introduced in literature of “nudge plus”, which combines heuristics and deliberation. This incorporates in the decision-making process an element of reflection – the plus – into the delivery of a nudge, and it could be useful to design prosocial interventions that, by preserving individual's autonomy. By exploring these intertwined interdisciplinary research paths, our ultimate goal is to suggest what kinds of policies might best enable individual and collective ecological behaviors embedded in cultural identity.

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 2024. In August 2023, ENCATC developed and adopted the ENCATC Environmental Sustainability Policy based on the SHIFT Eco-guidelines (2022), and established its Green Team.

In February 2024, ENCATC was recognised as one of the first fifteen European networks to receive the ECO-Shift Certification from Creative Carbon Scotland (CCS), in collaboration with their auditing partners, the Green Leisure Group (GLG) from Netherlands.

Among the other participating networks ENCATC has strived to implement the SHIFT Eco-Guidelines for Networks that were developed during the original SHIFT project, implemented the mandatory guidelines, participated in peer audits with fellow participants and attended a combined development workshop in Brussels. GLG used the guidelines to audit each network, which assured the credibility and integrity of the certification process.

The implemented guidelines were developed and designed specifically for network organisations, which tend to be small in size but large in the scope of their influence, with most of their environmental impact stemming from travel. The buddy and peer audit system has connected networks with each other around climate action.

In 2024, ENCATC and other participating networks implemented their optional guidelines from the framework and met again to review and strengthen the guidelines according to participant experience, with the support of CCS.

In the 2024 edition of the ENCATC Congress, in September, we worked towards practical solutions and critical dialogue on climate action within the cultural and creative sectors. Committed to environmental resilience and restoration, ENCATC aimed to deepen awareness and knowledge of sustainability across disciplines, enhance professional competencies, and champion evidence-based, sustainability-focused policies.

At the heart of this event lied a desire to transform the discourse on sustainability, exploring its varied dimensions: environmental, economic, and social. The Congress brought together theoretical insights with real-world applications, aiming to take tangible steps towards a sustainable future. Recognising the complexities of the challenges we face, an interdisciplinary approach was prioritised, combining cultural, ecological, and social perspectives to create holistic solutions. Through interdisciplinary knowledge and practical experience, the Congress contributed to shaping new pathways to tackle the most pressing issue of our time.

The Congress session "Integrating the Green Transition into Educational Curricula: Strategies for Sustainability in the Cultural and Creative Sectors" provided a deep insight into ENCATC's commitment to sustainability in all its dimension, and its practical implications on the organisation's activities.

The session started by introducing ENCATC's robust Environmental Policy and partnership with the Pact for Skills Large Scale Partnership for the Cultural and Creative Industries, as well as highlighting the organisation's achievement of the Eco-SHIFT Label, earlier in 2024. The second part of the session highlighted the active role of the ENCATC membership in promoting green transition, through educational curricula, trainings, and other capacity building initiatives. The session concluded with a deep dive into best practices of sustainability education in the CCI's with examples from Portugal and Spain.

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
4 Cultural Happy Hours
930+ participants in networking activities
50+ countries

CONGRESS

195 participants
29 countries represented
45 members participated as speakers
5 Member Talks
4 Study Visits
3 partnerships

The 2024 ENCATC Congress, "Culture that matters: Interdisciplinary Approaches for Sustainable Futures", took place in Lecce, Italy, from 18-20 September 2024, in partnership with the Dipartimento di Scienze dell'Economia and Scuola Superiore ISUFI of the University of Salento, and Tecnopolis PST.

In this edition, we worked towards practical solutions and critical dialogue on climate action within the cultural and creative sectors. Committed to environmental resilience and restoration, ENCATC aimed to deepen awareness and knowledge of sustainability across disciplines, enhance professional competencies, and champion evidence-based, sustainability-focused policies.

Recognising the complexities of the challenges we face, an interdisciplinary approach was prioritised, combining cultural, ecological, and social perspectives to create holistic solutions. Through interdisciplinary knowledge and practical experience, the Congress contributed to shaping new pathways to tackle the most pressing issue of our time.



The proceedings of the 32nd 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 limitations of traditional rational choice theory and presenting an interdisciplinary approach to understanding human behavior, embedding sustainability in culture and the impact of climate change on the cultural and creative sectors; all of which can be accessed through the following QR code.

