



ENCATC news

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



October 2025

Dear colleague,

October has been a month of **connection, reflection, and innovation** for the ENCATC community. After coming back from Barcelona for our **side event at Mondiacult**, our network continued to strengthen the global dialogue on cultural management and policy.

The **research community** is as active as ever. In October we had the opportunity to celebrate the winner of the Research Award, Giada Calvano, hosting a meeting of the Research Platform where her innovative and brilliant research on the environmental transition of **European music festivals** sparked an inspiring discussion. With the goal to put together theory and practice, field experts Carlos Rodero and Laura Ballantyne Clark expressed their practical experience on greening festivals from within. At the same time, we launched the **ENCATC Research Forum on LinkedIn**—a new space for collaboration, exchange, and co-creation among researchers and professionals worldwide.

As well as **welcoming new members** that recently joined our network, we also had the opportunity to represent ENCATC at high-level events, including the **15th Barnett Symposium** at The Ohio State University, highlighting our role in fostering cross-border collaboration, and at the **UNESCO Creative Cities Network meeting** in Namur, where digital arts and immersive technologies showcased the power of innovation to connect regions and people.

During the upcoming last two months of 2025, we will host the **2025 General Assembly** and the **Board elections** to build the foundations for the future of our network. The **ENCATC Think Tank** will soon focus on **Mondiacult 2025** and on the response by the cultural sector, while the next ENCATC Talk will introduce the **innovative FACE framework** for measuring the intangible value of the arts. Finally, the **ENCATC Journal** continues to **bridge research and practice**, inviting scholars to join the next Research Platform session for an inspiring event showcasing cutting-edge research at the heart of cultural management and policy.

Together, these initiatives embody ENCATC's commitment to building knowledge, fostering sustainability, and empowering cultural professionals to shape a more inclusive and creative future.

Best Regards,



GiannaLia Cogliandro Beyens
ENCATC Secretary General

ENCATC Pulse



How sustainable are European Festivals? Theory, Methodology, and Practice at the Research Platform

On 9 October, the ENCATC Research Platform held its third online gathering, continuing its mission to **strengthen academic exchange, peer learning, and cross-border collaboration** in the fields of cultural management and policy. This session turned its focus to **cultural festivals** with the presentation of the doctoral research of **Giada Calvano**, that shows to what level organisational features, including genre, workforce, internal culture, and human resources, drive the **environmental transition of the music festivals in Europe**. Following the

presentation, the discussion was enriched by two inspiring contributions from the field by **Carlos Roderó**, Ecomanager of Sitges – International Fantastic Film Festival of Catalonia, and **Laura Ballantyne Clark**, Assessor of A Greener Future: The offered **concrete insights** into the practice of greening a festival from the inside.

[Watch the recording of the event](#)



We keep on reinforcing the research community with our new LinkedIn Group

In October we launched the **ENCATC Research Forum**, our new LinkedIn group designed as an active and inclusive space to foster collaboration, empower researchers, and drive innovation in cultural management and policy. Bringing together **scholars and professionals** from around the world, the Forum supports sustained dialogue, the **exchange of ideas**, and the **co-creation of new perspectives on cultural management, policy, and education**. By engaging in critical debates and building interdisciplinary partnerships, members of the Forum contribute to advancing knowledge and influencing cultural policies that respond to contemporary challenges.

[Join the LinkedIn group](#)



ENCATC Strengthens Partnerships and Collaborations at the 2025 Barnett Symposium

ENCATC Secretary General GiannaLia Cogliandro Beyens participated in the **15th Biennial Barnett Symposium**, held on 9-10 October at the **Ohio State University**. Contributing to the panel "Organizations and the Role They Play in International Collaboration," she showcased the commitment of ENCATC in **advancing global dialogue**, cross-border **partnerships**, and **research** in cultural management and policy.

The symposium, a landmark gathering of scholars and practitioners from around the world, explored how cultural policy fosters understanding, sustainability, and exchange across nations. By connecting diverse perspectives from Europe, the Americas, Africa, and Asia-Pacific, the event reaffirmed the **crucial role of international collaboration** in shaping the future of the cultural sector and strengthening global cultural ecosystems.

