



ENCATC

The European network on cultural
management and policy

Congress Reader

THE FUTURE IS CULTURAL: POLICY, PRACTICE AND EDUCATION

33rd ENCATC
CONGRESS

→ 15–17
SEPT 2025

BARCELONA
SPAIN

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FOREWORD

CULTURE AS THE FOUNDATION FOR REGENERATIVE FUTURES

Dear members,

Dear participants,

It is with great pleasure that ENCATC welcome you to this year's Congress, taking place in the vibrant city of Barcelona from 15 to 17 September 2025—a global capital of culture, innovation, and sustainability. Our gathering this year is guided by the theme *The Future Is Cultural: Policy, Practice, and Education*. With this focus, the 2025 edition of the Congress invites a truly global audience to share knowledge, exchange perspectives, and design innovative solutions on how cultural policy, practice, and education can lay the groundwork for regenerative futures. We meet at a moment when our world is confronted with profound challenges: ecological uncertainty, democratic fragility, rapid digital transformations, and persistent inequalities. Against this backdrop, this Congress seeks to reaffirm a vital conviction: that culture is not a secondary concern, nor an accessory to human flourishing. Rather, it must be recognized as a structure, a guide, and a driving force for transformation—anchoring our collective efforts to imagine and build futures that are inclusive, resilient, and sustainable.

On the first day, we open with a warm welcome from ENCATC Secretary General, **GiannaLia Cogliandro Beyens**, and from **Laura Guitart**, Dean of the School of Economics and Business. Our President, Gerald Lidstone, will then introduce the theme of the Congress, paving the way for the keynote address by **Ernesto Ottone Ramírez (UNESCO)**, the 2025 laureate of the ENCATC Outstanding Award.

His reflections on the role of cultural policy and management in today's geostrategic and technological crises will be complemented by a responsive international panel, composed by renowned experts in policy management and practice. The morning will continue with the **ENCATC Research Award session**, where the two finalists of this year's competition will share highlights of their research on environmental sustainability strategies adopted by European music festivals and on the Spatial Politics of Art Organisations: Public Programmes as Sites of Cultural Citizenship".

Later, the session **"Shaping Regenerative Futures"** will feature the contributions of the ENCATC Working Group Chairs, presenting outcomes of their research and collaboration across themes such as cultural rights, education, the cultural economy, climate action, heritage in crisis, and digital innovation. Following a networking lunch, the **Education and Research Session** will open its 28 parallel sessions, bringing together over 100 researchers from across the world. We are deeply grateful to all presenters for sharing their work, and to the session chairs whose leadership will ensure meaningful dialogue and exchange. The day will conclude with the **2025 Awards Ceremony**. The Congress in Barcelona will be the stage for the Awards' Ceremony, the event held on 15th September where we will unveil the winner of this year's edition of the ENCATC Award for Outstanding Contribution, the ENCATC Research Award, the Best Research Paper Award and the Best Innovative Teaching Method Award. These Awards represent the very essence of our Network: a dedication to knowledge, innovation, and collaboration across borders and disciplines. They are a powerful reminder that culture, when nurtured with care, vision, and courage, has the potential to transform societies, strengthen democracy, and inspire future generations.

FOREWORD

The second day begins with parallel **Focus Group sessions** feeding directly into ENCATC's policy contributions to **MONDIACULT 2025**, followed by 4 **Project Showcase sessions** bringing together academics, practitioners, and emerging leaders from across the globe to share innovative solutions to societal challenges. By connecting practice with policy, these initiatives foster resilient and future-oriented cultural landscapes. This dynamic session reinforces ENCATC's commitment to excellence in cultural education and applied research. It invites reflection, exchange, and collaboration across disciplines and borders. A central moment of the second day will be the **ENCATC Policy Debate**, moderated by Prof. **Christoph Pasour**, and enriched by leading artistic voices—**Eli Gras, Laida Azkona Goñi, Txalo Toloza-Fernandez, and Leticia Martín**—who will engage with the tensions and possibilities between creation, management, and policy. In the afternoon, a further 16 **Education and Research Sessions** will continue to demonstrate the vitality of global scholarship, before participants gather for an evening **networking celebration at the Centre Artesà Tradicionàrius**.

On the third day, the **Global Conversation** will open the programme. This year's Global Conversation explores how contemporary issues impact education and training. Cultural management education is undergoing a significant transformation to address global challenges that increasingly affect the creative and arts sectors. Programs are responding to pressing concerns such as climate change, digital innovation, cultural rights, migration, and shifting geopolitical contexts. There is a need to examine international case studies with experiential and practice-based methodologies, and curricula that integrates knowledge of sustainability, diplomacy, community engagement, and digital strategy.

With goals of encouraging critical reflection on equity, ethics, and cultural responsibility, while fostering the adaptive leadership capacities required for uncertain futures. This session will examine emerging models of training that emphasize the capacity of cultural managers to act not only as administrators of institutions, but also as agents of change, capable of balancing artistic vision with organizational sustainability and contributing to globally relevant, socially responsive cultural ecosystems. The afternoon programs continue with two parallel sessions of the **ENCATC Working groups** on "Arts Market and Cultural goods integrity" and on "Strengthening cultural observatories and rethinking cultural measurement for future policy making", followed by five study visits to iconic cultural places in Barcelona. The Congress will close with an **Art Talk** on Art Markets dynamics organized in the Art Center Esperonceda and a **final plenary and concluding remarks**, ensuring that the energy and insights generated here translate into a shared sense of purpose.

As in every edition, this Congress embodies our commitment to sustainability and responsibility. Guided by the **SHIFT Eco label certification**, ENCATC has worked to minimise its environmental footprint through conscious planning, responsible logistics, and strong partnerships with local suppliers. By bringing international voices together here in Barcelona, we affirm the importance of cultural exchange and the power of linking global debates with local realities.

We have so many people to thank this year. Foremost, we wish to extend our deepest gratitude to all **ENCATC members**. Your loyal membership, financial support, intellectual contributions, and unwavering dedication to our field make it possible for ENCATC to remain the leading global network on cultural management and policy.

FOREWORD

This 2025 edition of the Congress has been made possible thanks to the generous co-funding of the **Creative Europe Programme** of the European Union. We are proud of this strong partnership, which is a clear recognition of the value and impact of ENCATC's work, and in particular of this Congress as a platform for global dialogue.

We are honoured to be hosted this year by four members representing three outstanding academic institutions in Barcelona. Alongside the **University of Barcelona**, represented by Dean **Laura Guitart**, we warmly thank the **Universitat Internacional de Catalunya**, represented by Rector **Alfonso Méndiz**, and the **Universitat Oberta de Catalunya**, represented by Vice-Rector for Research, Knowledge Transfer and Entrepreneurship, **Xavier Vilajosana Guillén**. Their commitment to the Congress demonstrates the strength of Barcelona's academic community and its global leadership in cultural policy, education, and innovation. Our particular gratitude goes to **Professor Luis Bonet** and **Maria Vadell** at the University of Barcelona, **Professor Christoph Pasour** at the Universitat Internacional de Catalunya, and **Professor Alba Colombo** at the Universitat Oberta de Catalunya, whose efficient coordination has been instrumental to the success of this Congress. We also extend our warm thanks to **Espronceda Art Center**, an ENCATC member and the hosting organisation of this year's Arts Talks and the closing of the Congress. Their hospitality and dedication to fostering dialogue between art, research, and policy have enriched our programme and provided a memorable setting for our final exchanges.

We warmly thank the members of the **Steering Committee** and the **Scientific Committee** for their dedication and expertise in shaping this year's programme. Their tireless work has ensured that the Congress reflects the richness, diversity, and urgency of the challenges we face. Our gratitude also extends to the session chairs, whose leadership guarantees that research and debate are conducted at the highest level.

A heartfelt thank-you goes to all our **keynote speakers, panelists, and presenters**—coming from across the globe to share their perspectives, knowledge, and experiences. Your contributions nourish our discussions and provide us with the insights needed to move forward collectively.

We are also grateful to the international juries of the four ENCATC Awards. Their careful and pro bono work in reviewing, selecting, and celebrating excellence is of immense value not only to this Congress, but to the entire field of cultural policy and management.

ENCATC also wishes to acknowledge its **strategic partners** around the world. These collaborations strengthen our shared mission, foster exchanges between networks, and create opportunities for joint action in research, education, and practice.

Finally, my deepest thanks go to the entire **ENCATC Team**, whose professionalism, dedication, and teamwork have once again made this Congress possible. From programme design to communications, from logistics to on-site support, their commitment is what turns an ambitious vision into a successful reality. Equally, we warmly thank the teams of our four local hosting partners and the many volunteers who have kindly and generously contributed their time and energy throughout the Congress. Their commitment and support remind us that such an ambitious gathering is always the result of collective effort.

Our hope for this 2025 edition in Barcelona is that it will be more than a Congress: that it will be an invitation to rethink, to connect, and to co-create. May the expertise, research, and projects shared here inspire us to imagine futures where culture is not an accessory but a foundation—anchoring our societies in sustainability, regeneration, and human dignity.

Yours sincerely,



Gianna Lia Cogliandro Beyens
ENCATC Secretary General

CONCEPT NOTE

The Future Is Cultural: Policy, Practice, and Education

15–17 September 2025 | Barcelona, Spain

As the global community looks beyond 2030, the intersection of culture and sustainable development takes on renewed urgency. The **2025 ENCATC Congress—held in Barcelona**, a city renowned for its cultural vibrancy and educational innovation—will gather international scholars, educators, cultural professionals, and policymakers to engage with a critical question: **How can cultural policy, practice, and education form the foundations of regenerative futures?** Under the theme The Future Is Cultural: Policy, Practice, and Education, this year's Congress invites reflection on the strategic role of culture not only as the backbone of well-being for individuals, communities, and organisations, but also as the backbone of society itself. In a time of global transformation, how might a deeper integration of cultural values and systems serve as a guiding framework for more inclusive, resilient, and equitable development?

In a world increasingly shaped by ecological uncertainty, democratic fragility, digital acceleration, and growing inequalities, the Congress affirms that culture is not an ancillary domain but a structural condition for human flourishing. It is through culture that societies generate meaning, strengthen social bonds, and imagine alternatives. Culture enables people and institutions to develop the emotional, ethical, and intellectual capacities required to navigate change—**not only to sustain systems but to transform them.**

ENCATC has long positioned cultural management and policy education as an essential field of knowledge and practice. **This Congress will deepen that agenda by focusing on how cultural education fosters civic imagination, critical reflection, and systemic thinking**—competencies that are increasingly indispensable in all areas of public life. Engaging with concepts of transformative learning as developed by theorists such as Paulo Freire and Jack Mezirow, ENCATC advocates for education that integrates heart, mind, and action, empowering cultural actors to become agents of just and sustainable transformation.

Such a paradigm demands a rethinking of educational practice—**not merely as the transfer of knowledge but as the co-creation of meaning through social learning.** Drawing inspiration from the work of Etienne and Beverly Wenger-Trayner, the Congress foregrounds ENCATC's ambition to be a **social learning space, where communities of practice form across institutional, disciplinary, and geographical boundaries.** It is within these spaces that new forms of cultural leadership and institutional innovation emerge—driven not only by professional competence but by mutual trust, care, and shared purpose.