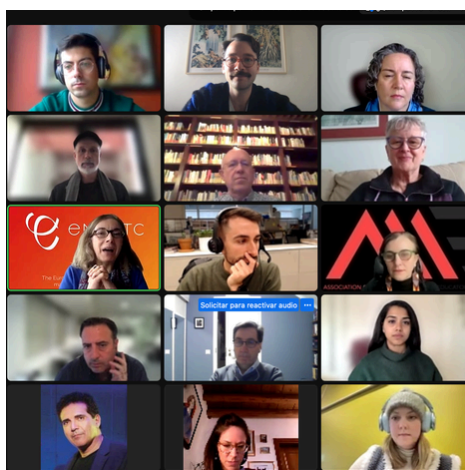


Members Talks

ENCATC also organised 10 Members Talks throughout the year, covering the most critical issues currently facing cultural educators, managers, operators & policymakers. All of the Talks were held virtually. The topics of the Talks ranged from the internationalisation of arts management education and cultural diplomacy to the role of cultural cooperation with regions, future skills for cultural heritage professionals, and challenges in bias and diversity in cultural heritage. Other key areas included comparative models in cultural policy, emerging educational pathways for the cultural sector, and UNESCO chairs' contributions to cultural policy innovation. Several Members Talks were organised in collaboration with key partners, such as the Association of Arts Administration Educators (AAAE), CHARTER – European Cultural Heritage Skills Alliance, ASEF (Asia-Europe Foundation), and the DE-BIAS project. Notable topics included skills gaps in heritage education, integrating digital and green transitions into cultural training, inclusive metadata practices for heritage collections, and the evolving role of cultural diplomacy in global cooperation. Approximately 600 participants attended the various Members Talks in total, in 2024.

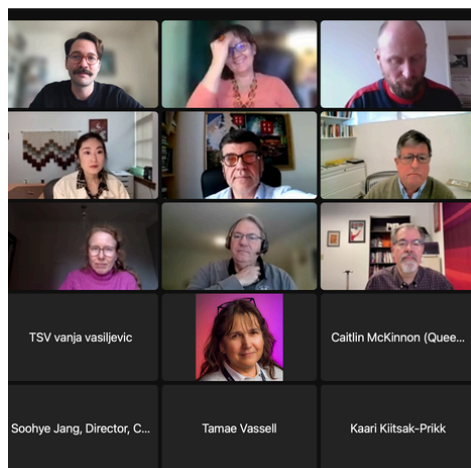
Internationalization of arts management education | Session 1

Members Talk #37
Date: 23 January 2024



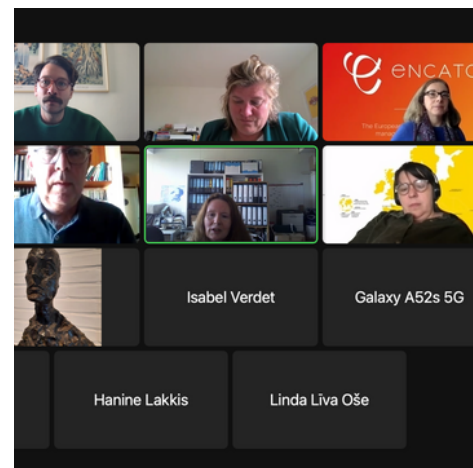
Internationalization of arts management education | Session 2

Members Talk #38
Date: 27 February 2024



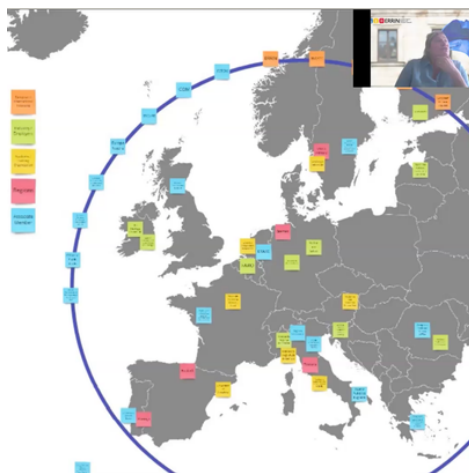
Towards a closer cooperation with Regions

Members Talk #39
Date: 12 April 2024



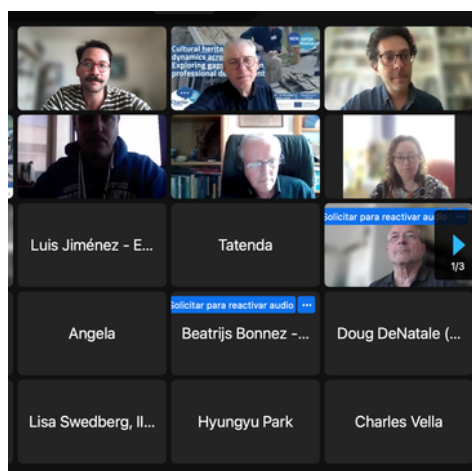
How can heritage skills unlock the full potential of European regions?