[Learn more](#)



We attended the Annual Meeting of the UNESCO Creative Cities Network

On 22 October, the ENCATC Secretary General GiannaLia Cogliandro Beyens took part in the annual meeting of the **UNESCO Creative Cities Network** in the field of digital arts, hosted in **Namur, Belgium**. The event brought together representatives from nearly 20 cities worldwide, along with NGOs partnering with UNESCO, for a day of exchange, collaboration, and discovery. The programme was enriched by the **Wake! Tour 2025** in Charleroi, showcasing how **immersive technologies**—AR, VR, digital twins, and more—are transforming industry, gaming, and training ecosystems. Participants explored J, a unique **innovation hub** uniting companies, start-ups, universities, and research centres under one roof to accelerate engineering breakthroughs. Highlights included live demonstrations of immersive applications in industry, mobility, and healthcare, as well as discussions on interregional and European cooperation to strengthen cross-border collaboration starting from Wallonia.

The day concluded with a walk across the Sambre River to **Quai 10**, where participants engaged with training providers in XR (Technocité XR Academy) and video gaming (Maracas Studio).

Discover the Creative Cities Network

New MEMBERS



Lapislazul

Belgium - Full Member

Lapislazul is a Belgian consultancy specializing in the care and management of valuable collections for private owners and professionals. They offer tailored services including inventory and documentation, historical research, conservation and restoration, secure transport and storage, as well as bespoke art glass and flooring creations.

[Learn more on Lapislazul](#)



Chartered Culture and Education Institute

United States of America - Full Member

The Chartered Culture and Education Institute (CCEI) is a global organization dedicated to advancing professional standards in culture, heritage, and education through certifications, training, and consulting. CCEI unites a global network of professionals committed to lifelong learning and cross-sector collaboration.

[Visit the CCEI website](#)



Universitat Oberta de Catalunya

Spain - Full Member

The Universitat Oberta de Catalunya (UOC) is a leading online university based in Barcelona, known for its innovative digital learning model. Its Arts and Humanities



University of Agder

Norway - Full Member

The University of Agder (UiA) is a public university in southern Norway, with

programs combine classical humanistic studies with digital and cultural perspectives. It was created in 1995 as the world's first university with a virtual campus.

[Visit the UOC website](#)

campuses in Kristiansand and Grimstad. Established in 1994 through the merger of regional colleges, it obtained full university status in 2007. UiA offers a wide range of bachelor's, master's and PhD programmes across six faculties.

[Visit the UiA website](#)



ECON – European Cooperation Network

Italy - Associate Member

ECON – European Cooperation Network is a European network of organizations with the goals of strengthening cooperation, sharing expertise, and building common objectives among actors committed to promoting European policies. Originally initiated in 2023 as an informal collaboration, ECON has grown steadily thanks to the collective ambition to shape a common vision for Europe.

[Visit the ECON website](#)



Cleopatra Charles

United States of America - Individual Member

Cleopatra Charles, PhD, is an Associate Professor of Public Administration at Rutgers University–Newark. Her research delves into the intricacies of nonprofit financial sustainability, exploring innovative approaches to fundraising, budgeting, and risk management. She is dedicated to advancing the understanding and application of financial strategies within arts and cultural nonprofit organizations.

[Meet Cleopatra Charles](#)

Upcoming **EVENTS**
and opportunities



Board Elections: Shape The Future Directions of ENCATC

December 11, 2025 | 14:30 - 16:00 (CET), Online

This year, the **ENCATC General Assembly** will be the occasion to **renew the ENCATC Board for the next two years**. This body will have the important responsibility to implement our strategy during **January 1, 2026 – December 31, 2027**. The possibility to apply to this position is **open till next 30/11/2025 at 23:59 (CET)**. If you would like to join an international team of academics, researchers and practitioners and contribute to the development of the cultural management and policy education and research, please apply by filling in the application form:

[Apply here](#)

Discover the Mondiacult outcomes and the response from the sector in the next meeting of the ENCATC Think Tank

November 21, 2025 | 14:00 - 15:30 (CET), Online

Since its launch in April 2020, the ENCATC Think Tank has become a vibrant community shaping the future of cultural management and policy research. The last online meeting of 2025 will shine a **spotlight on Mondiacult 2025**, exploring its outcomes and new perspectives with **Oriol Frexia Matalonga, Project Officer at the UNESCO Liaison Office in Brussels**. Participants will also have the opportunity to discover and discuss the **policy papers prepared by ENCATC and the cultural networks**, and to receive key updates from the Think Tank's working groups on Observatories, Measurement, and the Art Market. Join us to celebrate our collective achievements and envision the path ahead for 2026.

