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A full version of the ENCATC Newsletter is available for our **Members only**.

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DIGEST

EDITORIAL

ENCATC 21st Annual Conference “Rethinking education on arts and cultural management”

05-07 November in Antwerp, Belgium



cultural organizations and cultural managers.

Building on the success of the previous years, this outstanding event will provide participants with the unique opportunity to gain new knowledge, discover the latest research developments during the 4th Annual ENCATC Research Session, and learn from innovative teaching methods.

Moreover, a number of interactive seminars, each to reflect on rethinking education within the framework of ENCATC's 8 [Thematic Areas](#) will instigate further discussion and reflection into the conference themes.

Participants will also be offered study visits to some of Antwerp's flagship cultural organisations as an opportunity to exchange ideas, trends and perspectives with local cultural operators and policy makers about cultural management and cultural policy in a variety of fields including heritage, museums, performing arts, cultural indicators, cultural & creative industries, urban management, and culture and external relations.

Not only will this conference be beneficial to all those who attend and our loyal stakeholders, we believe that by a deeper reflection and exploration of rethinking education, leadership, and investments in skills for better socio-economic outcomes will be a great added value to the ongoing discussion of policymakers as they look to take Europe beyond the crisis and strengthen its foundations for growth.

To get a taste for what you can expect from an ENCATC Annual Conference, we invite you to read the [report](#) from last year's event in London.

How education in arts and cultural management should evolve in this challenging times? Which skills and expertise should education in the arts and cultural management should provide for allowing a smart, sustainable and inclusive growth in Europe and beyond? How education could contribute to create capabilities to stimulate the sector's ability to innovate through the exploration of fresh and unconventional connections between the creative, business and academic spheres?

These are some of the questions that will be analysed next 5-7 November 2013 in Antwerp, at the Occasion of the 21st [ENCATC Annual Conference](#) organized by ENCATC in partnership with the University of Antwerp.

This event will be a timely opportunity to reflect on the new European Communication on “Rethinking education on arts and cultural management”. This new European strategy states that “the development of entrepreneurial skills is a top priority for our education and training systems. This concept is much wider than just training on how to start a business: entrepreneurship is first a mindset”.

Moreover, with increasingly rapid changes in the workplace, this conference also wishes to rethink and create a debate around Leadership for

Yours truly,

GiannaLia Cogliandro Beyens
ENCATC General Secretary

ENCATC NEWSLETTER DISTRIBUTION

The full version of the ENCATC Newsletter is only available to ENCATC Members. A digest of the ENCATC Newsletter is distributed to non-members so as to inform them of the subjects dealt with in ENCATC. The ENCATC Newsletter is published at Place Flagey, 18 / B-1050 Brussels, Belgium. For more information, contact us at Tel / Fax: +32.2.201.29.12 or info@encatc.org

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ENCATC is a UNESCO partner NGO.

News from the ENCATC Brussels office

New trainee comes to the ENCATC office



The newest trainee to join the ENCATC office in Brussels is Fabiana Dantinelle from Rome. While in Brussels she is assisting the Communication Department from April to July. In 2008 she earned a Bachelor degree in Literature, Music, and Performing Arts at University of Rome "La Sapienza" and in 2010 graduated from the same university in Publishing, Writing and Journalism. Two years ago she finished a post university program in Organization of Cultural Events and since the beginning of 2013 she's a member of the Lazio Region Journalist register. Her previous professional experience includes being the editor in chief of a free press journal from 2009 to 2011 and writing for several websites about theatre, dance and cinema. She has also worked in theatre as an art assistant and in an independent movie festival as press agent. In 2006, she published a book entitled, "I miracoli delle zucche."

ENCATC Board has 2nd meeting of 2013

The ENCATC Board gathered in Brno, Czech Republic from 18-20 April for its second board meeting of the year. The agenda included the 2013 ENCATC Annual Conference to be organised from 5-7 November 2013 in Antwerp (BE), marketing and communication strategy, and the implementation of the 2013 ENCATC Working Programme.