Members Talk #40
Date: 26 April 2024



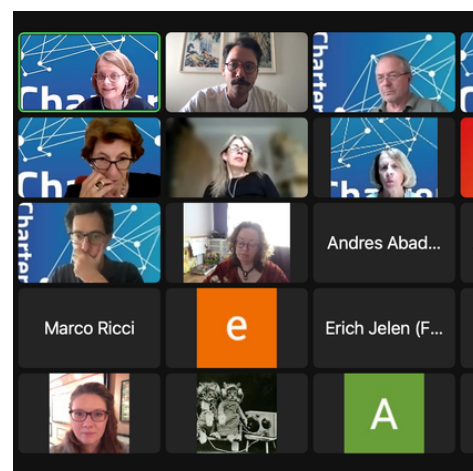
Cultural Heritage sector dynamics across Europe: Exploring gaps and needs in professional development

Members Talk #41
Date: 29 May 2024



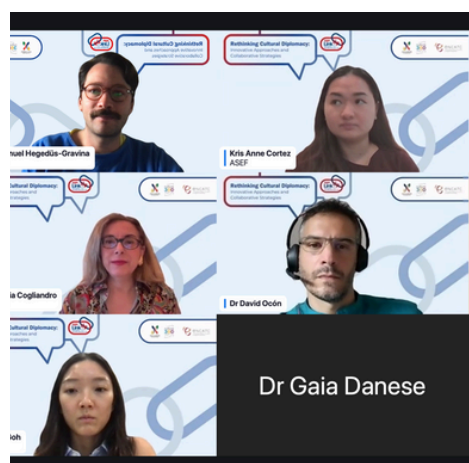
Cultural heritage education and training: What are the curricula and occupations that will shape the future of the sector?

Members Talk #42
Date: 12 June 2024



Rethinking cultural diplomacy: Innovative approaches and collaborative strategies

Members Talk #43
Date: 30 October 2024

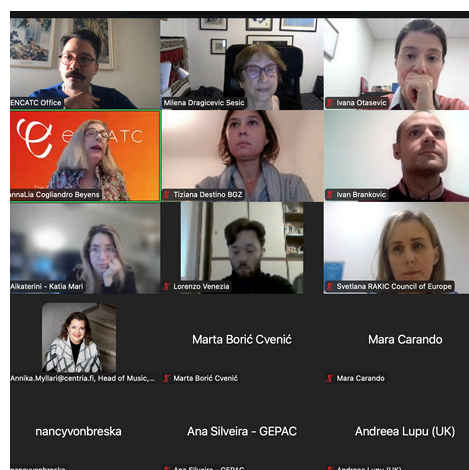


Rethinking Comparative Models in Cultural Policy

Members Talk #44
Date: 7 November 2024

Understanding diversity and representativeness in the current cultural and creative sectors

Members Talk #45
Date: 8 November 2024



Culture as a key solution for global challenges: innovative practices introduced by UNESCO chairs in the field of cultural policies and management

Members Talk #46
Date: 13 December 2024

Global Conversation



As a flagship event organised each year in the framework of the ENCATC Congress, the Global Conversation series, in partnership with the Association of Arts Administration Educators (AAAE), invites diverse and critical perspectives on themes pertaining to the cultural and creative industries, from academics, practitioners and experts around the world. 2024's Global Conversation explored the transformative power of digital platforms in bridging cultural gaps and fostering global artistic collaboration. Topics including how digital technology brings visual and performance arts from diverse regions to our doorsteps, how live events can be experienced through AR/VR, and how artists collaborate across borders. The session also examined the digital aspect of sustainability in cultural exchange with examples of successful partnerships between artists, academia and cultural institutions

Cultural Happy Hours



Throughout the course of 2024, 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 2024 Cultural Happy Hours included a Brafa Art Talk during the BRAFA Art Fair 2024 under the theme "Public/Private collaborations in the visual arts sector", bringing together experts from ULB University, University of Antwerp, and Creative Europe Culture Desk Flanders; an exclusive visit to the 40th edition of Art Brussels at Brussels Expo, offering insight into Europe's contemporary art scene; a discovery of "Objects With Narratives", a gallery in Sablon showcasing curated spaces and an atelier visit with artist Nina De Angelis; and a visit to the At  lier de l'Or  e, a historic building turned artist studio near the Bois de la Cambre, where guests engaged directly with painters and sculptors and learned about the Culture Move Europe programme. These events were attended by a diverse group of arts and cultural professionals based in Brussels.

Education

As the only European network positioned at the crossroads of culture and education, in 2024, 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 Lille)
65 participants in education activities
17 countries
5 podcasts

ENCATC Academy

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 2024 edition of the ENCATC Academy on Sustainable Cultural Management and Policy took place from April 22 to 25 in Lille, France and welcomed 41 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. Lille, provided a unique backdrop for the Academy. The City of Lille is actively committed to significant environmental initiatives, since adopting its first Agenda 21 in 2001 (renewed in 2010). Lille City Council has shown its commitment at local, national and European level through developing a climate action plan (2008, 2013, 2021). 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 role of international cultural relations and social learning in climate action, the approach to sustainability in the cultural and creative sector, the city's commitment to international solidarity and sustainable practices, the urgent need for capacity building in the green transformation of the performing arts sector and the integration of environmental policies within the cultural sector globally. The podcasts can be accessed through the following QR code.