[Learn more](#)

[Register here](#)

Evaluating the Arts: Discover the Innovative FACE Framework in Our Next Talk

November 28, 2025 | 14:00 - 15:30 (CET), Online

In teaching nonprofit management, especially for arts and culture sectors, few topics resonate more immediately with students than the **challenge of proving value**. The next event in the ENCATC Talk series will introduce **the innovative FACE framework**, designed to evaluate the intangible value of the arts. **Cleopatra Charles**, winner of the Best innovative teaching method, will present how artistic value, community, and engagement can be measured. The talk will explore some practical tool for arts leaders, students, and educators to **connect mission with Metrics**, while facing a double bind: quantify art impact in a world that insists on numbers, while the most meaningful outcomes of these works, like joy, meaning, and community transformation, are often intangible. To get ready to the Talk, read the contribution by Cleopatra Charles featured in the **last edition of the ENCATC Scholar**.

[Read more on the ENCATC Scholar](#)

[Register here](#)

From Culture and Wellbeing to Decolonisation of Culture and more: Discover the ENCATC Journal and its Publishing Opportunities in The Next Meeting of The Research Platform

December 5, 2025 | 14:00 - 15:30 (CET), Online

How do cultural and creative industries shape **wellbeing**? Does **network governance** really work in urban policy? How can cultural policy support **cultural and linguistic rights** at best? In the next meeting of the Research Platform, researchers from the **ENCATC Journal** will lead us in a journey with **analyses, insights, and findings** on culture and wellbeing, decolonisation of cultural policy, and governance in urban regeneration. Laura Valoma, Dragana Kostica, and Jordi Sajuán will introduce their articles published in the ENCATC Journal, showcasing the **multidisciplinary perspective** of their publications. This online session will also be your chance to discover the Journal's **aims, current special issue calls, and opportunities for scholars** to publish their work. It will feature a presentation of the Journal by Editor-in-Chief **Anna Villarroya** and Partner Journal Development Manager **Ricardo Leitão-Gonçalves**.

Register to the event and get ready to **connect globally** and **learn from leading voices** in the field.

[Learn more](#)

[Register here](#)

The Illicit Trafficking of Cultural Goods Will Be the Topic of the Last Talk of 2025

December 12, 2025 | 14:00 - 15:30 (CET), Online

On 12th December we will host the last ENCATC Talk of the year in collaboration with **Michael Culture Association**, offering the cultural management and policy community a virtual space to exchange practice, methodology, ideas, and projects proposals. The topic of this Talk will be the **illicit trafficking of cultural goods**, concluding this year with an even richer exchange of knowledge for the entire cultural sector. More information on this talk will be available soon: register to the event to not miss our final networking opportunity of 2025.

[Register here](#)

Save the date - Skills for the Sustainability of Culture at the 2026 ENCATC Academy

April 21-24, 2026 | Bilbao, Spain

Over the course of a decade, the ENCATC Academy has emerged as a trailblazer in the realm of **education and skills enhancement** within the domain of **sustainable cultural management**. The 2026 edition of the ENCATC Academy will be in **Bilbao, Spain**, where participants will embark on a journey of expanding their knowledge and acquiring fresh competencies. Save the date and don't miss the opportunity to acquire **new skills and competences** to **ensure a sustainable future in culture** - more information and details will be communicated soon.