ENCATC AGENDA

April - May 2013

17 APR // Vienna, Austria

ENCATC's President, Cristina Ortega and ENCATC's Secretary General, Giannalia Cogliandro Beyens meet with students enrolled in the IKM Institute of Culture Management and Culture Studies to present ENCATC's aims, mission, activities, services and tools ENCATC uses to help students internationalize and professionalize their careers.

18-20 APR // Brno, Czech Republic

ENCATC attends the 23rd SETKÁNÍ/ ENCOUNTER Festival in Brno Czech Republic. To learn more about this event, see ENCATC in Contact (page 9).

24 APR // Brussels, Belgium

ENCATC meets with Maria-Louise Athanasopoulou, Research Scientific Officer at the European Commission's DG for Research and innovation to present ENCATC's research package and to forge synergies.

25 APR // Brussels, Belgium

ENCATC has a meeting with Anna Athanasopoulou, Member of Cabinet at the European Commission's DG for Culture and Education to present the network's activities, involvement in European projects and to foster new synergies.

14 MAY // Brussels, Belgium

ENCATC meets with Newstank.fr to present the its activities.

22 MAY // Brussels, Belgium

ENCATC meets with the Belgian-Italian Chamber of Commerce to speak about "Building a Youth Innovation Ecosystems in Europe" and explore opportunities for providing professional traineeships for young innovators to play a role in Europe's future.

23 MAY // Brussels, Belgium

ENCATC member, DIK from Sweden, comes to the ENCATC office to learn more about the network's activities and membership benefits.

24 MAY // Brussels, Belgium

ENCATC meets with professors and students from ENSATT (France) to learn more about the network and its position and role in influencing European cultural policy.

ENCATC Developing and Influencing Policy

UNESCO calls on ENCATC to share its expertise



From 15 to 17 May 2013 in Hangzhou, China, ENCATC attended the international Congress entitled "Culture: Key to Sustainable Development" that was organized jointly by UNESCO with the national authorities of China and the municipality of Hangzhou. With some 450 participants, experts and global leaders, the objective of the Congress is to set clear and concrete recommendations to harness the power of culture and the creative industries for sustainable development.

The demand for culture is growing which calls for better policies, stronger tools, sharper statistics and better trained professionals, for each situation. "We are entering a critical phase of redefining sustainable development in its three pillars-- economic, environmental and social. Culture is at the heart of each of them," said UNESCO's Director-General, Irina Bokova recalling the double power of culture as an economic driver and a source of social inclusion. She continued, "Enhancing culture means enhancing peoples and releasing self-esteem. The values of the culture are more than economic -- they are values of expression, participation, collective mobilization [...] We must not miss this historic opportunity to underline the vital link between culture and development."

ENCATC President, Cristina Ortega, was one of 3 panelists to share her expertise during the "Culture, Poverty and Wellbeing" session. "This work, carried out in close cooperation with UNESCO, is not a one-time isolated action, but is the result of our associate partnership with UNESCO and is aligned with our research on Culture, Welfare and Poverty. Our cooperation with UNESCO is ongoing and our aim is to contribute with our knowledge of this field," she said.

"This was an opportunity for ENCATC to exchange ideas and learn from other international experts about how culture can be a key driver in sustainable development. It's important that we can share what we learn with our members and

stakeholders who can use this in their lectures, research and knowledge exchanges, not only to improve cultural management and cultural policy education, but to make a difference at the local, regional and national level," said ENCATC's Secretary General, Giannalia Cogliandro Beyens who was also in attendance.

On 17 May, the Congress adopted the Hangzhou Declaration, "**Placing Culture at the Heart of Sustainable Development Policies.**" One of the key messages to emerge was the need for more public-private partnerships for the development of infrastructure, museums, libraries and access to culture for all. It was agreed that the time has come, building on the important statements of principle and lessons learnt, for the full integration of culture – through clear goals, targets and indicators – into agreed development strategies, programmes and practices at global, regional, national and local levels, to be defined in the post-2015 UN development agenda. It was said that only such a concrete political and operational framework can ensure that all development initiatives lead to truly sustainable benefits for all, while securing the right of future generations to benefit from the wealth of cultural assets built up by previous generations.