ENCATC International Study Tour

As a pre-programme to the ENCATC Annual Congress, the 11th edition of the ENCATC International Study Tour was organised on 21-22 September 2024, in Apulia. The Study Tour brought together participants from Europe, Asia, North America, and Latin America, to an in-depth exploration of the Salentine Greece area in Apulia. The group delved into the disappearing Griko language in Calimera and visited a traditional frantoio ipogeo to learn about the olive oil production that shaped Sternatia's history. The tour also offered a heartwarming encounter with the local community, filled with songs, poems, and dances reflecting the rich Griko culture. In Castrignano de' Greci, participants explored the Kora Contemporary Art Center's innovative circular economy practices and engaged in a hands-on ceramic workshop at the Museum of Ceramics in Cutrofiano. Emphasizing sustainability, the tour partnered with local eco-gastronomy restaurants, offering participants a true taste of Puglian culture.



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 2024 edition, two finalists presented their work in front of a Jury composed by chief academics in the field. The final prize went to João Oswaldo Leiva Filho, a Brazilian researcher and cultural entrepreneur, presenting a thesis on "Fifty Years Measuring Cultural Engagement: Contributions, Gaps and the Future of Survey". The Jury awarded João for his innovative contribution to understanding cultural engagement, its impact on public policy, and the role of cultural practices across diverse societies. 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 was also published in the form of a book inside the ENCATC Advances in Cultural Management and Policy, published by Routledge, the world's leading academic publisher in the Humanities, Social Sciences and STEM.

For the 2024 edition of the annual ENCATC Education and Research Session, 68 presentations were organized in 21 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. Around 100+ 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 "Cultural factors supporting the design and development of PEDs – Positive Energy Districts: a comparative analysis of case studies in Italy and Turkey", was authored by Nicolas Caballero, Hande Demirel, Elena Borin, Irene Bertolami, Giovanni Dalle Nogare & Elisa Elena Vasilu.

FACTS & FIGURES

- 1 ENCATC Research Award
- 1 ENCATC Education and Research Session
- 1 Young and Emerging Researchers Forum
- 2 Publications with Routledge
- 3 Research Interest Clusters (RICs)
- 114 articles available in the European Journal of Cultural Management and Policy with over +27.000 views and +5.800 downloads



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 17th edition took place in a face-to-face format, on 20 September 2024 in Lecce, Italy. Its programme included two sessions devoted to the presentation by a PhD candidate, who was responded and commented by renowned researchers and fellow emerging researchers.

European Journal of Cultural Management and Policy

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 2024, the Journal focused on the intersection of cultural policy and environmental sustainability, the integration of artificial intelligence within the cultural sector, examining its impact on creative practices and policy frameworks, with particular attention to developments in the United Kingdom. It also addressed the role of cultural work in promoting wellbeing in the age of AI, and presented a case study on the Uniarts Helsinki Research Pavilion project, illustrating strategies for making artistic research public. The Journal also featured research on the cultural and linguistic rights of the Sámi in Finland, contributing to the discourse on decolonising cultural policy. Additionally, it assessed the impact of the S+T+ARTS framework. This diversity in the content and quality of the research published in the Journal ensured a significant growth in 2024, with 13 original research articles, 4 impact pieces, 1 editorial piece, 1 review, and 1 policy brief piece.

Book Series: ENCATC Advances on Cultural Management and Policy

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 2024, three editions of the book series were published in collaboration with Routledge, titled "Cultural Policy and Management in Borderlands: Creating on the Edge", "Social Innovation, Social Enterprises and the Cultural Economy: Cultural and Artistic Social Enterprises in Practice", and "European Networks and Cultural Governance: How Culture Makes Policy" 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 2024, 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, and continued this goal in 2024. 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.