Save the date

The **RESEARCH** Spotlight



Ecological sustainability in arts organisations—on the potentially limited impact of carbon footprint reports in ecological transformation

A new article recently published in the ENCATC Journal examines the role of carbon footprint reports in fostering ecological transformation within the European cultural sector, situating the discussion within the frameworks of Sociological Neo-Institutionalism and Cultural Institution Studies. The study investigates how cultural organisations can pursue climate neutrality whilst navigating systemic and operational challenges. The pilot project on carbon footprinting by the German Federal Cultural Foundation serves as the primary case study, examining the potential of such reports as instruments for sustainability strategies. The findings indicate that direct emission reductions are often constrained by the systemic limitations of arts organisations, with critical leverage points located at national and international levels. The paper identifies emerging trends of institutional isomorphism, where carbon footprint reports are at risk of becoming coercive mandates instead of voluntary sustainability practices. Ultimately, although carbon footprint reports are essential for initiating sustainability efforts, realising genuine ecological transformation necessitates wider systemic and political engagement beyond standardised methodologies.

Read the article

The **INTERVIEW** of the month



Matina Magkou interviews Cleopatra Charles and Margaret Sloan

As pressures on the arts and culture sector to demonstrate their value continue to intensify, an important question arises: are future generations of professionals adequately equipped to reflect on and carry out meaningful evaluations? Can evaluation truly be taught, and do existing frameworks reflect the realities of the field

— including growing expectations around diversity, inclusion, and sustainability? Read the interview by **Matina Magkou**, ENCATC Board Member, to **Cleopatra Charles** from the School of Public Affairs and Administration at Rutgers University, and **Margaret Sloan** from the School of Strategic Leadership Studies at James Madison University.

[Read the interview](#)



Our **EUROPEAN** Projects



The CreaSus team meets in person in Patras

From 21–22 October 2025, CreaSus held its in-person General Assembly in Patras, Greece, hosted by MOSAIC - Culture & Creativity. Project partners met to review progress on pilot activities and discuss the upcoming deliverables and phases, including the funding toolkit, the in-progress sustainable business models, and the project's final phase. All partners are united in their commitment to driving impactful, sustainable change within the cultural and creative industries, looking forward to achieving the ambitious goals set for CreaSus together.

ECHOES second call information day

November 6, 2025 | 11h00 CET | Online



The ECHOES Second Call Info Day is coming up soon! Join us on 6 November, 11:00 CET for a session that will provide an overview of the **ECHOES Cascading Grants** – Call 2 for Engagement and Collaboration. The online meeting will be the opportunity to go more deeply into **funding scope and eligibility**, **how to apply** and **key dates** for the call. You'll also have the opportunity to ask your questions live and learn how your organisation can engage with the cultural heritage cloud. Register to the meeting to be part of this new wave of collaboration in digital heritage.

[Register here](#)



Merita: open call for 44 ensembles across Europe
Deadline: December 13, 2025

After the successful **kick-off meeting** of the second edition of the **Merita platform**, the European project designed to support and promote young chamber music ensembles, a new **application call** was launched. Through **MERITAcubed**, **44 new professional ensembles** (22 string quartets and 22 piano trios) will benefit from an extensive programme of **training and artistic residencies**, all towards the development of an **original project** that will lead to international engagements, and greater visibility and promotion on the digital platform. The call is open to **professional chamber ensembles** (string quartets and piano trios) based in countries eligible for the Creative Europe Programme. Each ensemble must have been active for at least one year, with members under the age of 36 at the time of application.

[Learn more](#)

NETSWorking
Members and culture in
action





UNIVERSITY
OF ARTS
IN BELGRADE

Conference: Culture by Student Standards

November 3-4, 2025 | Belgrade and online

This interdisciplinary event by the **University of Belgrade** aims to critically examine cultural policies and **redefine the role of students in cultural production and public life**. It arises from the student blockade of the **Student Cultural Center (SKC)** in early 2025 — a protest against institutional neglect and political misuse of a once vibrant space for alternative culture. Gathering scholars, artists, activists, and students, the conference will explore **how cultural institutions can be reclaimed** for public and student use.

[Learn more](#)



Open lecture | Art at the age of Instagram

November 21, 2025 | Warsaw and online

The International Cultural Centre in Krakow, together with the Romanian Cultural Institute in Warsaw, invites audiences to a lecture led by art historian Dr. Małgorzata Jędrzejczyk, exploring **what strategies artists employ** to shape perception of their work. It examines **why self-presentation matters in the art world**, highlighting how artists can



Art and Science:
Thinking Outside the Box

International Conference of the Academy of Performing Arts in Prague

November 18-20, 2025 | Prague and online

The **Academy of Performing Arts in Prague** will celebrate the 80th anniversary from its founding with the international conference "Art and Science: Thinking Outside the Box". The event will bring together artists, scientists, and researchers to explore **how the arts intersect with the natural, technical, social, and human sciences**.