This was the first International Congress specifically focusing on the linkages between culture and sustainable development organized by UNESCO since the Stockholm Conference in 1998. The Hangzhou Congress builds on UNESCO's longstanding advocacy for culture as a driver and an enabler of sustainable development. In 1982, over 30 years ago, at the Mexico City Conference on Cultural Policy, UNESCO sought to show the role of culture as a vector of identity and cohesion, as well as an engine of creativity and sustainability. In 1998, in Stockholm, UNESCO adopted an action plan for concrete cultural policies. Since then, the importance of culture for social inclusion, job creation and sustainable growth has been acknowledged in several milestone United Nations resolutions and high-level declarations. The Hangzhou Congress comes at a critical juncture, less than one thousand days from the 2015 deadline and as the world debates the shape of new global post-2015 development agenda.

Learn more about this event here:
<http://www.unesco.org/new/?id=82825>

Annual ENCATC Policy Debate

“Responding to the crisis with culture: towards new governance and business models for the cultural sector”

5 July 2013 // Brussels, Belgium

Every year, ENCATC engages in a policy debate with the aim of tackling an important issue in the cultural policy field. ENCATC invites its members, academics, researchers, cultural operators, policy makers, and students to attend to listen to an international expert panel and make their contribution to the European policy discussion.

As Europe is facing the most important financial crisis since after World War II, the policy debate will look more closely at “**Responding to the crisis with culture: towards new governance and business models for the cultural sector**”. What are the consequences of the financial crisis on the cultural sector? Which strategies do cultural organisations forecast to survive when European and national subsidies are being cut? What are the keys to success and challenges? And which new business and governance models are necessary in this new changing environment? Two panels of experts will take a close look at some inspiring examples of business and governance models that will certainly inspire our organisations and daily work.

Invited experts include Paul Dujardin, General Manager of the Centre for Fine Arts of Brussels; Julek Jurowicz, Managing Director at SMartBe; Gunther Broucke, Director of the Brussels Philharmonic; Jean-Pierre Baeyens, holder of the Marketing Chair at the Solvay Brussels School of Economics and Management (tbc); Wim Van de Keybus, choreographer and filmmaker at Ultima Vez; Arantxa Mendiharat, Coordinator of the project Conexiones Improbables; and Lluís Bonet, Director of the Doctoral and Graduate Program on Cultural Management at the University of Barcelona.

This event initiated by ENCATC is designed and implemented in close partnership with the University of Antwerp, the BOZAR, the Cultural Contact Points Wallonie-Bruxelles and Vlaanderen.

For more information:

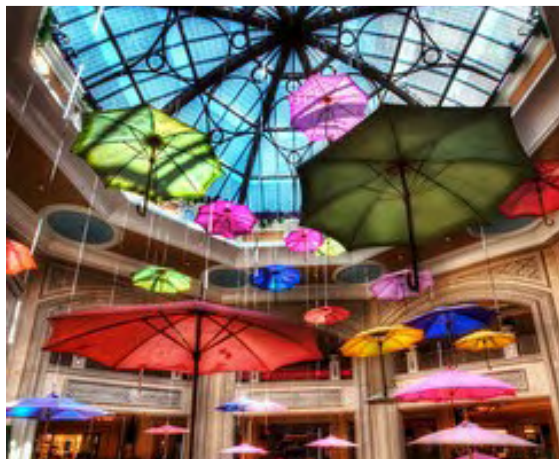
www.encatc.org/pages/index.php?id=297

Venue: Palais des Beaux Arts, Rue Ravenstein 23 1000 Brussels

Admission: This policy debate is free of charge.