20 publications

13 Original Research
4 Impact
1 Editorial
1 Policy brief
1 Review



25814 total article views

7636 total article downloads



ENCATC Magazine

Issue n°07, July 2024



Issue n°08, December 2024



Policy Trackers

Issue N°7



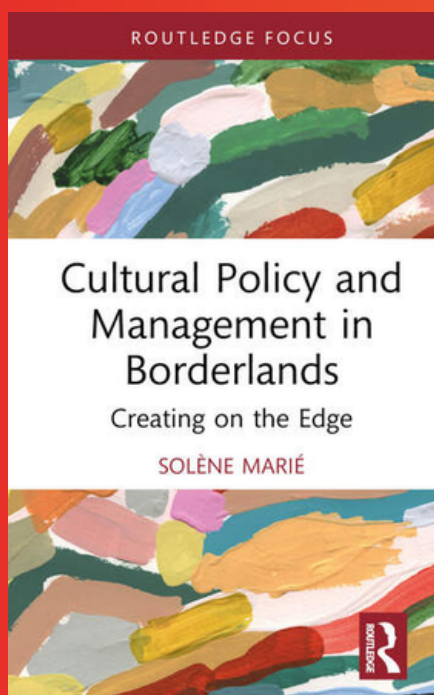
Issue N°8



Issue N°9



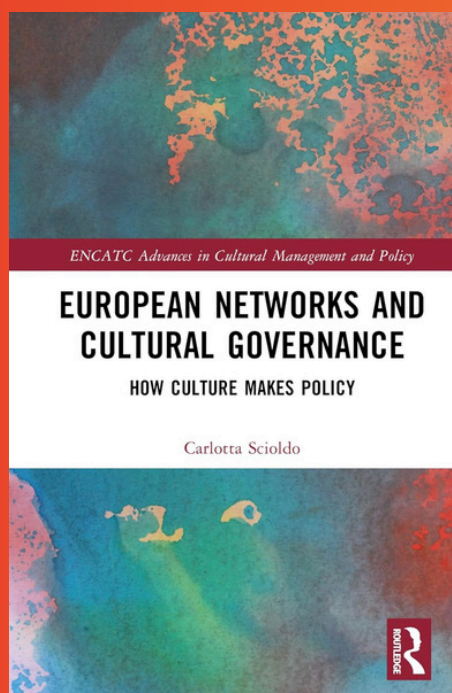
ENCATC Book Series



Published March 29, 2024 by
Routledge



Published October 8, 2024 by
Routledge



Published November 26, 2024 by
Routledge

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 2024, ENCATC established and/or engaged in 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 CCIs 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 – 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. 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 2024, 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.



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.



ECHOES - European Cloud for Heritage OpEn Science

ECHOES (European Cloud for Heritage OpEn Science) is a project funded by the European Commission and UK Research and Innovation (UKRI) that brings together fragmented communities of the Cultural Heritage field into a new community around the Digital Commons. ECHOES' mission is to set up the European Collaborative Cloud for Cultural Heritage (ECCCCH), a shared platform designed to facilitate collaboration among heritage professionals and researchers, enabling them to modernise their workflows and processes. This platform offers access to data, cutting-edge scientific and training resources, and advanced digital tools, all developed collaboratively by the heritage community to meet their specific requirements. ENCATC's commitment in the project involves capacity building & training, establishing cooperation frameworks with non-EU relevant initiatives, and dissemination and communications of the overall project and specific deliverables.

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, Annual Sustainability Academy, Knowledge Hub, Research Award, Fellowship Award, and the /encatcSCHOLAR.

4 Social Media Platforms

In 2024, 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 gained 618 followers in 2024 across its various social media platforms, and created over 50,000 impressions through its content.

VIDEOS AND PODCASTS

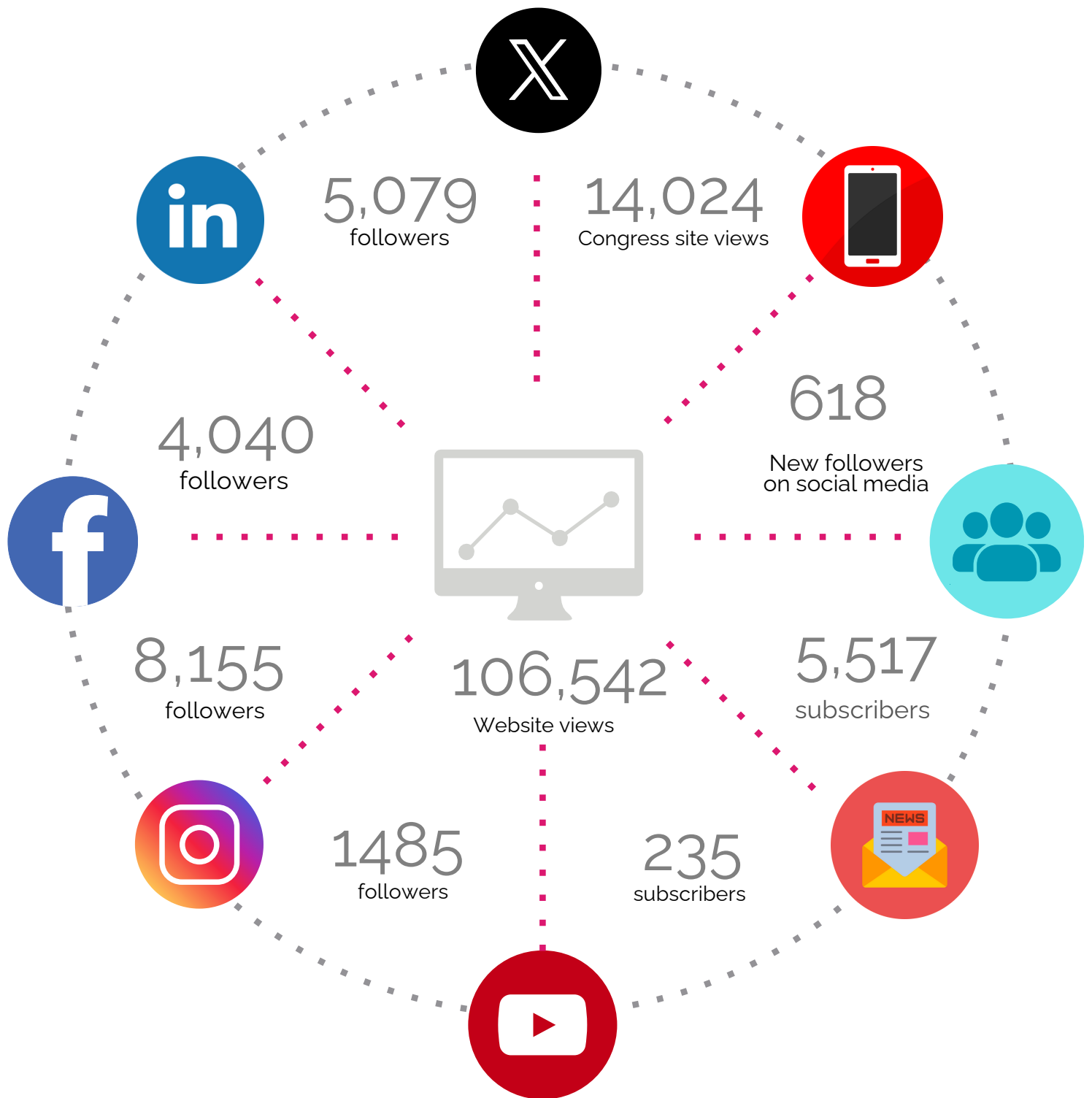
During 2024, ENCATC has produced 10 podcasts, 5 for the Congress and 5 for the Academy in its Youtube Channel, where you can also find videos with a wide coverage of topics ranging from cultural management and policy to cultural relations and diplomacy, cultural heritage, culture and creative industries, and more!