Keynote speakers include Thomas Ostermeier, Jussi Parikka, and Mayumi Kuno-Mizomura.

[Learn more](#)



Cultural Week at University of Coimbra

March 1-15, 2026 | Coimbra, Portugal

The Cultural Week of the University of Coimbra will celebrate who makes the university a living centre of knowledge and creativity - its students, researchers, and artists. A convergence of diverse cultural and academic activities, this event will embrace the theme of **beauty**, inspired by the classical ideal kalòs kai agathós, where **beauty and goodness unite**. The event will

simultaneously promote and subvert institutional mechanisms. The discussion will consider examples of contemporary artistic practices that engage with mass media and online platforms.

[Learn more](#)

reveal why beauty matters today - as a force for innovation, inclusion, and sustainability - affirming **culture as a bridge between heritage and the future**.

[Learn more](#)

Other EVENTS



Michael Culture Association | Ready, Steady, Transform! *November 20-21, 2025 | Paris and online*

The Michael Culture Association will host their **first annual forum** bringing together cultural professionals, artists, researchers, technologists, policymakers, and students to explore how **digital cultural heritage** can **drive sustainability and inclusion**. The forum will feature interactive sessions, case studies, fairs, and open roundtables, encouraging participants to share ideas and co-create new approaches.

[Learn more](#)



JPI Cultural Heritage | Dissemination Event *November 26-27, 2025 | Versailles and online*

The Joint Programming Initiative on Cultural Heritage and Global Change will host a major hybrid dissemination event where participants will discover the **outcomes of 22 international research projects** exploring **digital innovation, climate resilience, community engagement, ethics, and heritage management**. The event aims to **foster collaboration** among researchers, practitioners, and policymakers.

[Learn more](#)



Online Conference

The Art Museum in the Digital Age – 2026

Monday, 19 January - Friday, 23 January 2026

Belvedere Research Center | The art museum in the digital age

January 19–23, 2026 | Vienna and online

Organized by the Belvedere Research Center and its partners, the international conference **“Truth, Fakes, and Knowledge Sovereignty in the Digital Age”** will explore how museums can navigate truth, authenticity, and ethics amid AI, immersive technologies, and digital communication. It asks **what responsibilities museums hold** in knowledge creation and how they can apply the **EU AI Act** to **ensure transparency and accountability**.

[Learn more](#)

What we are READING



News article | Making culture count: Why better data matters

Better data is essential to **reveal the full impact of culture** on society. Current evidence is fragmented and narrow, focusing mostly on attendance or ticket sales while overlooking culture's **wider influence on wellbeing, inclusion, and local economies**. As cultural producers, artists and organisations, you know the difference your work makes. But when funders, government or partners ask for evidence, it's not always easy to capture and articulate the many far-reaching impacts and value of cultural activity. To address this, the **Centre for Cultural Value** in the United Kingdom and its partners are developing a **UK National Cultural Data Observatory** to create a shared, accessible resource that reflects real cultural engagement and supports fair investment. Read the article published on the Arts Professional website for the full analysis by Stephen Dobson and Liz Harrop.

[Read the article](#)

Report | On The Move: The International Circulation of Indigenous Creatives

A new report recently published by On The Move focuses on **Indigenous artists and professionals** whose work crosses international borders. It explains **what drives their mobility** - creative collaboration, cultural sharing, and the search for visibility - while also examining **what limits it**, such as restrictive visa systems, lack of funding, and institutional barriers. The report describes where these dynamics unfold across continents and artistic platforms, from Europe to Indigenous territories, revealing **how local traditions meet global networks**. It explores when these exchanges become transformative, particularly as moments of rediscovery and decolonisation for Indigenous communities. Finally, it addresses **why equitable mobility matters**: to ensure Indigenous leadership, protect cultural rights, and foster genuine intercultural dialogue. Through this lens, the report calls for **inclusive policies** that make **global cultural exchange fair, empowering, and sustainable**.