Language: English

To register: www.encatc.org/register/



Trey Ratcliff CC BY-NC-SA 2.0



Work by artist Rashad Alakbarov



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ENCATC Networking

Happy Hours Project Discovering the cultural side of CPAS Brussels



On 29 April, the 3rd Cultural Happy Hours organised an evening visit CPAS Brussels (Public Centre for Social Welfare) to discover its much lesser known cultural heritage collection. Guests, who included cultural operators, European cultural networks and policymakers, were welcomed by Christophe Pourtois, Member of the Conseil de l'Action Sociale de Bruxelles, for a networking cocktail followed by a guided visit of the collection by David Guilardian, Curator of the Museum.

This institution is undoubtedly known for its significant impact on the lives of many Brussels inhabitants. It is the largest organization of its kind in Belgium and is responsible for the public welfare of the city's 170,000 residents through various forms of social aid and action (financial support, medical aid, legal advice, housing...) and a series of institutions (hospitals, retirement and nursing homes, orphanages...).

During the guided visit to the **Museum of CPAS Brussels**, our Cultural Happy Hours guests learned more about the **profound impact** the CPAS Brussels has had on the city's residents as well a glimpse of its **valuable artistic collection**. With the insightful commentary and captivating storytellings, curator David Guilardian guided participants as they were introduced to the collection that included paintings, sculptures, religious art, silver artworks, medical instruments, and photographs. These items on display reflect not only CPAS' rich history, but also how it has cared for the Brussels community and how the city fought against poverty and disease over the past several centuries. Learn more about the museum here: cpas-ocmw-museum.be

The **Cultural Happy Hours** is a new 2013 initiative of ENCATC, in partnership with Cultural Contact Points Wallonie-Bruxelles and Vlaanderen, aimed to **catalyse** international partnerships, cross sectorial exchanges, collaborations and knowledge transfers among networks and organisations acting in the field of arts and culture based in Brussels, **strengthen** the Belgian artistic and cultural scene and its European projects by enlarging their audience, **connect** with a variety of stakeholders based in Brussels through culture, and **create** innovative partnerships among cultural, business and education sectors.

How understanding heritage can help to better understand literature

On 4-7 April in Toronto, Canada, the ENCATC Thematic Area "Understanding Heritage" Chair, Professor and art historian Claire Giraud-Labelte, contributed her expertise at the 2013 American Comparative Literature Association Annual Meeting, in the Seminar "Occupy the Territory: Mapping and Unmapping Social Space in Nineteenth-century Europe". This event presented a unique opportunity to explore a multidisciplinary and intercultural approach to understanding 19th century French writings and literature. Researchers from Canada, France, and the United States shared their knowledge on the use of different digital techniques, databases, and management of quantitative and qualitative information to map and better understand the ideas and mobility of Bohemian artists, intellectuals, writers and other cultural influencers in literature.

While literature itself is a kind of heritage that captures the thinking and ideas of a time - take *Notre-Dame de Paris* by Victor Hugo or *Consuelo* by George Sand - there are other types of heritage and research that provide another "complementary" window into understanding the literature of this period. As the only art historian invited to share her expertise, professor Giraud-Labelte presented her paper on "*The Journal of Prosper Barbot (1798-1877): The man and his view of the 'other' through his travels*". She spoke of the routes he took in France and Italy, all sorts of obstacles he encountered, his life in an artist colony, and the young architect-painter's many meetings on his way to Rome and his trip across the peninsula.

Join ENCATC's Thematic Area on [Understanding Heritage](#) and others today!



ENCATC building knowledge societies

ENCATC unveils new online publication /encatcSCHOLAR



On 22 April ENCATC officially launched the first issue of the **/encatcSCHOLAR** – an online publication designed to be a unique tool for education and lifelong learning on arts and cultural management and policy.

Composed of articles, exclusive interviews, case studies, conference reports and more, **encatcSCHOLAR** was born to satisfy the growing demand for the latest teaching material from academics, researchers, cultural operators and students in over 40 countries around the world. This online publication also aims to be an open tool that encourages participation and sharing in the creation of teaching materials, offers suggestions about some basic and accurate methodological approaches related to how to study emerging issues that affect public policies, presents and analyzes case studies, and finally opens debates on how to improve project management.