In this light, the 2025 Congress will serve not just as an event, but as a living laboratory for cultural inquiry and policy co-creation. Organised in partnership with the Universitat de Barcelona, Universitat Internacional de Catalunya, the Universitat Oberta de Catalunya, and the Espronceda Institute of Arts and Culture, the programme will include scholarly panels, paper presentations, policy dialogues, project showcases, workshops, and in-person meetings of ENCATC Focus Groups and Think Tanks. These conversations will also feed into ENCATC's contributions to MONDIACULT 2025 and the European Commission's

Culture Compass, further positioning the network at the heart of the European and global policy debates.

The Congress will explore how cultural policy and management can be reimagined to reflect regenerative values, moving beyond extractive institutional logics toward approaches that prioritise **ecological responsibility, cultural rights, artistic freedom, and cross-border solidarity**. At stake is the development of a cultural ecosystem that not only adapts to crisis but actively contributes to systemic healing and democratic renewal.

This vision also requires a renewed commitment to cultural educators—those who design the pedagogies and learning environments through which the next generation of cultural actors will emerge. **ENCATC calls for sustained investment in cultural education and for its recognition as a vital force in building societal resilience and institutional relevance**. Cultural and arts education must be mainstreamed across learning systems, not only for its economic contributions but for its capacity to cultivate connection, responsibility, and hope.

ENCATC members are already advancing this vision in universities, cultural institutions, NGOs, and communities across Europe and beyond. The 2025 Congress is an opportunity to recognise, amplify, and connect these efforts, to collectively assess where we are and where we need to go. As a network rooted in Europe but globally engaged, ENCATC continues to evolve as a trusted platform for horizontal collaboration, co-learning, and long-term capacity building in the cultural field.

At a time when the role of culture is being rediscovered across domains—from environmental policy to mental health, from digital rights to inclusive urban development—the ENCATC Congress 2025 provides a critical space for shared inquiry and future-making. It invites those working at the intersection of research, education, and practice to come together, not only to reflect, but to shape what comes next.



MAIN PROGRAMME OVERVIEW

15 SEPT
2025

DAY 1

MONDAY

08:30	Registrations
09:30	Welcome and Opening Speeches
09:50	Introduction to the Topic of the Congress and to the Keynote
10:10	Keynote speech: "What's the role of Cultural policy and management in the current geostrategic and technological crisis?"
10:30	Panel Session in response to the Keynote
11:30	Coffee Break
12:00	Presentation of the finalists of the ENCATC Research Award
12:45	Shaping Regenerative Futures
13:30	Networking Lunch
15:00	Education and Research Sessions Part 1
16:30	Coffee Break
16:45	Education and Research Sessions Part 2
20:00	Awards ceremony

16 SEPT
2025

DAY 2

TUESDAY

8:30	Registrations
09:15	Working Groups Sessions contributing to the ENCATC Policy Paper for MONDIACULT • Economy of culture • Cultural heritage and crisis • Culture and climate action • Digital technologies and culture • Cultural rights
10:15	Coffee break
10:40	Projects showcase
12:15	Annual Policy Debate: Dialogue with creators
13:30	Networking Lunch
15:00	Education and Research Sessions Part 3
16:30	Coffee Break
16:45	Education and Research Session Pt4
20:15	Networking party Local food & wine and Traditional Music and Dance

17 SEPT
2025

DAY 3

WEDNESDAY

08:30	Registrations
09:30	Global conversation: How do training programs in cultural management innovatively address contemporary challenges?
10:50	Coffee Break
11:20	Launch of the ENCATC Working Groups on Art Markets and Cultural Data
12:45	Presentation of the ENCATC Policy Paper for MONDIACULT
13:20	Networking Lunch
14:45	Study Visits
17:45	Research Platform: Focus on Young and Emerging Researchers and Professionals
19:15	ENCATC Art Talk: Art Market Dynamics
20:30	Conference sum up and closing remarks
20:05	Networking time and drinks

FULL PROGRAMME

MONDAY, 15 SEPTEMBER	
University of Barcelona, School of Economics and Business Avenida Diagonal, 690, 08034 Barcelona	
8:30 - 12:00	Opening Session and Keynote Aula Magna <i>Master of ceremony: Lluís Bonet, Director, Cultural Management Graduate programme, University of Barcelona</i>
8:30	Registrations
9:30 - 9:50	Welcome and Opening Speeches GiannaLia Cogliandro Beyens , Secretary General, ENCATC Laura Guitart , Dean of the School of Economics and Business, University of Barcelona, Spain
9:50 - 10:10	Introduction to the Topic of the Congress and to the Keynote Gerald Listone , ENCATC President
10:10 - 10:30	Keynote Speech "What's the role of Cultural policy and management in the current geostrategic and technological crisis?" Ernesto Ottone Ramírez , Assistant Director-General for Culture of UNESCO
10:30 - 11:30	Panel Session in response to the Keynote <i>Chair:</i> Lluís Bonet , Director, Cultural Management Graduate program, University of Barcelona, Spain <i>Panelists:</i> Constance DeVereaux , Director, Arts Management Programme, The State University of New York at Buffalo, United States of America

	Jordi Baltà Portolés, Researcher and consultant in cultural policy, cultural relations and sustainability, Spain Lidia Varbanova, Director, MA Program in Management of Performing Arts and Industries, NATFIZ, Bulgaria
11:30 - 12:00	Coffee break
12:00 - 12:45	Presentation of the finalists of the ENCATC Research Award
12:00 - 12:05	Introduction to the session by: Gerald Lidstone, ENCATC President Presentation of the two finalists of the ENCATC Research Award by: Elena Borin, ENCATC Vice Preseident, Member of the Research Award Jury, Vice Dean for Internationalization, Pegaso Digital University, Italy
12:05 - 12:15	<i>Greening European Music Festivals: Environmental Sustainability Strategies, Practices, and Certification from an Organisational Perspective</i> Giada Calvano, University of Bracelona, Spain - CONFIRMED
12:15 - 12:25	<i>The Spatial Politics of Art Organisations: Public Programmes as Sites of Cultural Citizenship</i> Lucrezia Gigante, University of Leicester, United Kingdom
12:25 - 12:45	Conversation with the jury moderated by: Daniel Green, Director of Masters in Entertainment Industry Management program, Carnegie Mellon University, USA Jaime Ruiz Gutierrez, Professor, Universidad de los Andes, Colombia
12:45 - 13:30	Social learning for regenerative futures <i>Aula Magna</i>
12:45 - 13:30	Introduction to the session Carla Figueira, Strategic Policy Advisor, ENCATC Presentations of the 2025 activity from the ENCATC working groups Chairs ENCATC Working Group on Cultural Rights Chair: Ana Žuvela, ENCATC Board Member, Research Associate, Institute for Development and International Relations, Croatia Co-Chair: Alan Salzenstein, Director, Performing Arts Management and Arts Leadership programmes, DePaul University, United States of America ENCATC Working Group on Culture and Education Chair: Gerald Lidstone, ENCATC President Co-Chair: Lluís Bonet, Director, Cultural Management Graduate program, University of Barcelona, Spain ENCATC Working Group on Economy of Culture Chair: Matina Magkou, ENCATC Board Member, Researcher, Université Côte d'Azur, France Co-Chair: Richard Maloney, Director, Performing Arts Administration programme, New York University, United States of America

	ENCATC Working Group on Culture and Climate Action Co-Chair: Elena Borin, ENCATC Vice President, Vice Dean for Internationalization, Pegaso Digital University, Italy Co-Chair: Leticia Labaronne, ENCATC Vice President, Head of the Center for Arts Management, Zurich University of Applied Sciences, Switzerland ENCATC Working Group on Culture, Heritage, and Crisis Chair: Wu Chieh-Hsiang, President of the Taiwan Association for Cultural Policy Studies, Professor, Department of Arts at National Changhua University of Education, Taiwan ENCATC Working Group on Digital Technologies in the Culture Sector Co-chair: Douglas DeNatale, ENCATC Board Member, Director, Arts Administration Programme, Boston University, United States of America Co-Chair: Daniel Green, Director, Master of Entertainment Industry Management, Heinz College & College of Fine Arts at Carnegie Mellon University, United States of America ENCATC Journal Special Issue Anna Villarroya, Editor-in-Chief, European Journal of Cultural Management and Policy
13:30 - 15:00	Networking lunch
15:00 - 16:30	Education & Research sessions Part 1
16:30 - 16:45	Coffee Break
16:45 - 18:15	Education & Research sessions Part 2
20:00 - 22:30	Awards' Ceremony Ateneu Barcelonès Carrer Canuda, 6, 08002 Barcelona
20:00 - 20:20	Opening Addresses Gerald Lidstone, ENCATC President Maria Feliu, Vice-Rector for Doctoral Studies, University of Barcelona
20:30 - 20:40	Presentation of the Awards <i>Introduction to the Outstanding Award</i> Gerald Lidstone, President of the Outstanding Award Jury <i>Introduction to the Research Award</i> Annick Schramme, Member of the Research Award Jury <i>Introduction to the Best Research paper and to Best Teaching Innovative method Awards</i> Elena Borin, Member of the Jury
20:40 - 20:50	Announcement of the Laureates
21:00 - 22:30	Networking Buffet

TUESDAY, 16 SEPTEMBER

Universitat Internacional de Catalunya, Campus of Barcelona
Carrer Immaculada, 22, 08017 Barcelona

8:30 - 10:15	Working Groups Sessions contributing to the ENCATC Policy Paper for MONDIACULT Aula Magna Master of ceremony: GiannaLia Cogliandro Beyens, Secretary General, ENCATC
8:30	Registrations
09:00 - 09:15	Welcome, Alfonso Méndiz , Rector, Universitat internacional de Catalunya
09:15 - 10:15	Mondiacult Focus Group Sessions Parallel Sessions
9:15 - 10:15	Cultural Rights Chair: Ana Zuvela, ENCATC Board Member, Research Associate, Institute for Development and International Relations, Croatia Co-Chair: Alan Salzenstein, Director, Performing Arts Management and Arts Leadership programmes, DePaul University, United States of America Economy of Culture Chair: Matina Magkou, ENCATC Board Member, Researcher, Université Côte d'Azur, France Co-chair: Richard Maloney, Director, Performing Arts Administration programme, New York University, United States of America Culture and Education Chair: Gerald Lidstone, ENCATC President Co-Chair: Lluís Bonet, Director, Cultural Management Graduate program, University of Barcelona, Spain Digital Technologies and Culture Chair: Douglas DeNatale, ENCATC Board Member, Director, Arts Administration Programme, Boston University, United States of America Chair: Daniel Green, Director, Master of Entertainment Industry Management, Heinz College & College of Fine Arts at Carnegie Mellon University, United States of America Culture and Climate Action Co-Chair: Elena Borin, ENCATC Vice President, Member of the Research Award Jury, Vice Dean for Internationalization, Pegaso Digital University, Italy Co-Chair: Leticia Labaronne, ENCATC Vice President, Head of the Center for Arts Management, Zurich University of Applied Sciences, Switzerland Cultural Heritage and Crisis Chair: Wu Chieh-Hsiang, President of TACPS, Professor, Department of Arts at National Changhua University of Education, Taiwan