150+ 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.

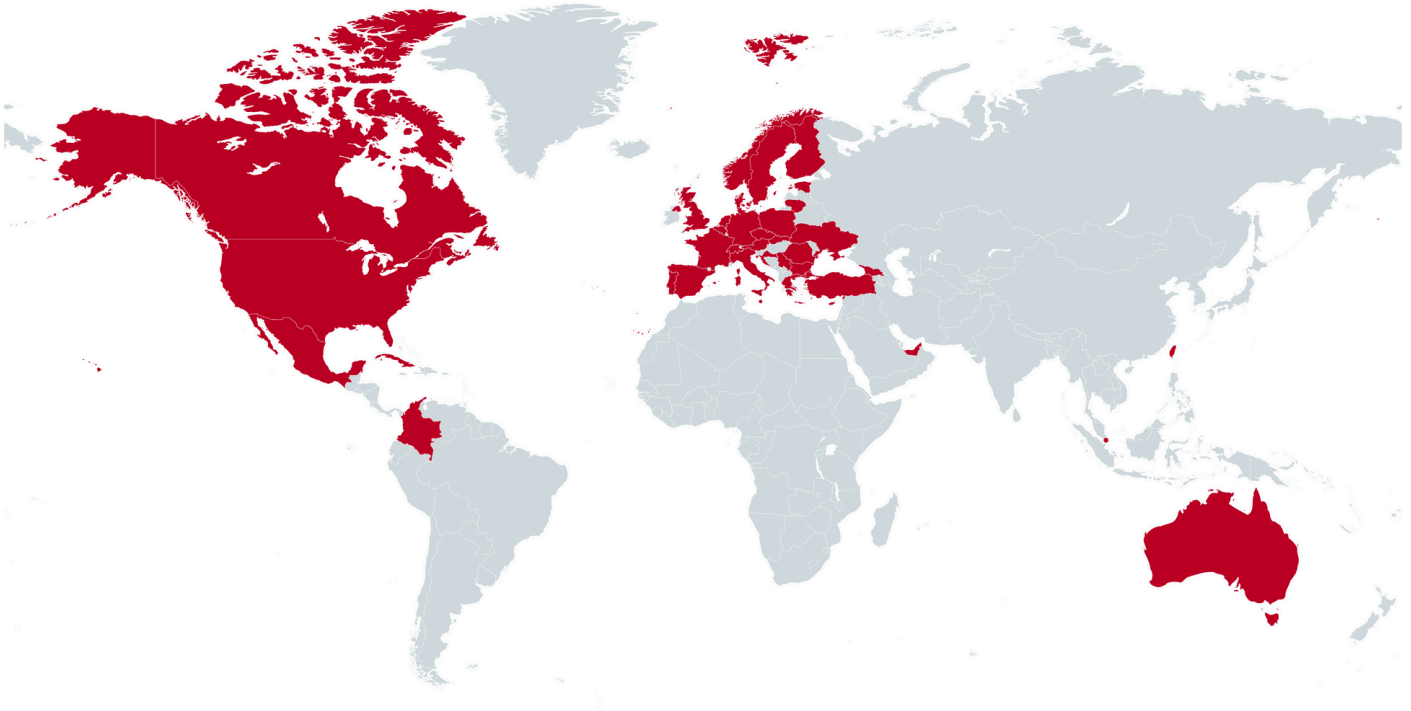
2024 | Facts & Figures



Total
ENCATC
membership
138
in 38 countries

32

2024 ENCATC Membership



AUSTRALIA

Karla Nunes Penna

AUSTRIA

Fachhochschule Kufstein Tirol Bildungs GmbH
Institut für Kulturmanagement und Gender Studies
Red Noses Clowndoctors International
Teodora Konach