Readers can also expect to find a balance of geographical and cultural sector representation to ensure a variety of different angles, points of view, and voices shared. In this first issue, the **encatcSCHOLAR** includes: an exclusive interview with Viviane Reding, Vice-President – EU Justice Commissioner about the European Year of Citizenship; an article on culture from the point of view of leisure and another article about artistic practices, intermediate zones and social utility; a revealing professional profile of Raymonde Moulin, a French pioneer of the Sociology of Art; innovative Finnish teaching experiences in cultural management; a case analysis from Taquilla inversa on promoting the empathic economy; and conference proceedings from European Audiences 2020 and beyond.

Speaking at the occasion of the official launch, ENCATC's President Cristina Ortega had this to say, "We are so excited about this new ENCATC

publication. Our members expressed a desire for this content meaning that there was something lacking in the sector. ENCATC was able to respond to this need with something original that further contributes to our aim to promote excellence in arts and culture management and policy education."

What came from a need of ENCATC members and the academic and cultural sector will in fact be for the benefit of a much larger audience. Already with a loyal readership counting in the tens of thousands for other ENCATC publications and information products such as the ENCATC Journal of Cultural Management and Policy and the ENCATC Newsletter, the **/encatcSCHOLAR** is expected to engage thousands of beneficiaries in the culture and education sector in Europe and beyond. "Over the past several years, the ENCATC family of publications has been steadily growing not only in the amount of content produced and in frequency, but in the number of dedicated readers and followers have been on the rise. As a network primarily of Higher Education institutions and professionals, we must evolve and innovate to stimulate new thinking that will respond to an ever changing environment," said Giannalia Cogliandro Beyens, ENCATC Secretary General.

Would you like to contribute to the next issues of the **/encatcSCHOLAR**? ENCATC is now accepting contributions until the **30 August 2013 deadline**. Submissions may be sent to Giannalia Cogliandro Beyens, ENCATC Secretary General: g.cogliandro@encatc.org

Have you checked out ENCATC's publication page lately? Download the Journal, reports, articles, policy papers and more!

Not to miss!



ENCATC strengthening the European Research Area

ENCATC launches Call for its 4th Annual Research Session

[4th Annual ENCATC Research Session](#) is to be organised in the framework of the [21st ENCATC Annual Conference](#), "Rethinking education on arts and cultural management" (5-7 November 2013) in Antwerp, Belgium.

Researchers, academics and practitioners from Europe and beyond are invited to submit their papers by **5 July 2013**. Papers that consider one or more of the following topics will be considered: Arts and culture education - Cultural policy and management - Culture and local, regional and national development - Cultural heritage management - Cultural and Creative Industries - Culture and external relations - and Cultural networking.

ENCATC particularly welcomes papers having a special focus on: Methodologies for education and training in the field of cultural management and cultural policy - Culture, wellbeing, and human development - Measuring values and performance in the arts and cultural sector - Leadership in the arts and culture sector - and Re-thinking education.

The Annual Research Session will be organised into parallel sessions for authors to present their work to an international audience of academics, researchers, students, arts and culture decision makers, community leaders, cultural operators and artists, from over 39 countries who will come to listen and reflect on the latest developments, research, theory and trends in the large field of cultural management and cultural policy education.

This year's Annual Research Session in Antwerp will build on the success of the previous Research Sessions organised in London (2012), Helsinki (2011), and Brussels (2010). Since its creation in 2010, over 70 authors have presented their work, coming from across Europe, but also Australia, Brazil, Japan, Malawi, Turkey and the United States. ENCATC's dedication to sharing, exchanging and reflecting on these topics proves once more the network's aim to strengthen the European research area and to build knowledge societies. To further these aims, all papers presented at the ENCATC Research Session in Antwerp may be resubmitted for publication in the [ENCATC Journal of Cultural Management and Policy](#), edited and published by ENCATC.

To download the call for papers:

<http://www.encatc.org/pages/index.php?id=202>

Record number of applications for the CPRA and YCPR Forum

2013 has been a record year for application submissions to the 10th Cultural Policy Research Award and the 7th Young Cultural Policy Researchers Forum. With a combined 128 applications, young researchers from Europe and beyond are highly motivated to participate in both initiatives.