10:15 - 10:40	Coffee break
10:40 - 12:00	Projects Showcase <i>Parallel sessions</i>
10:40 - 12:00	Session 1 <i>CRAFT-IT4SD</i> Cristina Ortega Nuere, Director, 3walks, Spain <i>Artistic Season Planning</i> Marta Crispí, Principal Investigator, Universitat Internacional de Catalunya, Spain Bianca Reguant, Research Assistant, Universitat Internacional de Catalunya, Spain <i>CCEI Global Culture Index (GCI)</i> Vasif Eyvazzade, CEO, Chartered Culture and Education Institute (CCEI), United States of America <i>Cultural Funding and Financing: Exploring New and Traditional Models in the Arts and Culture</i> <i>Book presentation</i> Anders Rykkja, Lecturer, Queen's University Belfast, Belfast, United Kingdom Lluís Bonet, Director, Cultural Management Graduate program, University of Barcelona, Spain Session 2 Chair: Douglas DeNatale, ENCATC Board Member, Director, Arts Administration Programme, Boston University, United States of America CROP: Creativity Rises Opportunity for Partnership Angela Dibenedetto, Project manager, Consorzio Materahub Imprese Culturali e Creative, Italy The Educational Role of the Répétiteur as Mediator Between School and Opera Institutions Marinella Dell'Eva, PhD Student, Conservatory of Ferrara, Italy ECHOES - European Cloud for Heritage OpEn Science Claudio Prandoni, Project Manager, ARIADNE Research Infrastructure, Belgium European Networks and Cultural Governance: How Culture Makes Policy <i>Book Presentation</i> Carlotta Scioldo, Lecturer, Erasmus University of Rotterdam, The Netherlands

Session 3

Chair: Toni-Matti Karjalainen, ENCATC Board Member, Professor, University of the Arts Helsinki, Finland

Project Design Network in Cultural Fundraising

Ludovica Michelin, Founder and President, Flumi AC, Italy

Governing the Arts? Dialogue on the Evolution of Governance in the Cultural Sector
Book presentation

Chiara Carolina Donelli, Professor, Venice School of Management, Italy

Annick Schramme, Director, Master in Cultural Management, University of Antwerp, Belgium

Milena Stefanović, Professor, University of Arts in Belgrade, Serbia

Periferica: Critical Perspectives and In-depth Research on the Literary, Social, and Cultural Histories of Latino-América and Iberia

Journal Presentation

Antonio González, Editor in Chief, Periférica Journal, Spain

Gonzalo Sánchez, Vice rector of Sustainability and Culture, University of Cádiz, Spain

Salvador Catalán, Director of the Service of Cultural Activities, University of Cádiz, Spain

Skills for the Green Transformation: The Role of the Civil Society in Upskilling and Reskilling the Cultural Sector

GiannaLia Cogliandro Beyens, Secretary General, ENCATC

Letizia Garbero, Operations and Community Engagement Officer, ENCATC

Session 4

Chair: Carla Figueira, Strategic Policy Advisor, ENCATC

The MERITA Platform, where Chamber Music, Cultural Heritage and Talent Meet

Bianca Traxler, Executive Director, Le Dimore del Quartetto, Italy

Partnership between Culture, Heritage and Education: A Pathway to Sustainable Development, Democracy and Peace. The Case Study of "Tourism Culture Project"

Nansi Ivanišević, President, Prokultura Association - Observatory of Cultural Policy, Croatia

European Heritage Hub, a Knowledge and Advocacy Hub for Europe's cultural Heritage

Cristina Loglio, Vice President, Europa Nostra

Exploring & Sustaining Auxiliary Pathways to Arts Management Training

Milena Deleva, Executive Director, Association of Arts Administration Educators

12:15 - 13:30	ENCATC Annual Policy Debate Dialogue with creators Chair: Christoph Pasour, Director, Master's Degree in Cultural Management, Universitat Internacional de Catalunya, Spain Panelists: Eli Gras, Sound & visual artist, performer, producer, Spain Laida Azkona Goñi, Performer, choreographer, Stage Director, AzkonaToloza, Spain Txalo Toloza-Fernandez, Videographer, Stage Director, AzkonaToloza, Chile Leticia Martin, Artistic Director, Grec Festival of Barcelona, Spain
13:30 - 15:00	Networking lunch
15:00 - 16:30	Education & Research sessions Part 3
16:30 - 16:45	Coffee break
16:45 - 18:15	Education & Research sessions Part 4
20:15 - 22:00	Network party - Local food & wine and Tradicional Music and Dance <i>Centre Artesà Tradicionàrius</i> <i>Travessia de Sant Antoni 6-8. 08012 Barcelona</i>

WEDNESDAY, 17 SEPTEMBER

Universitat Oberta de Catalunya
Carrer del Perú, 52, Sant Martí, 08018 Barcelona

08:30 – 10:50	ENCATC Global Conversation Room U.02 Master of ceremony: GiannaLia Cogliandro Beyens, Secretary General, ENCATC
8:30 – 09:15	Registrations
9:15 – 9:20	Welcome Xavier Vilajosana Guillén , Vice Rector for Research, Knowledge Transfer and Entrepreneurship, Universitat Oberta de Catalunya, Spain
9:30 – 10:50	GLOBAL CONVERSATION How do training programs in cultural management innovatively address contemporary challenges? <i>Introduction</i> Alan Salzenstein , Director, Performing Arts Management and Arts Leadership programmes, DePaul University, United States of America <i>Moderation of the panel</i> Gerald Lidstone , ENCATC President <i>Panelists</i> Alba Colombo , Director, Master's Programme in Cultural Management, Open University of Catalonia, Spain Lluís Bonet , Director, Cultural Management program, University of Barcelona, Spain Wu Chieh-Hsiang , President of TACPS, Department of Arts at National Changhua University of Education, Taiwan Daniel Green , Director, Master of Entertainment Industry Management, Heinz College & College of Fine Arts at Carnegie Mellon University, United States of America Adriana Pantoja de Alba , Coordinator, Master's in Communication and Culture, Western Institute of Technology and Higher Education, Mexico
10:50 – 11:20	Coffee break

11:20 - 12:45	Stimulating innovative policies and practice: Launch of the ENCATC Working Groups on Art Markets and Cultural Data <i>Parallel sessions</i> ENCATC Working Group on “Art Markets and Cultural Goods Integrity” <i>Chair:</i> Anne-Sophie V. Radermecker, Co-Director, Research Group on Science of Arts and Culture, Université libre de Bruxelles, Belgium ENCATC Working Group “Strengthening cultural observatories and rethinking cultural measurement for future policy making” <i>Chairs:</i> Cristina Ortega, Director, 3Walks, Spain Elena Raevskikh, Research & Analysis Unit Head, Department of Culture and Tourism Abu Dhabi, United Arab Emirates
12:45 - 13:20	Presentation of the ENCATC Congress policy paper for Mondicult
13:20 - 14:45	Networking lunch
14:45 - 17:00	Study visits in parallel • Museu de la música & Auditori de Barcelona Carrer Lepant, 150. 08013 Barcelona • Nau Ivanow Carrer Hondures, 30. 08027 Barcelona • Piramidón Carrer Concili de Trento, 313. 08020 Barcelona • Museu d'Art Comporani de Barcelona Plaça del Angels, 1. 08001 Barcelona • Sala Beckett Carrer Pere IV, 225. 08005 Barcelona • NEB: Xifré's Rooftop: Floating Wild Garden Passeig d'Isabel II, 12, 08003 Barcelona, Spain

17:45 - 19:00	Research Platform: Focus on Young and Emerging Researchers and Professionals <i>Venue: Nau Ivanow</i> <i>Carrer Hondures, 30. 08027 Barcelona</i> <i>Welcome</i> David Marín, Director, Nau Ivanow, Spain <i>Introduction</i> Leticia Labaronne, ENCATC Vice President, Head of the Center for Arts Management, Zurich University of Applied Sciences, Switzerland Richard Maloney, Director, Performing Arts Administration programme, New York University, United States of America <i>Insights and challenges. Experiences from research and professional work in the cultural sector</i> Giada Calvano, CEO and Founder, Chloe Sustainability, Spain Jenni Pekkarinen, Researcher, University of Jyväskylä, Finland Carlotta Scioldo, Lecturer, Erasmus University of Rotterdam, The Netherlands
19:15 - 19:50	ENCATC Art Talk: Art Markets dynamics <i>Espronceda Institute of Art & Culture</i> <i>Carrer Espronceda, 326. 08027 Barcelona</i>
19:15 - 19:50	Welcome Henrik Sprenger, Co-founder, Espronceda Institute of Art & Culture, Spain Introduction to the talk Anne-Sophie V. Radermecker, Co-Director, Research Group on Science of Arts and Culture, Université libre de Bruxelles, Belgium Panelist Isabel Causadias, Professor, University of Barcelona, Spain
19:50 - 20:05	Conference sum up and closing remarks Gerald Lidstone, ENCATC President GiannaLia Cogliandro Beyens, ENCATC General Secretary (Belgium)
20:05 - 21:15	Networking time and drinks

SPEAKERS



Adriana Pantoja de Alba
Coordinator, Master's in
Science and Cultural
Communication, Instituto
Tecnológico y de Estudios
Superiores de Occidente,
Mexico



Alan Salzenstein
Director, Performing Arts
Management and Arts
Leadership programmes,
DePaul University



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Director, Master's Programme
in Cultural Management, Open
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Alfonso Méndiz
Rector, Universitat internacional
de Catalunya, Spain



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Angela Dibeneditto
Project manager, Materahub
Consortium, Italy



Anna Villarroya
Editor-in-Chief,
European Journal on Cultural
Management and Policy



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Co-Director, Research Group
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Belgium



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Antwerp, Belgium



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Michigan, United States of
America



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Editor in Chief, Periférica
Journal, Spain



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del Quartetto, Italy



Blanca Reguant
Research Assistant, Universitat
Internacional de Catalunya,
Spain



Carla Figueira
Strategic Policy Advisor,
ENCATC



Carlotta Scioldo
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Rotterdam, The Netherlands



Chiara Carolina Donelli
Professor, Venice School of
Management, Italy



Christoph Pasour
Director, Master's Degree in
Cultural Management,
Universitat Internacional de
Catalunya, Spain



Claudio Prandoni
Project Manager, ARIADNE
Research Infrastructure,
Belgium



Constance DeVereaux
Director, Arts Management
Programme, The State
University of New York at
Buffalo



Cristina Loglio
Vice President, Europa
Nostra



Cristina Ortega Nuere
Director, 3walks, Spain



Daniel Green
Director, Master of
Entertainment Industry
Management, Heinz College &
College of Fine Arts at
Carnegie Mellon University,
United States of America



David Marín
Director, Nau Ivanow, Spain



Douglas DeNatale
ENCATC Board Member,
Director, Arts Administration
Programme, Boston University,
United States of America



Elena Borin
ENCATC Vice President,
Member of the Research
Award Jury, Vice Dean for
Internationalization, Pegaso
Digital University, Italy



Elena Raevskikh
Research & Analysis Unit
Head, Department of Culture
and Tourism Abu Dhabi,
United Arab Emirates



Eli Gras
Composer, Multi-
instrumentalist, Illustrator and
graphic designer, Spain



Ernesto Ottone
Assistant Director-General for
Culture, UNESCO



Gerald Lidstone
ENCATC President



GiannaLia Cogliandro Beyens
Secretary General, ENCATC



Giada Calvano
Expert in sustainability, festivals
and cultural management,
University of Barcelona