[Read the report](#)

Report | The Cultural Policy Profile of Luxembourg

The first Short Cultural Policy Profile for Luxembourg has been released, providing an updated **overview of the country's dynamic cultural landscape**. This report highlights the strategic, legislative, and institutional developments guiding cultural life, including the recent reforms supporting artists' rights and heritage protection. The profile also examines initiatives promoting **inclusion, access, and professionalization**, such as the Kulturpass and Jugendpass programs, alongside **educational and regional development efforts**. International cooperation and intercultural dialogue are emphasized, reflecting Luxembourg's global engagement in culture. This publication ensures that policymakers, practitioners, and audiences worldwide can explore Luxembourg's evolving and inclusive cultural policy.

[Read the report](#)

The fEUture
of tomorrow





MondiaYouth: the legacy of Mondiacult 2025 to look beyond the future generations

At MONDIACULT 2025 in Barcelona, UNESCO placed **youth participation** at the core of its cultural policy agenda. Through the creation of **MondiaYouth**—a dedicated platform for young cultural actors—participants called for stronger integration of culture and education, and for the institutionalisation of youth voices in global and national cultural policymaking.

For the first time, a dedicated youth space was organised alongside the ministerial forum. The initiative brought together young people aged 18–25 to exchange ideas on the intersections of culture, education, and sustainability. The event's outcomes were captured in the "**MondiaYouth Perspectives 2025**" document, presented during the closing ceremony in the presence of UNESCO's Director-General Audrey Azoulay and Spain's Minister of Culture Ernest Urtasun.

[Read more](#)

UKRAINE Highlighted



A Solid Support, a Strong Commitment: EU Funding for Ukraine's Cultural and Creative Sectors

In wartime, arts and heritage help to sustain identity and foster innovation. That's why the latest wave of **EU funding for €7 million** for Ukraine's cultural and creative sectors is so important. In this month's edition of Ukraine Highlighted, we are happy to feature four sub-granting programmes dedicated to the :

- **ZMINA Resilience**

Coordinated by the **IZOLYATSIA. Platform for cultural initiatives** Foundation (Ukraine),

with Malý Berlín (Slovakia) & **Trans Europe Halles**-Europe Halles (Sweden).

Focus: Supporting Ukrainian artists & cultural organisations to co-create and showcase work.

- **Culture Helps Solidarity**

Led by the **European Cultural Foundation** (Netherlands) with **NGO "Insha Osvita", Ukrainian Women Veteran Movement (UWVM) Charity Foundation VETERANKA** (Ukraine), & **zusa** (Germany).

Focus: Enhancing access to culture and heritage for Ukrainians, especially displaced communities.

- **Cultural Horizons**

Coordinated by the **Ukrainian Cultural Foundation** (Ukraine) with **Cultural Vistas** (Germany).

Focus: Ensuring continuity of cultural heritage access and visibility inside and outside Ukraine.

- **UAXEU (Ukrainian cultural eXchange with the EU)**

Led by the **European League of Institutes of the Arts (ELIA)** of the Arts (Netherlands) with Ukrainian institutions (**Lviv National Academy of Arts** , **Coalition of Culture Actors, Ukrainian Museum Association**), **HKU (Hogeschool voor de Kunsten Utrecht)** & **Culture Action Europe**.

Focus: Preparing post-war recovery through exchange, capacity building, and institutional partnerships.

[Discover all the funding opportunities](#)

Global **POLICY BRIEF** and more



Our ENCATC Weekly Flash informs our members about the most relevant updates on policy issues, fundings, research grants, collaboration calls, and much more.

If you want to receive our weekly exclusive communications, become an ENCATC Member.

[Become an ENCATC Member](#)



**Co-funded by
the European Union**

ENCATC is the European Network on cultural management and policy. It represents, advocates, and promotes cultural management and cultural policy education, professionalizes the cultural sector to make it sustainable, and creates a

platform for discussion and exchange at European and international level. Over three decades of work, the organization has developed a wide offer of activities, products, publications, projects, mobility schemes, and more to the benefit of the field by representing, advocating and promoting the excellence in the cultural management and policy community.

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