The international [Cultural Policy Research Award](#) jury will choose **6 finalists** from the applicant pool will be invited to attend and present their innovative cultural policy research proposals during the Young Cultural Policy Researchers Forum to be held from 4-5 November in Belgium. The winner will be unveiled on 5 November during the 10th Cultural Policy Research Award Ceremony to an international audience of researchers, academics, professionals from the cultural and education sectors, students, policy makers, artists and media from more than 35 countries who support excellence in cultural policy research.

Over 90 young researchers from 51 countries from around the world have applied to attend the 7th YCPRF. The selection committee will invite 45 promising young researchers to attend the event to participate in a programme that will include plenary sessions with established experts and renowned cultural policy researchers, workshops, networking opportunities and more. This is an excellent environment to discuss key issues and hot topics, strengthen their analytical skills and methodology approach, and network and find new partnerships. "Having this context where the focus is on young researchers is quite a plus. Trying to find your way among your peers is rewarding. You can speak up, engage and build your network for the future," said Christiaan De Beukelaer, 2012 YCPRF participant and winner of the 2012 Cultural Policy Research Award.

Are you curious to see a CPRA winner unveiled?

Check out the [2012 Cultural Policy Research Award videos](#)

Learn more about the CPRA:

<http://www.encatc.org/pages/index.php?id=19>

Learn more about the YCPRF:

<http://www.encatc.org/pages/index.php?id=83>

The Cultural Policy Research Award was initiated in 2003 by the European Cultural Foundation (ECF) and is developed in partnership with and managed by ENCATC since. The YCPRF is an initiative developed by ECF and ENCATC, as part of a larger collaborative project involving the CPRA and the Online Young Researchers Forum.

European Projects

CREA.M is piloting its unique blended mentoring kit



After a long phase of research and exchanges with project partners, cultural managers, educators and mentoring experts, CREA.M has finalized its unique Blended Mentoring programme. With the aim of supporting cultural professionals in their understanding of the complexity of the cultural and creative sector and in taking responsibility for their career, personal development and job search, CREA.M has studied and developed a series of mentoring strategies and tools to foster entrepreneurial skills and creative thinking. The pilot phase of this Blended Mentoring programme is currently underway in 6 different countries to be tested beginning in March and to continue through September 2013: the Czech Republic, Finland, Italy, Spain, Turkey and the United Kingdom.

Mentors selected for the pilot phase went through an intensive training in order to transfer the innovative approach, practices and tools for their mentoring. Mentees were invited to attend a briefing on the mentoring journey they were about to start. Six tutors coordinated these preparatory actions, ensuring assistance for all the mentoring participants. In addition to the tutors who provide support the mentor-mentee couples, CREA.M also provides an online platform for mentors and mentees to use during, their distance mentoring sessions and so they can be part of the larger CREA.M community. There are currently 19 couples of British, Czech, Finnish, Italian, Spanish and Turkish mentors and mentees working together in face to face and online meetings twice a month to test the effectiveness of the mentoring methodology to empower cultural professionals in their entrepreneurial skills.

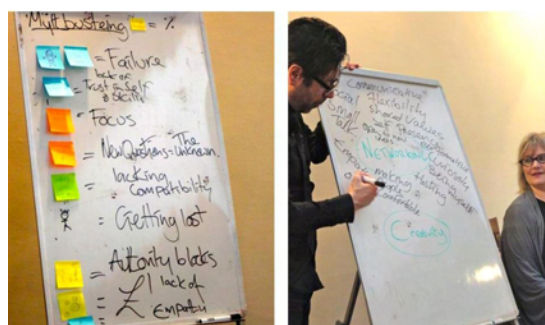
A rigorous monitoring and evaluation strategy is following all the parallel mentoring processes taking place in the different countries necessary for the kit's final validation. Monitoring and evaluation tools such as online diaries, questionnaires have been developed and interviews have been scheduled to record both the impact and outcomes of the entire CREA.M blended mentoring programme.