Gonzalo Sanchez
Professor at the University of
Cadiz



Isabelle Brianso,
Associated Professor,
Avignon University, France



Isabel Causadias
Professor, University of
Barcelona, Spain



Jaime Ruiz Gutierrez
Professor, University of Andes,
Colombia



Jenni Pekkarinen
Researcher, University of
Jyväskylä, Finland



Piotr Firych,
Professor, Adam Mickiewicz
University, Poland



Jordi Baltà Portolès
Researcher and consultant in
cultural policy, cultural relations
and sustainability, Spain



Laida Azkona Goñi,
Performer, choreographer,
Stage Director, AzkonaToloza,
Spain



Laura Guitart
Dean, School of Economics and
Business, University of
Barcelona, Spain



Leticia Martin
Artistic director of the Grec
Festival of Barcelona, Spain



Letizia Garbero
Operations and Community
Engagement Officer, ENCATC



Leticia Labaronne
ENCATC Vice President, Head
of the Center for Arts
Management, Zurich University
of Applied Sciences,
Switzerland



Lidia Varbanova
Director, MA Program in
Management of Performing
Arts and Industries, NATFIZ,
Bulgaria



LLuís Bonet
Director, Cultural Management
program, University of
Barcelona, Spain



Lucrezia Gigante
Academic researcher working
at the intersection of Museum
Studies, Cultural Geography
and Cultural Policy University of
Leicester, United Kingdom



Ludovica Michelin
Founder and President, Flumi
AC, Italy



Mara Cerquetti
Professor, University of
Macerata, Italy



Maria Feliu
Vice-Rector for Doctoral
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Barcelona, Spain



Marinella Dell'Eva
PhD Student, Conservatory of
Ferrara, Italy



Marta Crispi
Principal Investigator,
Universitat Internacional de
Catalunya, Spain



Matina Magkou
Cultural management and
policy researcher, lecturer and
consultant, University Côte
d'Azur, France



Milena Deleva
Executive Director, Association
of Arts Administration
Educators (AAAE)



Milena Stefanović
Professor, University of Arts in
Belgrade, Serbia



Nansi Ivanišević
President, Prokultura
Association - Observatory of
Cultural Policy, Croatia



Richard Maloney
Director, Performing Arts
Administration programme,
New York University, United
States of America



Roberta Ghilardi
Senior Manager,
Sustainability Arts and
Finance, Deloitte, Italy



Salvador Catalán Romero
Director of the Service of
Cultural Activities, University
of Cádiz, Spain



Toni-Matti Karjalainen
ENCATC Board Member,
Professor, University of the Arts
Helsinki, Finland



Txalo Toloza
Performer, Videographer, Stage
Director, Chile



Vasif Eyvazzade
CEO, Chartered Culture and
Education Institute (CCEI),
United States of America



Wu Chieh-Hsian
President of TACPS, Professor,
Department of Arts at National
Changhua University of
Education, Taiwan



Xavier Vilajosana Guillen
Vice Rector for Research,
Knowledge Transfer and
Entrepreneurship, Open
University of Catalonia, Spain



Maria Inês Pinho
Professor, Polytechnic of
Porto, Portugal



Sérgio Coelho,
Professor, Polytechnic of
Porto, Portugal

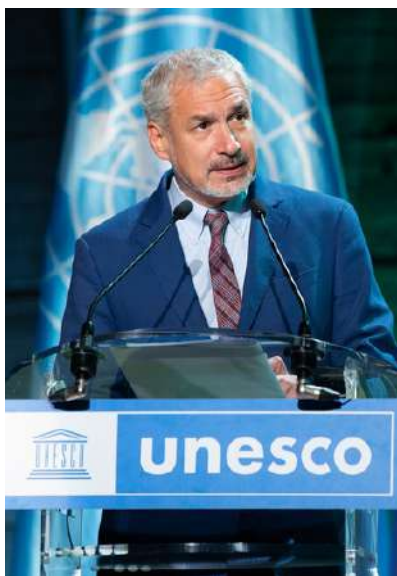


Nataša Kraljević
Lecturer, Mediterranean
University Podgorica,
Montenegro

OUTSTANDING AWARD LAUREATE AND KEYNOTE SPEAKER

Ernesto Ottone Ramírez

Assistant Director-General for Culture, UNESCO



The Keynote Speaker for the 2025 edition of the ENCATC Congress is Ernesto Ottone Ramírez, Assistant Director-General for Culture of UNESCO and winner of the 2025 Award for Outstanding Contribution. Awarded for his visionary leadership and dedication, his commitment has significantly shaped the global cultural landscape, positioning culture as a pillar of sustainable development, social inclusion, and peace.

Ernesto Ottone Ramírez holds a Bachelor of Arts in Theatre from the University of Chile (1995) and a Master's degree in Management of Cultural Institutions and Policies from the University of Paris IX Dauphine (1998).

He began his career as a cultural advisor for the Valparaíso Urban Recovery and Development Program and later gained international experience in institutions such as the Grande Halle de la Villette in Paris and Berlin's Kulturbrauerei. In 2001, he became the founding Executive Director of the Matucana 100 Cultural Center in Santiago, a position he held until 2010, transforming the institution into one of Chile's most dynamic cultural hubs. Subsequently, he directed the Museo de la Solidaridad Salvador Allende and later, from 2011 to 2015, the Artistic and Cultural Extension Center of the University of Chile, which oversees the National Symphony Orchestra, the Chilean National Ballet (BANACH), and the Chile Symphony Choir. In 2015, Ottone was appointed Chile's first Minister of Culture, Arts and Heritage, a role he held until 2018. As Minister, he created the Department of First Peoples and a Migrants Unit, while also reinforcing copyright laws and heritage protections. He chaired the Regional Centre for the Promotion of Books in Latin America and the Caribbean (2016–2017) and actively promoted cultural diversity and accessibility.

Panel in response to the Keynote



Lluís Bonet
Director, Cultural Management
program, University of
Barcelona, Spain



Constance DeVereaux
Director, Arts Management
Programme, The State
University of New York at
Buffalo



Jordi Baltà Portolés
Researcher and consultant in
cultural policy, cultural relations
and sustainability, Spain



Lidia Varbanova
Director, MA Program in
Management of Performing
Arts and Industries, NATFIZ,
Bulgaria

Chair

AWARDS CEREMONY



The Congress in Barcelona will be the stage for the Awards' Ceremony, the event held on 15th September where we will celebrate the winner of this year's edition of the **ENCATC Award for Outstanding Contribution**, the **ENCATC Research Award**, the **Best Research Paper Award** and the **Best Innovative Teaching Method Award**. These Awards represent the very essence of our Network: a dedication to knowledge, innovation, and collaboration across borders and disciplines. They are a powerful reminder that culture, when nurtured with care, vision, and courage, has the potential to transform societies, strengthen democracy, and inspire future generations.

ENCATC Award for Outstanding Contribution

The ENCATC Award for Outstanding Contribution is our biennial accolade that stands as the highest expression of recognition within our Network. Established in 2019 to mark ENCATC's 25th anniversary, this award honours remarkable individuals or institutions whose innovative and consistent achievements have profoundly advanced cultural education, research, management, and policy. Through their vision and dedication, they have contributed to shaping positive and lasting change in our field.

ENCATC Research Award

The ENCATC Research Award in partnership with the Cultural Management Fund of the University of Antwerp the ENCATC Research Award, launched in 2014, which celebrates outstanding doctoral research in cultural management and policy. This recognition is much more than a prize—it is an opportunity for young scholars to gain international visibility, to publish their work with Routledge, and to join a growing global community of researchers whose work is pushing boundaries and opening new horizons for our sector.

Best Research Paper Award

The Best Research Paper Award of the Education and Research Sessions recognizes outstanding scholarly contributions submitted to the e-book of proceedings. The award process is structured in multiple phases to ensure a fair and high-quality selection. It reaffirms ENCATC's role as a platform for rigorous scholarship and meaningful dialogue between research, policy, and practice.

Best Innovative Teaching Method Award

The Best Innovative Teaching Method Award, established in 2025, celebrates outstanding and original contributions to teaching practice in the field of cultural management and policy. The award aims to recognize innovative teaching methods that demonstrate pedagogical creativity, effectiveness, and relevance.



ENCATC Research Award: Who are the two finalists in the running?



Giada Calvano, for her PhD thesis in "Greening European Music Festivals: Environmental Sustainability Strategies, Practices, and Certification from an Organisational Perspective", obtained at the University of Barcelona, Spain.

Her doctoral thesis explores the environmental sustainability strategies adopted by European music festivals, with a focus on how festivals design and implement greening practices from an organisational perspective.

Giada Calvano is the co-founder and CEO of Chloe Sustainability, a consultancy that supports cultural organisations in their transition towards sustainability. She also works as a Senior Environmental Assessor for events and festivals at A Greener Future (UK).

She has teaching experience in cultural management, sustainable events and festivals, and international cooperation at various universities and institutions, including University of Barcelona, Catholic University of Sacred Heart in Milan, and European Design Institute in Venice.



Lucrezia Gigante, for her PhD thesis in "The Spatial Politics of Art Organisations: Public Programmes as Sites of Cultural Citizenship", obtained at the University of Leicester, United Kingdom

Her doctoral thesis investigates the extent to which and how public programmes function as sites for socio-political belonging and agency in the (modern and contemporary) art museum, with the goal of re-examining the role of museums in creating cultures of belonging.

Lucrezia Gigante is a Research Associate at the University of Glasgow, with an interest in contemporary public culture and the politics of place-based cultural participation. Her interest focuses on the political agency and responsibility of cultural organisations in producing and reproducing ideas of place through their public programming. Besides her experience as a Research Assistant at the University of Leicester, she is Programme and Digital Communications Manager at the UNESCO Global Network of Water Museums.

EDUCATION AND RESEARCH SESSIONS



Empowering researchers and educators in cultural management and policy

The Education and Research Sessions will represent a robust platform for presenting rigorous research that directly **informs cultural management and policy** and innovative teaching methods designed to shed light on emerging formats and innovative pedagogical methodologies in cultural education. These sessions will be the opportunity for our network to **advance research-based policy recommendations** to foster the future of our sector.



The contributions that will be presented reflect the **evolving landscape of cultural policy and management**. Covering a range of geographical and disciplinary perspectives, the selected papers will engage with urgent topics such as **sustainability, cultural rights, audience participation, heritage practices, innovation policies** and **organizational resilience**.

Drawing on themes such as **cultural policy impact, sustainable development** and **well-being**, and socially engaged arts, the sessions highlight a growing awareness of culture's broader societal role. Together, the Education & Research sessions promise **forward-looking insights** into a cultural field negotiating global change while reimagining **participatory governance models**, transnational exchange, and digitally informed cultural practices.

[CLICK HERE TO DISCOVER THE PROGRAMME OF THE SESSIONS](#)

[CLICK HERE TO READ THE CONGRESS PROCEEDINGS](#)

PUBLICATIONS

Did you participate to the Education and Research Sessions as a presenter?
ENCATC offers you the opportunity to submit your work to one of our publications.



The objective of the **European Journal of Cultural Management and Policy** is to contribute to the knowledge development, promote cutting-edge research, and stimulate debate on the topics of cultural management and cultural policy among scholars, educators, policy makers and cultural managers.

If you presented your work during the **Research Sessions** of the Congress, [click here to submit it to our Journal](#).



The **Cultural Policy Tracker** is a quarterly publication gathering contributions from the members of the Think Tank and widely disseminated to policy makers.

If you presented your work during the **Research Sessions** of the Congress, [click here to learn more on the Cultural Policy Tracker](#).