BELGIUM

Association Marcel Hicter
BOZAR - Centre for Fine Arts of Brussels
Flemish Ministry of Culture
International Yehudi Menuhin Foundation
Université libre de Bruxelles (ULB) - PO6510081267
University of Antwerp

BULGARIA

National Academy of Theatre & Film Arts Kr.Sarafov
Regional Centre for the Safeguarding of Intangible
SULSIT University of Library Studies and Information Tech

CANADA

Department of Theatre, University of Regina

COLOMBIA

Universidad De Los Andes

CROATIA

Academy of Dramatic Art Zagreb
IRMO-Institute for Development & Interna. Relations
Kultura Nova Foundation
Prokultura Association - Observatory of Cultural
Policies

CUBA

Oficina del Historiador de la Ciudad

CYPRUS

Kakia Catselli
Organisation for European Programmes & Cultural
Relations

CZECH REPUBLIC

Academy of Performing Arts in Prague
Janacek Academy of Performing Arts

DENMARK

European Training Centre Copenhagen
Beatriz Salinas Marambio

ESTONIA

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

FINLAND

Arcada University of Applied Sciences
Cupore/Foundation for Cultural Policy Research
Folkhälsan Utbildning Ab
Helsinki Metropolia University of Applied Sciences
Humak - University of Applied Sciences
Seinäjäki University of Applied Sciences
Sibelius Academy - University of The Arts Helsinki
Turku University of Applied Sciences
University of Jyväskylä

FRANCE

AGECIF
Aix-Marseille Université
CY Cergy Paris Université
Le Laba
Université Lumière Lyon II
University Côte d'Azur

GEORGIA

Ministry of Culture, Sport and Youth of Georgia

GERMANY

Darko Lukic
Fachhochschule Kufstein Tirol Bildungs GmbH
Fachhochschule Potsdam
Goethe-Institut e.V.
Hochschule Heilbronn/Heilbronn University
Institut Für Kultur-Und-Medienmanagement (KMM)

GREECE

Morfotiko Idrima Ethnikis Trapezis (Miet)
Cultural Foundation of the National Bank of Greece

ITALY

Ater Fondazione Teatrale Emilia-Romagna
Consorzio Materahub Industrie Culturali E Creative
ECOS - European Culture and Sport Organisation
Fondazione Fitzcarraldo
Fondazione Scuola dei beni e delle attività culturali
IMT Institute for Advanced Studies
Le Dimore del Quartetto
Melting Pro. Laboratorio per la Cultura
Promo Pa Fondazione
Symbola Fondazione Per La Qualità Italiana
Tecnopolis Pst Srl Unipersonale
Tools for Culture
Tuscany System Foundation
Università Degli Studi "Link Campus University"
Università Degli Studi Di Macerata
Università Digitale Pegaso
University of Bologna - Graduate Program Gioca
University of Ferrara - MuSeC - Course on Economics and Management of Museums and Cultural Services
University of Salento
Zètema Progetto Cultura S.R.L.

LITHUANIA

Create Culture Group
Lithuanian Culture Institute

MALTA

ARC Research & Consultancy Ltd.
Arts Council Malta

MEXICO

Investigaciones y Estudios Superiores, S.C.
Universidad Anáhuac - Investigaciones y Estudios Superiores, S.C.

NETHERLANDS

De Domijnen
European Creative Business Network
Rijksuniversiteit Groningen, Financial Shared S.C.

NORWAY

Norwegian School of Management BI

POLAND

Akademia WSB - WSB University
Foundation ARTeria
Goyki 3 Art Inkubator
International Cultural Centre
ROK AMU Culture Observatory, Adam Mickiewicz University of Poznan

PORTUGAL

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

ROMANIA

National Institute for Cultural Research and Training (NIRCT)
Replika Cultural Association
Sibiu International Theatre Festival
West University of Timișoara

SERBIA

Faculty of Drama Arts, University of Arts Belgrade

SINGAPORE

Lasalle College of the Arts Limited

SLOVAKIA

Kreativny inštitút Trenčín, n.o.
Technical University of Košice

SPAIN

3 Walks
Entidad Publica Empresarial Donostia Kultura
ESPRONCEDA - Center for Art & Culture
Fundación SGAE
Fundacion Tecnalia Research and Innovation
Observatorio Cultural del Proyecto Atalaya. Universidad de Cádiz
Trànsit Projectes SL
Universidad de Barcelona
Universidade da Coruña (UDC) - Research Group on Territorial Studies
Universitat Internacional de Catalunya

SWEDEN

Karlstad University
Lund University
Malmö University, School of Arts and Communication
Sodertorns Hogskola-Sodertorn University College
Traces&Dreams AB

SWITZERLAND

Zurich University of Applied Sciences, Center for Arts Management

TAIWAN

Ministry of Culture
National Taiwan University of Arts

TURKEY

ÇEKÜL Foundation

UKRAINE

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

UNITED ARAB EMIRATES

Abu Dhabi Department of Culture and Tourism

UNITED KINGDOM

British Council
City, University London
Goldsmiths University of London
King's College London
University of the Arts London

UNITED STATES OF AMERICA

Alan Salzenstein
Arts Management Coordinator - University of Wisconsin
Arts Management Program American University,
Washington
Boston University
Carnegie Mellon University
National Creativity Network
New York University
The Ohio State University
University at Buffalo



ENCATC Labelling Policy:

In 2024, 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 associations,
1 art project.