The **ENCATC Scholar** is born to satisfy the demand of ENCATC members academics, researchers and students: to exchange teaching methodologies and knowledge to use in the classroom. This publication is intended to provide reference tools for education and lifelong learning on cultural management and cultural policies.

If you presented your work during the **Education Sessions** of the Congress, [click here to submit it to the ENCATC Scholar](#).

GLOBAL CONVERSATION

How do training programs in cultural management innovatively address contemporary challenges?

This year's Global Conversation explores how contemporary issues impact education and training. Cultural management education is undergoing a significant transformation to address global challenges that increasingly affect the creative and arts sectors. Programs are responding to pressing concerns such as climate change, digital innovation, cultural rights, migration, and shifting geopolitical contexts. There is a need to examine international case studies with experiential and practice-based methodologies, and curricula that integrates knowledge of sustainability, diplomacy, community engagement, and digital strategy. With goals of encouraging critical reflection on equity, ethics, and cultural responsibility, while fostering the adaptive leadership capacities required for uncertain futures. This session will examine emerging models of training that emphasize the capacity of cultural managers to act not only as administrators of institutions, but also as agents of change, capable of balancing artistic vision with organizational sustainability and contributing to globally relevant, socially responsive cultural ecosystems.



Introduction

Alan Salzenstein

Professor, Head of Arts
Leadership, DePaul University
(USA)



Chair

Gerald Lidstone

ENCATC President



Alba Colombo

Director, Master's Programme
in Cultural Management, Open
University of Catalonia, Spain



LLuís Bonet

Director, Cultural
Management program,
University of Barcelona,
Spain



Wu Chieh-Hsiang

President of the Taiwan
Association of Cultural
Policy Studies (TACPS);
Professor at National
Changhua University of
Education (Taiwan)



Dan Green

President of AAAE;
Director of the Master of
Entertainment Industry
Management Program,
Carnegie Mellon University
(USA)



Adriana Pantoja de Alba

Coordinator, Master's in
Science and Cultural
Communication, Instituto
Tecnológico y de Estudios
Superiores de Occidente,
Mexico

ANNUAL POLICY DEBATE

Dialogue with creators

What makes a relationship between artists and cultural managers truly fruitful? What are the biggest challenges facing artistic creation and exchange in a rapidly changing world? And when it comes to politics—are artists navigating collaboration, conflict, or sheer indifference?

These are the questions driving this year's ENCATC Annual Policy Debate, one of the highlights of the ENCATC Congress 2025 in Barcelona. The debate will tackle how artistic voices can both shape and be shaped by cultural management and policy at a time when culture is increasingly recognised as a cornerstone of sustainable development.

Far from a traditional panel with presentations, the session will unfold as a candid conversation guided by Prof. Christoph Pasour, Director of the Master's in Cultural Management at Universitat Internacional de Catalunya. On stage, leading voices from the artistic and cultural field will share their perspectives on the delicate balance between creation, management, and policy.

In a world marked by ecological uncertainty, democratic fragility, digital acceleration, and widening inequalities, this dialogue promises to shed light on how creators and cultural leaders can together contribute to more inclusive, resilient, and regenerative futures. By centering artistic practice within broader cultural policy debates, the session affirms the Congress's conviction that the future is cultural.



Chair

Christoph Pasour
Director, Master's Degree in
Cultural Management,
Universitat Internacional de
Catalunya, Spain



Eli Gras
Composer, Multi-
instrumentalist, Illustrator and
graphic designer, Spain



Laida Azkona Goñi,
Performer,
choreographer, Stage
Director, AzkonaToloza,
Spain



Txalo Toloza
Performer,
Videographer, Stage
Director, Chile



Leticia Martin
Artistic director of the
Grec Festival of
Barcelona, Spain

RESEARCH PLATFORM

Empowering young and emerging researchers and professionals

The in-person meeting of the ENCATC Research Platform will open up the space to young/emerging researchers and professionals to share insights, experiences, and challenges from both academic and practical perspectives.

Through presentations and open discussion, participants will explore current issues and opportunities in the cultural sector. The meeting aims to foster dialogue, exchange, and networking among the next generation of cultural leaders.

The session will be held in the frame of Nau Ivanow, a creation factory dedicated to the performing arts, especially emerging theatre and residency programmes. David Marín, Director of Nau Ivanow, will welcome all participants. The session will be opened by Leticia Labaronne, ENCATC Board Member and Head of the Center for Arts Management at the Zurich University of Applied Sciences, and Richard Maloney, Director of the Performing Arts Administration graduate program at the New York University Steinhardt.



Introduction

Leticia Labaronne
ENCATC Vice President, Head of the Center for Arts Management, Zurich University of Applied Sciences, Switzerland



Introduction

Richard Maloney
Director, Performing Arts Administration programme, New York University, United States of America



Jenni Pekkarinen
Researcher, University of Jyväskylä, Finland



Giada Calvano
Expert in sustainability, festivals and cultural management, University of Barcelona



Carlotta Scioldo
Lecturer, Erasmus University of Rotterdam, The Netherlands

PROJECTS SHOWCASE

From theory to practice: Meet the projects driving the change

The 2025 ENCATC Congress Projects Showcase will spotlight pioneering work shaping the future of cultural management and policy. This curated session brings together academics, practitioners, and emerging leaders from across the globe.

Projects span critical themes—from climate resilience and digital transformation to heritage, education, and cultural rights. Rooted in the values of sustainability and innovation, the showcase highlights the power of cross-sector collaboration - participants will encounter fresh methodologies, participatory practices, and place-based cultural strategies. From projects reimagining the role of culture in sustainable development to case studies illustrating the intersection of policy, practice, and research, a particular focus is placed on inclusive cultural ecosystems and co-creation with local communities. By connecting practice with policy, these initiatives foster resilient and future-oriented cultural landscapes. This dynamic session reinforces ENCATC's commitment to excellence in cultural education and applied research. It invites reflection, exchange, and collaboration across disciplines and borders.



Cristina Ortega Nuere
Director, 3walks, Spain

CRAFT-IT4SD is an initiative aimed at activating the CCSIs towards the green transition by building on the rich cultural heritage and strong creative traditions which underpin the European CCSIs. It explores cross-sectoral CCSI innovation through a new ecosystem approach to merge otherwise often siloed CCI sectors. The project's goal is to combine techniques, skills and materials associated with traditional crafts with new digital technologies.

We will go deeply into how the project seeks to support the emergence of sustainable creative enterprises using an open-source, open-data platform to share climate impact information.



Marta Crispí & Bianca Reguant,
Principal and Assistant
Researchers, Universitat
Internacional de Catalunya,
Spain

The Artistic Season Planning project was founded in 2024 under the Knowledge Industry Program (Llabor modalitat) by the Catalan Agency for Management of University and Research Grants (AGAUR), supporting knowledge transfer and spin-off creation. The project aimed to explore the potential market for software that helps cultural institutions—such as museums, theaters, auditoriums, and festivals—collect, analyze, and use data for strategic decision-making, aligned with their mission, vision, and values.

The research focused on five key areas: artistic programming, resource management, audience insight, audience interaction with space, and sustainability. Over 20 interviews were conducted with professionals from leading cultural institutions in Spain, particularly in Catalonia, including the National Art Museum of Catalonia (MNAC), the National Theatre of Catalonia (TNC), and the Cruïlla Festival.

Insights from these interviews guide the design of a software tool tailored to the needs of artistic programmers. The goal is to enhance the sociocultural impact of institutions, support informed decision-making, and reduce risks—while reinforcing each institution's unique identity and strategic goals.

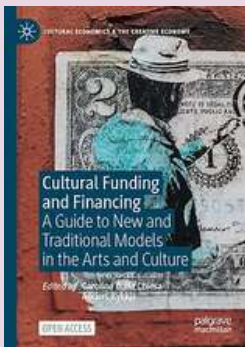


Vasif Eyvazzade

CEO, Chartered Culture and Education
Institute,
United States of America

CCEI Global Culture Index (GCI) The Chartered Culture and Education Institute (CCEI) is proud to announce the upcoming launch of the Global Culture Index (GCI) in 2026—a groundbreaking initiative set to redefine how cultural institutions are measured, recognized, and empowered on the world stage.

As the first global ranking system spanning museums, libraries, and heritage sites, the GCI will spotlight excellence in cultural impact, innovation, inclusion, and sustainability. With global and regional rankings, along with awards for innovation and equity, GCI will serve as a vital tool for policymakers, funders, researchers, and the public.



**Cultural Funding and
Financing: Exploring New
and Traditional Models in
the Arts and Culture**

Book Presentation

This publication offers a comprehensive analysis of new and traditional funding models for the arts and culture. In the economic and political contexts of reduced art funding, the book takes an objective, pragmatic and heterodox approach to demonstrate how financial sustainability in the arts can be achieved via a range of top-down and bottom-up mechanisms which are valued either in terms of institutional or crowd-based legitimacy.

The book aims to offer both a scholarly interpretation of established and emerging funding and financing practices within the cultural and creative sector, as well as guidance for artists, creators, and cultural programmers through various case studies and multiple examples of current practices. Contributions are divided into three sections. Section one outlines the most important traditional tools and models, while the second part covers the key contemporary practices premised on the use of digital platforms, and the final part introduces several case studies.



Angela Dibenedetto

Project Manager, Consorzio
Materahub, Italy

CROP (Creativity Rises Opportunities for Partnership) is an Erasmus+ project in Higher Education Institutions (HEI) focused on fostering creative innovation to address social and economic challenges. Its primary output is the PICC (Project Innovation and Cultural Creativity) Course, a 6-month European Professional Master's program. The PICC integrates Architecture, Economics, Design, Marketing, Social Sciences, and Digital Technologies to promote Creativity, Environmental and Cultural Sustainability, strengthen Community Engagement, and foster Cultural Entrepreneurship.

This higher education course responds to the ongoing transformations within the Cultural and Creative Industries (CCI) driven by digitalization, the need for sustainability, and heritage preservation. PICC's scientific approach integrates interdisciplinary areas to produce a high-level course with valuable insights and an action-oriented program. The 30 ECTS program includes 10 modules (2 compulsory and 8 electives), organized into five key areas: Community Project (mandatory enrollment), Art & Design Management, Creative Technologies & Innovative Approaches, General Business Studies, and Cultural Strategy.



**Marinella
Dell'Eva,**

PhD Student, Conservatory
of Ferrara, Italy

"The Educational Role of the Répétiteur as Mediator Between School and Opera Institutions: A Case Study of the 'Opera Children's LAB' Project"

This doctoral research explores the evolving role of the répétiteur—the collaborative pianist—in music education, with a focus on promoting Italian opera as a key part of cultural identity from an early age. Traditionally confined to rehearsal and performance roles, the répétiteur's educational potential remains underutilized and rarely institutionalized. Through a comparative study of opera houses in Italy and abroad, the research examines how répétiteurs are—or are not—involved in initiatives for children and young audiences. When their presence is limited, the study identifies structural, pedagogical, and cultural obstacles. A central goal is to advocate for the inclusion of teaching skills in the répétiteur's professional profile, enabling them to help design and deliver educational programs that connect schools with opera. As a practical result of this research, the Opera Children's LAB was created—a pilot project for school-aged children that reflects the study's interactive, interdisciplinary approach. Ultimately, the research aims to foster collaboration among artists, educators, and institutions to strengthen music education. By encouraging dialogue and sharing best practices, the study supports the recognition of the répétiteur not only as a musician but also as a crucial figure in cultural education and the development of future opera audiences.



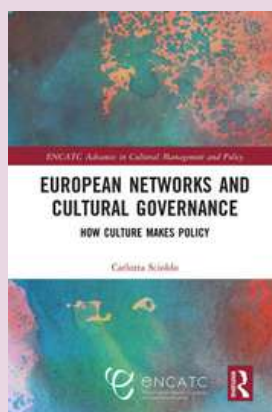
Claudio Prandoni

Project Manager, ARIADNE
Research Infrastructure,
Belgium

ECHOES seeks to establish the Cultural Heritage Cloud, a shared digital platform designed to support collaboration among heritage professionals, researchers, and institutions. The platform will provide access to a wide range of data, scientific resources, training opportunities, and advanced digital tools, all carefully tailored to meet the specific needs of the cultural heritage sector.

By creating an accessible and inclusive digital environment, ECHOES will enable users to explore, interact with, and contribute to Digital Twins – detailed digital representations of cultural heritage assets. These digital models will serve as a basis for developing new knowledge through collective effort. Over time, this collaborative process will give rise to a new category of digital resources, known as the Digital Commons. These will be semantically rich, carefully structured, and created through the combined expertise of the community.

The ECHOES initiative is being implemented by a multidisciplinary consortium that brings together leading organisations and experts in the fields of heritage science, cultural heritage, and digital innovation. The consortium includes institutions recognised for their scientific excellence, major European research infrastructures, and key umbrella bodies, as well as prominent organisations specialising in particular areas of cultural heritage.



European Networks and Cultural Governance

Book Presentation

This compelling work, part of the ENCATEC Book Series, explores the transformative role of cultural networks within the European Union over the past three decades, particularly within the cultural and creative sectors. Through a blend of institutional and ethnographic analysis, the book sheds light on how informal collaborations have evolved into structured entities, reshaping EU cultural governance and fostering cross-border cooperation among cultural professionals. More than just fostering cultural exchange, these networks play a pivotal role in European integration, balancing economic, cultural, social, and environmental priorities while advancing both symbolic and structural integration.



Ludovica Michelin

Founder and President,
Flumi AC, Italy

Project Designers Network in Cultural Fundraising is a joint initiative by Flumi AC (IT) and ICNAC (ES) that addresses structural barriers in cultural funding by strengthening strategic capacity across the sector. With Creative Europe success rates dropping below 4% in some strands, independent and community-rooted actors are increasingly excluded. This initiative responds by positioning project design as a transversal, strategic competence, especially relevant under lump sum mechanisms, where deliverables have become the primary metric of success. Rather than duplicating existing efforts, the initiative aims to be a complementary "plug-in" to established platforms, offering tools, training, and advocacy to support shared goals. It focuses on developing common standards, shared language, and infrastructure for project designers whose work is often treated as operational rather than strategic. The initiative launched its capacity-building series with a benchmarking session, identifying key sector gaps: limited multilingual access, underrepresentation from certain EU countries, and the need for stronger ethical frameworks in fundraising and AI use. The group remains open but private for the moment, using dedicated communication channels to build trust, alignment, and shared direction to grow organically. An executive committee is in formation, and upcoming sessions will explore accreditation models, open call retrospectives, and strategies for cross-border cooperation to contribute to a more equitable cultural funding ecosystem.



**Governing the Arts? Dialogue on
the Evolution of Governance in
the Cultural Sector**
Book Presentation

Governance in the arts on a global scale is an important but emerging issue in our field. Since the first article on arts governance in 1970, there has been an increased focus on this topic as scholars seek legitimacy and incorporate new and different perspectives into their research. Initially rooted in organizational literature, the concept of governance has evolved beyond the traditional view of dynamics within the boardroom. Understanding of governance varies depending on the discipline addressing it, such as social psychology, organization studies, and public and non-profit management. In addition, the evolution of the field is characterised by both theory-driven and empirically normative approaches. The latter is mainly addressed from consultants working with arts clients. As a result, a shared definition and unique perspective are still lacking in the field.

The practice of arts governance also varies worldwide due to differences in legislative structures, cultural policies, political contexts and funding frameworks. While the debate has traditionally been dominated by North American, European, and Australian scholars, perspectives from the Global South (Asia, Latin America, and Africa) are now being included in the discussion. Additionally, issues related to inclusion and diversity, the dynamics of abuse, toxic leadership, critical perspectives, post-colonial perspectives, climate change and sustainability are changing governance dynamics.



Periférica: critical perspectives and in-depth research on the literary, social, and cultural histories of Latino-América and Iberia

Journal Presentation

Periphērica is an open access journal devoted to publishing in-depth research on the literary and cultural histories of Latino-América and the Iberian peninsula. Latino-América is here understood from a hemispheric perspective seeking to defy and question the disciplinary barriers imposed both by modern nation-states, their borders and cultural mappings, and the competing categories of Latin American and Latino Studies, which are increasingly obsolete. Similarly, our journal questions the nation-based disciplinary categories of Hispanisms and Cold War Latin Americanisms with their entrenched imperial designs over the American hemisphere. Its title, in Latinized Greek, seeks to evoke both the origin of Latinitas as a violent expansive cultural construct with its center as well as its barbaric others - its imagined peripheries. It is from the contentious, marginal, peripheral spaces of critical questioning of the hegemonic impulse of empire at work within culture that this journal seeks to operate and carry out its generation of new knowledges.



**GiannaLia Cogliandro
Beyens**

Secretary General, ENCATC

This contribution will introduce the engagement of ENCATC in empowering the cultural sector for the green transition, including the **Large-scale Skills Partnership for the Cultural and Creative Industries** (CCI LSP). This project was established within the framework of the European Commission's Pact for Skills, and is a collaborative response to the fundamental transformation the CCI ecosystem is facing, particularly due to the digital and necessary green transitions. Launched on April 28, 2022, and coordinated by ECBN, BEDA, and Creative Skills Europe, the CCI LSP serves as an overarching working group for a wide range of stakeholders, including European social partners, international networks, national and regional organizations, training providers, and CCI professionals. Its main objective is to join forces to strengthen the upskilling of the existing workforce and attract new talent, investing in critical skills development for future competitiveness.



Bianca Traxler

Executive Director, Le
Dimore del Quartetto, Italy

Le Dimore del Quartetto initiative addresses the need for suitable spaces for young, professional musicians. The organisation connects young string quartets with the owners of historic houses. This mutually beneficial relationship provides an adequate space for the ensemble to study and practice their arts and the quartet returns the hospitality by performing a concert in the house, that can be either public or private. This format allows villas and other residences to become centres of culture, inviting people to appreciate not only classical music, but also the often hidden heritage of privately owned historic houses. It also supports young talent in the early phase of their musical career. The initiative has been funded through bank grants, donations, membership fees and revenue from tours, special or private concerts, masterclasses and training for companies. Some revenue is also earned from the participation fees from the quartets and houses.



Nansi Ivanišević

President, Prokultura
Association - Observatory
of Cultural Policy, Croatia

Nansi Ivanišević will introduce the case study of **"Tourism Culture Project"**, an initiative that will showcase the potential of the partnership between culture, heritage and education.

Project manager, lecturer and cultural and education policy researcher in the field of Communication Sciences. Founder and president of the NGO Prokultura - Observatory of cultural policies – Split. Graduated (1981) from University of Zagreb, Faculty of Arts and Letters with a Bachelors degree in French Language and Literature and Italian. Worked as professor, 1993 became the director and vice president of the Alliance française de Split.

As author, researcher and manager, Nansi realized numerous projects, organized series of national and international scientific conferences and round tables, and has written and edited several scientific papers and reviews. In 2020 her book *Broken Mirror; decentralization of cultural policies in the Croatian way* was published.



Cristina Loglio

Vice President,
Europa Nostra

The **European Heritage Hub** is a two-year pilot project launched in May 2023 by a consortium of 20 partners, led by Europa Nostra and co-funded by the European Union, to set up a permanent and autonomous heritage hub in Europe.

The project brings together a large array of heritage stakeholders and initiatives, responding to the need for a more structured cooperation and coordination at all levels of governance, from local to European and international. The launch of the Hub comes at a strategic time for Europe. Using the green, digital and social triple transformation of Europe as the overarching theme for all its activities, the project builds the capacity for action and advocacy of the European heritage sector to support the transition towards a more sustainable, innovative and inclusive future.

The European Heritage Hub also aims at building meaningful bridges between regions, countries and communities beyond the European Union and as such extends its activities to EU neighbouring countries in the Western Balkans, the Caucasus, Ukraine and Moldova.

ENCATC MAGAZINE

Do you wish to promote your cultural project through ENCATC publications?
We offer you the opportunity to submit your work to our ENCATC Magazine.



The ENCATC Magazine is the digital publication with its inaugural issue launched in June 2020. It is meant to educate, entertain, raise awareness, and inform on various topics related to cultural management and policy. It is also created to offer an additional space for the publication of articles to our members, as well as a space for knowledge transfer to our partners (EU, UNESCO, ASEF, and more).

[CLICK HERE TO READ THE LAST EDITION OF THE MAGAZINE](#)

STUDY VISITS

MUSEU DE LA MÚSICA



One of Europe's leading instruments collection, Barcelona's Museu de la Música is a suggestive location that provides visitors with a 360° view of the instruments and an immersive sound experience. The museum collection comprises 2000 musical instruments, 500 of which are on display. The museum covers historical, conservational and research aspects and promotes the city's musical heritage.

[Learn more on Museu de la Música.](#)

NAU IVANOW



Nau Ivanow is a creation factory dedicated to the performing arts, especially emerging theatre and residency programs. Their projects are underpinned by three major working axes with one common denominator, namely internationalization, which permeates each and every one of their initiatives. Nau Ivanow is committed to creation, by providing coverage to all the stages involved in the creative process and the entire value chain of a performing arts project.

[Learn more on Nau Ivanow.](#)

PIRAMIDÓN



Piramidón is a contemporary art center combining artist studios and exhibitions, with a focus on long-term residency. Created in 1990 as a hybrid space between an art gallery and a creative factory, it merges the realms of artistic production with dissemination, exhibition, and commercialization. With 18 studios, through which over 170 artists from 30 different nationalities have passed, Piramidón serves as a meeting point that allows its residents to develop their practice in an environment that fosters creativity and enables multiple interactions among contemporary art sector players.

[Learn more on Piramidón.](#)

MUSEU D'ART COMTEMPORANI DE BARCELONA



The MACBA mission is to bring contemporary art to life with a particular focus on Catalan production. Through research, the generation of knowledge and dissemination, it aims to encourage enjoyment and interest in art and contemporary culture through a transformative impact and aspiration among individuals and society. The MACBA wishes to play its part in building a freer society with a sense of critique.

[Learn more on the Museum](#)

SALA BECKETT



Sala Beckett will be the stage of the first day of the pre-Congress Study Tour. It is one of the most emblematic venues for contemporary playwriting and theatrical creation in Barcelona. It is a space for the theatre-related creation, training and experimentation, devoted especially to promoting contemporary playwriting and to disseminating Catalan theatrical authorship. Sala Beckett hosts intense activity in show production and programming, courses and labs, lectures, meet-ups and all kinds of activities involving exchange, thinking and debate on playwriting and the contemporary world.