6 EVENTS

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

An estimated 3500 people attended
these events of ENCATC.

ADMINISTRATIVE

Board members 2024

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.

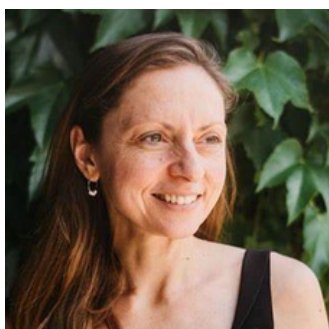
Gerald
Lidstone
President
Goldsmiths
University of London
(United Kingdom)



Elena Borin
Vice-President
Link Campus
University
(Italy)



Leticia
Labaronne
Vice-President
ZHAW School of
Management
(Switzerland)



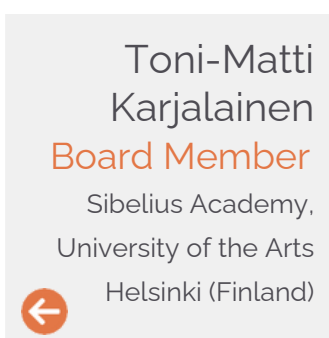
Douglas
DeNatale
Vice-President
Boston University
(United States)



Matina
Magkou
Secretary
Université Côte d'Azur
(France)



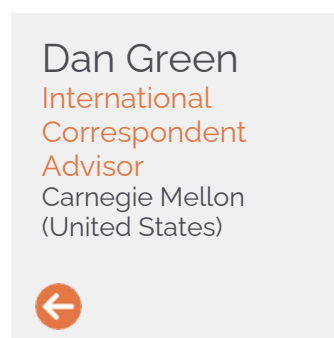
Ana Zuleva
Board Member
IRMO - Institute for
Development and
International Relations
(Croatia)



Toni-Matti
Karjalainen
Board Member
Sibelius Academy,
University of the Arts
Helsinki (Finland)



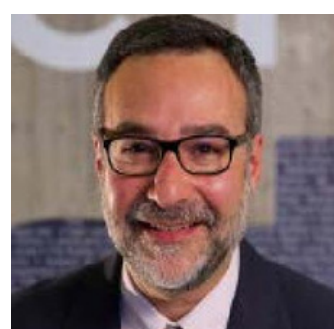
Dan Green
**International
Correspondent
Advisor**
Carnegie Mellon
(United States)



WU Chieh-
Hsiang
**International
Correspondent Advisor**
National Chingua
University of
Education (Taipei)



Alan Salzenstein
Board Advisor
DePaul University of
Chicago (United
States)



Ambassadors 2024

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)



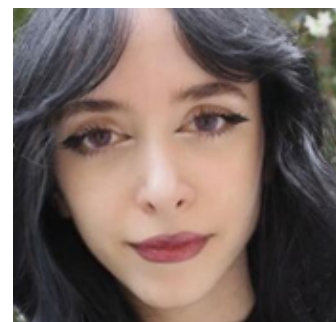
ENCATC Secretariat

Having another successful year in 2024 was also made possible thanks to the ENCATC staff as well as trainees from seven countries, and **four** external service providers. In addition, the implementation of the activities was supported by 9 interns: Greta Grasso, Juliette Wanlin, Luis Jimenez, Giulia Triolo, Daniela Alessio, Angelica Garglulo, Antonio Martiriggiano, Asia Andrea Olini, and Letizia Garbero.

GiannaLia
Cogliandro
Beyens
Secretary
General



Greta Grasso
Administrative
Officer



Nerina Finetto
Content and
Communication
Strategist



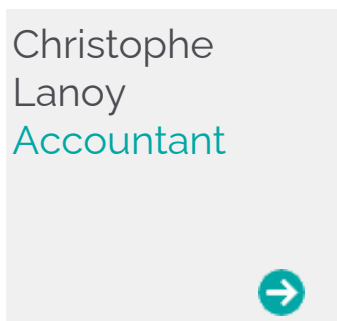
Juan Manuel
Hegedüs-
Gravina
Communications
Manager



Ana Villarroya
Editor in Chief



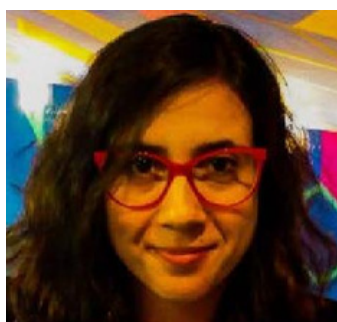
Pravali Vangeti
Policy and
Communication
Officer



Christophe
Lanoy
Accountant



Isabel
Verdet
Research
Manager



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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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