[Learn more on Sala Beckett.](#)

XIFRÉ'S ROOFTOP: FLOATING WILD GARDEN



Winner of the 2021 New European Bauhaus, this project has been a fantastic opportunity to reintroduce nature to the heart of Barcelona. The Xifré Rooftop is a dual purpose renovation project, in terms of both heritage and ecology. Covering an early 19th-century block of ten buildings, this contemporary roof garden creates a "floating" wild space that enhances urban biodiversity and opportunities for social interaction between neighbours. Furthermore, the rooftop elements of the building have been carefully respected and restored.

[Learn more on the Xifré's Rooftop.](#)

Pre-Congress programme

2025 STUDY TOUR



PRE-CONGRESS PROGRAMME 2025 STUDY TOUR

As a pre-programme to the 2025 ENCATC Congress, participants are invited to take part in a Study Tour designed to deepen understanding of cultural policy and practice in context.

Through curated visits to cultural centres, museums, and FiraTàrrrega—one of Europe's leading performing arts markets—the Study Tour offers a unique opportunity to explore how local and regional cultural ecosystems operate, adapt, and innovate.

Participants will engage in dialogue with representatives of the autonomous communities, gaining insight into current policy frameworks in the performing arts and exploring models of festival and market organisation. It is not only an introduction to Barcelona's cultural landscape, but a platform for learning, exchange, and the creation of meaningful cross-sector partnerships.



Pre-Congress programme

2025 STUDY TOUR



12 September 2025

18:00

Introduction to the Performing Arts landscape of Barcelona and Guided visit to Sala Beckett
Sala Beckett is one of the most emblematic venues for contemporary playwriting and theatrical creation in Barcelona. The visit will offer insights into its artistic programme and its role as a cultural and community reference in the city.

20:00

Networking dinner at El Menjador de la Beckett

A group dinner in the theatre's own restaurant will provide a setting to meet other congress participants and begin to establish professional and academic connections.

13 September 2025

09:00

Departure from Barcelona to visit FiraTàrrrega, one of Europe's leading performing arts markets

10:30

Welcome at La Llotja

Brief institutional presentation of FiraTàrrrega, its structure and international strategy.

11:00

Institutional Networking

Meeting with governmental representatives and informal meetings with international partner participants.

12:00

Talk: "Using Outdoor Arts to Foster Social and Cultural Wellbeing"

A 45-minute session based on a forthcoming publication by Portuguese experts, exploring the role of outdoor arts in the transformation of public space.

13:30

Networking lunch at a local restaurant

15:00

Curated itinerary of three performances

Participants will follow a selection of shows from the official programme, offering exposure to new dramaturgies and artistic formats.

21:00

Return to Barcelona

14 September 2025

09:00

Museums Visits

Participants are invited to explore some of Barcelona's main museums and street art festivals from previous day recommendations.

PARTICIPANTS LIST

Last update: 11/09/2025

Last Name	First Name	Institution	Country
Ådahl	Susanne	Arcada University of Applied Sciences	Finland
Adamović	Sladana	University of Vienna	Austria
Adamowicz	Krystian	National Centre for Culture Poland	Poland
Afolabi	Taiwo	University of Regina	Canada
Almiñana Mestres	Laura	University of Barcelona	Spain
Alshedi	Faisal	Ministry of Culture of Saudi Arabia	Saudi Arabia
Alzahrani	Bandar	Ministry of Culture of Saudi Arabia	Saudi Arabia
Andreeva-Popyordanova	Diana	Observatory of Cultural Economics	Bulgaria
Audemard	Julien	University of Montpellier	France
Azkona Goñi	Laida	AzkonaTolosa	Spain
Bäck	Maria	Arcada University of Applied Sciences	Finland
Balboa	Claudia	Universitat Internacional de Catalunya	Spain
Baltà Portolés	Jordi	Researcher and consultant in cultural policy, cultural relations and sustainability	Spain
Barański	Bartosz	National Centre for Culture Poland	Poland
Barutel Gaspar	Nil	Universitat Oberta de Catalunya	Spain
Bashiron Mendolicchio	Herman	ENCATC	
Behrmann	Marlene	Ligeti Center	Germany
Beyens	Emmanuel	Artist	Belgium
Biasco	Clio	Melting Pro	Italy
Bonet	Lluís	University of Barcelona	Spain
Borin	Elena	Pegaso Digital University	Italy
Bourgeois	Tiffany	The Ohio State University	United States of America
Bouvier	Lauren	Queen Margaret University	United Kingdom

PARTICIPANTS LIST

Last Name	First Name	Institution	Country
Bradshaw	Joanne	National Trust	United Kingdom
Brianso	Isabelle	Avignon University	France
Brkic	Aleksandar	University of London	United Kingdom
Brown	Hugh	University of Leeds	United Kingdom
Burgos Vargas	Camila	Venice University Institute of Architecture	Italy
Cai	Shuo	Peking University	China
Caiano	Luisa	Music School Silva Monteiro	Portugal
Calcagno	Monica	Ca' Foscari University of Venice	Italy
Calvano	Giada	Chloe Sustainability	Spain
Casals Ginjaume	Pol	Catalan Institute for Cultural Heritage Research	Spain
Catalán Romero	Salvador	University of Cádiz	Spain
Causadias	Isabel	University of Barcelona	Spain
Cerquetti	Mara	University of Macerata	Italy
Cervantes Navarrete	Matilde	University of Victoria	Canada
Charles	Cleopatra	Rutgers University	United States of America
Chen	Man-Chun	National Taiwan University of Arts	Taiwan
Cheng	I lo	University of Oxford	United Kingdom
Chieh Hsiang	Wu	Taiwan Association of Cultural Policy Studies	Taiwan
Cipriano	Maria Antonietta	Roma Tre University	Italy
Coelho	Sergio	Polytechnic Institute of Porto	Portugal
Cogliandro Beyens	GiannaLia	ENCATC	
Colombo	Alba	Universitat Oberta de Catalunya	Spain
Crispi	Marta	Universitat Internacional de Catalunya	Spain
Crotta	Alessia	Santagata Foundation for the Economics of Culture	Italy
Cui	Lianqi	Tongji University	China
Cuschnir Avritchir	Taiana	Clorian	Spain
cuyler	antonio c.	University of Michigan	United States of America
Dasmohapatra	Soni	MacEwan University	Canada

PARTICIPANTS LIST

Last Name	First Name	Institution	Country
de la Torre Fornell	Anna	Ca' Foscari University of Venice	Italy
Dehas	Mustapha	Lorraine University	France
Deković Miketić	Virdžinija	University of Arts in Belgrade	Serbia
Delaey	Leonie	University of Antwerp	Belgium
Deleva	Milena	Association of Arts Administration Educators	United States of America
Dell'Eva	Marinella	Frescobaldi Conservatoire of Ferrara	Italy
Demir	Dace	University of Oklahoma	United States of America
DeNatale	Douglas	Boston University	United States of America
DeVereaux	Constance	State University of New York at Buffalo	United States of America
Di Fiandra	Giuseppe	Lapislazul	Belgium
Dibenedetto	Angela	Materahub Consortium	Italy
Djakouane	Aurélien	University of Paris Nanterre	France
Donelli	Chiara Carolina	University of Pavia	Italy
Doustaly	Cécile	Cergy Paris University	France
Duarte	Barbara	Ministry of Culture of Brazil	Spain
Eyvazzade	Vasif	Chartered Culture and Education Institute	United States of America
Feliu	Maria	University of Barcelona	Spain
Fernández Compañ	Pablo	University of Barcelona	Spain
Figueira	Carla	ENCATC	
Finetto	Nerina	ENCATC	
Finkel	Rebecca	Queen Margaret University	United Kingdom
Finneran	Michael	University of Limerick	Ireland
Firych	Piotr	Adam Mickiewicz University	Poland
FitzGibbon	Ali	Queen's University Belfast	United Kingdom
Folch Olivella	Josep Maria	Netherlands Institute for Sound & Vision	Spain
Foroni	Ilaria	Ca' Foscari University of Venice	Italy
Fullman	Aimee	Meaningful Engagement	United States of America
Gaballo	Alessandro	Ca' Foscari University of Venice	Italy
Garbero	Letizia	ENCATC	

PARTICIPANTS LIST

Last Name	First Name	Institution	Country
Gertrudes	Marta	NOVA University of Lisbon	Portugal
Ghilardi	Roberta	Deloitte	Italy
Gigante	Lucrezia	University of Glasgow	United Kingdom
Glogar	Ondřej	Janáček Academy of Performing Arts	Czech Republic
González Rueda	Antonio Javier	University of Cádiz	Spain
González-Piñero	Manel	University of Barcelona	Spain
Gras	Eli	Artist and Production Manager	Spain
Green	Daniel	Carnegie Mellon University	United States of America
Greppi	Francesca	University of Bologna	Italy
Guizzo	Gigi	Rinova	Spain
Gutierrez	Jorge	Kaleidos Project	Spain
Halamičková	Kateřina	Janáček Academy of Performing Arts	Czech Republic
Halonen	Katri	Metropolia University of Applied Sciences	Finland
Hazejager	Kelly	Netherlands Institute for Sound & Vision	The Netherlands
Heimisch	Vera	Hamburg University of Music and Drama	Germany
Heurtebise	Soline	Université Libre de Bruxelles	Belgium
Homins	Artūrs	EKA University of Applied Sciences	Latvia
Hruška	Magdaléna	Palacký University Olomouc	Czech Republic
Ivanisevic	Nansi	Prokultura Association - Observatory of Cultural Policy	Croatia
Jacobs	Rachael	Western Sydney University	Australia
Jalovec	Marta	Kultura Nova Foundation	Croatia
Jang	Soohye	Hongik University	South Korea
Karjalainen	Toni-Matti	University of the Arts Helsinki	Finland
Kearns	Thérèse	Queen Margaret University	United Kingdom
Kiitsak-Prikk	Kaari	Estonian Academy of Music and Theatre	Estonia
Kim	Sumi	Hana Art Network	Bulgaria
Kókai-Nagy	Timea	Pro Progressione	Hungary
Kollé	Sarah	Leipzig Opera	Germany
Kolsteeg	Johan	University of Groningen	The Netherlands
Kondrashina	Evgeniya	New York University	United States of America

PARTICIPANTS LIST

Last Name	First Name	Institution	Country
Koskinen	Kara	University of the Arts Helsinki	Finland
Kraljević	Nataša	Mediterranean University Podgorica	Montenegro
Kubler	Berenice	Université Côte d'Azur	France
Kuznetsova-Bogdanovič	Kristina	University of Tartu	Estonia
Labaronne	Leticia	Zurich University of Applied Sciences	Switzerland
Lazarova	Mariyana	National Academy of Theatre and Film Arts "Kr. Sarafov"	Bulgaria
Lehmuskallio	Lilja	University of the Arts Helsinki	Finland
Lidstone	Gerald	ENCATC	
Loglio	Cristina	Europa Nostra	
Lusiani	Maria	University of Bologna	Italy
Machimura	Matilda	UNESCO	
Magkou	Matina	Université Côte d'Azur	France
			United States of America
Maloney	Richard	New York University	
Manzo	Martina	Pegaso Digital University	Italy
Marin	David	Nau Ivanow	Spain
Martin	Leticia	Grec Festival of Barcelona	Spain
Martinez	Mertxe	University of Barcelona	Spain
McKinnon	Caitlin	Queen Margaret University	United Kingdom
			United Kingdom
Merrington	Peter	University of York	
Michelin	Ludovica	Flumi	Spain
Milosavljevic	Milica	Paris 8 University	France
Missaggia	Elena	Ca' Foscari University of Venice	Italy
Napolitano	Amelia	University of Padua	Italy
Nasui	Oana	Formare Culturală	Romania
			United Kingdom
Neville	Keith	The Bridge	
			United States of America
Nichols	Jackson	University of Kentucky	
Nordgård	Daniel	University of Agder	Norway
			United Kingdom
O'Grady	Patricia	Queen Margaret University	
Ortega Nuere	Cristina	3Walks	Spain
Ottone			
Ramirez	Ernesto	UNESCO	
Päiviö-Häkämies	Laura	Humak University of Applied Sciences	Finland
Panfil	Dominika	National Centre for Culture Poland	Poland

PARTICIPANTS LIST

Last Name	First Name	Institution	Country
Pantoja de Alba	Adriana	Western Institute of Technology and Higher Education	Mexico
Parment	Anders	Stockholm Business School	Sweden
Pascual	Aitana	University of Barcelona	Spain
Pasour	Christoph	Universitat Internacional de Catalunya	Spain
Pekkarinen	Jenni	University of Jyväskylä	Finland
Petrányi	Barna	Pro Progressione	Hungary
Petrova	Lyudmila	CREARE Social	The Netherlands
Peula Ramirez	Raquel	Independent Arts and Cultural Manager	Spain
Piber	Martin	Innsbruck University	Austria
Pinho	Maria Inês	Polytechnic Institute of Porto	Portugal
Prandoni	Claudio	ARIADNE Research Infrastructure	Belgium
Price	Jonathan	University of Leeds	United Kingdom
Radermecker	Anne-Sophie	Université Libre de Bruxelles	Belgium
Rădoi	Raluca	National Institute for Cultural Research and Training	Romania
Raevskikh	Elena	Department of Culture and Tourism of Abu Dhabi	United Arab Emirates
Reguant	Blanca	Universitat Internacional de Catalunya	Spain
Rezgui	Mehdi	Dubai Culture - School of Life	United Arab Emirates
Rodes Sillué	Javier	Municipality of Mequinenza	Spain
Rossato	Luca	University of Ferrara	Italy
Rouleau	Jonathan	Artenso	Canada
Roux Rodriguez	Blanca	Nebrija University	Spain
Rucker	Ursula Elisabet	National University of Avellaneda	Argentina
Ruiz Gutierrez	Jaime Alberto	Universidad de los Andes	Colombia
Rychterova	Marketa	Masaryk University	Czech Republic
Rydzewski	Michał	National Centre for Culture Poland	Poland
Rykkja	Anders	Queen's University Belfast	United Kingdom
Salzenstein	Alan	DePaul University	United States of America
Sánchez Gardey	Gonzalo	University of Cádiz	Spain
Sanz-Gadea Ferret	Cristina	University of Barcelona	Spain
Sarv	Jorma	University of Tartu	Estonia
Scarcia	Maria Vittoria	Polytechnic University of Milan	Italy

PARTICIPANTS LIST

Last Name	First Name	Institution	Country
Schramme	Annick	University of Antwerp	Belgium
Scioldo	Carlotta	Erasmus University of Rotterdam	The Netherlands
Setaghyan	Anna	Cultural Factor	Armenia
Severinová	Hana	Janáček Academy of Performing Arts	Czech Republic
Silin	Richard	Arcada University of Applied Sciences	Finland
Sillamaa	Virgo	University of Tartu	Estonia
Silvaggi	Antonia	Melting Pro	Italy
Stefanovic	Milena	University of Arts in Belgrade	Serbia
Stepanova	Evgenia	Newcastle University	United Kingdom
Taglietti	Georgia	The International Consulting Network for Arts and Culture	Spain
Talalai	Kseniia	Museum of Contemporary Art	Ukraine
Tamietti	Filippo	ENCATC	
Teissl	Verena	University of Applied Science Kufstein Tirol	Austria
Thebault	Marine	Université Côte d'Azur	France
Tikkaoja	Oona	Humak University for Applied Sciences	Finland
Tolozá-Fernández	Txalo	AzkonaTolozá	Spain
Tomaz	Elisabete	University Institute of Lisbon	Portugal
Torrecilla Pallarès	Raquel	National Council of Culture and the Arts	Spain
Traxler	Bianca	Le Dimore del Quartetto	Italy
Tseng	Che-Wei	Association of the Visual Arts in Taiwan	China
Ulled Bertran	Xavier	Catalan Institute for Cultural Heritage Research	Spain
Ünsal	Deniz	Royal Roads University	Canada
Uzelac	Aleksandra	Institute for Development and International Relations	Croatia
Vadell	Maria	University of Barcelona	Spain
Varbanova	Lidia	National Academy of Theatre and Film Arts "Kr. Sarafov"	Bulgaria
Venezia	Lorenzo	Mercatorum University	Italy
Vidović	Dea	Institute for Development and International Relations	Croatia
Vilajosana Guillen	Xavier	Universitat Oberta de Catalunya	Spain
Vilajosana Guillen	Xavier	Universitat Oberta de Catalunya	Spain
Villarroya	Anna	University of Barcelona	Spain

PARTICIPANTS LIST

Last Name	First Name	Institution	Country
von Breska Ficovic	Nancy	Lapislazul	Belgium
Wang	Hsiang-Chum	National Taiwan University of Arts	Taiwan
			United States of America
Woronkowicz	Joanna	Indiana University	
Zica	Martha	University of São Paulo	Brazil
Žuvela	Ana	Institute for Development and International Relations	Croatia

CONGRESS LOCATIONS



Universitat de Barcelona (UB)

UB

Source: Universitat de Barcelona/Arxius de la Ciutat de Barcelona

Mode	Lines	Stop	Walk Time
Metro	L3, L9S	Zona Universitària	~3 min
Bus	7, 33, H4, L64, L67 (+ others)	Av. Exèrcit / Zona Universitària	~2 min
Train	R2N, R4, R5, S1, S2	Zona Universitària or Passeig de	3-5 min

UIC Universitat Internacional de Catalunya (UIC)

Transport	Lines	Nearest Stop	Walking Time
Metro	L6 (FGC line – Ferrocarrils)	Sarrià station	~5 minutes
Bus	68, V13, 130, H4, 22, 75, 72	Pg. Bonanova – Immaculada or	~2-5 minutes
FGC Train	S1, S2, L6	Sarrià (FGC station)	~5 minutes

Universitat Oberta de Catalunya (UOC)

UOC

Transport	Lines	Nearest Stop	Walking Time
Metro	L4 (Yellow Line)	Poblenou or Llacuna stations	~5-7 minutes
Bus	6, B20, B25, V25, H14, H16, V27	Llacuna – Doctor Trueta / Ramon	~3-4 minutes
Tram	T4, T5	Ca l'Aranyó	~3 minutes
Train	Rodalies R1, R2 (to El Clot)	Then connect via metro or walk	~12+ minutes

More information

ORGANISERS & PARTNERS

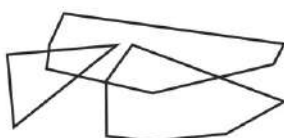


UNIVERSITAT DE
BARCELONA

UIC
barcelona



Universitat Oberta
de Catalunya



ESPRONCEDA
INSTITUTE of ART & CULTURE

SUSTAINABILITY

ENCATC, an environmentally responsible organisation

Our commitment to make the Congress an environmentally sound event

Since 2011, ENCATC has set the goal to be an environmentally responsible organisation. For this scope, we work hard to reduce the environmental impact of our activities and we are dedicated to understanding, measuring, improving and communicating our environmental performances and engaging with our members and followers in this process.

ENCATC is one of the first fifteen European cultural networks to achieve the SHIFT Eco-Certification, granted by Creative Carbon Scotland (CCS), together with their auditing partner Green Leisure Group (GLG). To know more information about our green commitments, please visit our [Green Policy](#)!

Minimizing all potential negative impacts on the environment and leaving a beneficial legacy for the host community and all involved

TRAVELS

At ENCATC we encourage travels that minimize carbon footprint. There is no genius solution for this, but we do encourage considering alternatives whenever possible. In case of flying, we encourage opting for a direct connection (if available), which has a lower carbon emission than a flight with a change-over.

We also encourage walking, cycling, or public transportation for travel within Helsinki. Helsinki has a very efficient public transport system and all Congress locations are convenient to reach in this way.

PARTNERS

In the process of organising its events, ENCATC is committed to work with venues/partners who hold satisfactory environmental policies. In our contracts we include a clause to inform these actors about our Environmental Sustainability Policy and about what measures are taken to reduce the environmental impact of the Congress. We put our efforts into considering using renewable energy sources to power operations and events, and strive to choose energy-efficient products that consume less power.

WASTE MANAGEMENT

Participants of the Congress will be required to sort waste adapting to the local recycling infrastructure. Reusable, recycled or compostable items will be used such as cups, crockery and cutlery to avoid acquiring plastic/single serve disposables for food & beverages, plastic bags and plastic water bottles, as well as event badges. ENCATC is committed to using digital marketing instead of paper-based marketing to reduce paper usage, and to avoiding using disposable decorations, opting for more sustainable options. We strive to choose products made from environmentally sustainable materials and products made from recycled materials. Our objective is to minimize waste by purchasing only what is needed and donating or recycling unused items.

CATERING

ENCATC and its partners consider the environmental impact of transportation when selecting suppliers and products, and commit to purchase sustainable options for breaks and catering, such as organic and/or fair trade and/or vegan and/or vegetarian and/or local products. This includes using water bottled from local taps when possible.

Did you know?



The ENCATC Academy on Sustainable Cultural Management and Policy is a flagship capacity building initiative on green transition in the CCS

[LEARN MORE](#)

ENCATC produces podcasts from experts in sustainability and green transitions annually, available in open access

[LEARN MORE](#)

ENCATC is one of the first fifteen European cultural networks to achieve the SHIFT Eco-Certification

[LEARN MORE](#)

ENCATC RESOURCES

WEEKLY



ENCATC Flash

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

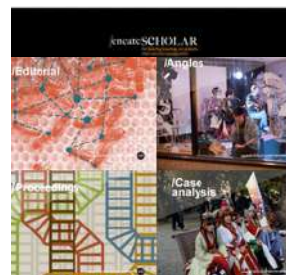
MONTHLY



ENCATC Newsletter

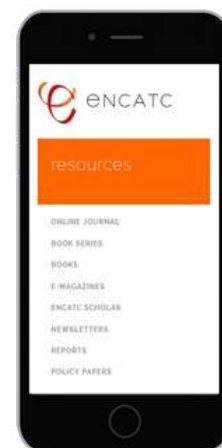
Feeling too much is happening too fast? Ease your mind as we work to find and compile key EU policy developments, calls, publications, events, conferences and more. You'll get what you and your institution need to stay on top of progress and opportunities in our field.

YEARLY



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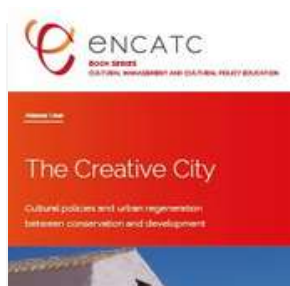
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It is an independent membership organisation gathering over 100 higher education institutions and cultural organisations in over 40 countries. ENCATC was founded in 1992 to represent, advocate and promote cultural management and cultural policy education,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

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

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