The results of the CREA.M project will be presented at the 21st ENCATC Annual Conference (5-7 November 2013 in Antwerp, Belgium) on the project website and in conferences taking place at national level in the partners' countries.

The CREA.M blended mentoring programme aims to become an innovative training model for cultural managers in Europe. The project is structured to involve and bring together different stakeholders and cultural organisations and encourage them to adopt a European perspective in their vision, policies and training as bodies linking the VET system and the labour market. A crucial dimension of CREA.M is connected to creativity and the growth of an entrepreneurial spirit to be promoted not only as a key competence for the arts and culture managers but also as interpersonal, cross-sectorial skills that can help job orientation and placement in people's career.

Learn more about CREA.M, *Creative Blended Mentoring for Cultural Managers*:

<http://www.projectcream.eu/>



**INITIAL EUROPEAN
IMPACT:**

500

CULTURAL MANAGERS

ENCATC in Contact

This month ENCATC is excited to bring you two ENCATC in Contact interviews!

> Interview with Blanka Chládková SETKÁNÍ/ENCOUNTER Festival 2013



For this month's first ENCATC in Contact, we interviewed Blanka Chládková, ENCATC Board Member since 2009, and lecturer and vice-dean for development and external relations of Janacek Academy of Music and Performing Arts in Brno (JAMU), Czech Republic. We wanted to learn more about the opportunities and impact of JAMU's SETKÁNÍ/ENCOUNTER Festival, an international festival of theatre schools with a twenty-two year long tradition. The uniqueness of this festival lies in the fact that the main organizers are students of JAMU's Theatre Faculty. Each year the festival gains more and more prestige mainly thanks to the participation of student ensembles of theatre schools from all over the world.

ENCATC: How does this festival provide students with an opportunity to professionalize and internationalize their profile as a future cultural manager?

Blanka Chládková: *The SETKANI/ENCOUNTER Festival gives students a chance to work with international art teams that are coming to Brno for 5 days in April. But this cooperation is not restricted to these 5 days, since student organizers begin the communication with theatre schools in June a year before. But the question was not when but how... what they can gain. Besides everyone developing their communication skills in foreign languages, students gain deep understanding of different cultures, approaches in the theatre making process, and ways of dealing with professional printing houses or with the Czech TV channel. Those working as stage managers are solving sophisticated requirements for equipment needs of theatre groups coming from around the globe and all students are actively involved within the City of Brno's professional theatre environment as festival requires renting of several professional venues. All organizing participants make new contacts, new friends for future international professional projects and in the end it is a successful theatre event that they gained as they organized it as a student team with very cautious supervision of their lecturers.*

ENCATC: How are the students who put on the festival evaluated?

Blanka Chládková: *Students of bachelor study programs of theatre production management and stage management are involved in the festival because the festival is a part of their curricula. It means that there are particular criteria of assessment according to a year or grade that is studied by a student in accordance with the activities that they are responsible for. The graduating year students are the top managers of the festival, they are creating their production teams together with others and as top managers are setting the aims and goals of the team, but also of its particular members during the planning process for the festival. For graduating year students the festival becomes a graduation project (if they want to), that means that also the planning, interim report and post-production documentary paperwork is the part of teaching process of project management of my colleague Hanka Krejci.*

And I do not want forget to mention the extreme support and participation of students of artistic disciplines. The Festival could not be so great without directors, dramaturgist, actors, students of clownery, scenographers, students of audiovisual documentation and many others (you can see the output of their work on the web page <http://www.encounter.cz> and even in TVEncounter on Youtube).

ENCATC: What is the economic impact on the city of Brno?

Blanka Chládková: *Students can use festival SETKANI/ENCOUNTER as a laboratory for their research and they already have used it many times. In 2009 it was our master student Jiri Matousek, who proved the festival's economic impact (multipliers included) within the South Moravia Region. Each 1 Czech Crown invested to the festival from public budget generates 3 Czech Crowns to the regional economy. This year student of bachelor study*

interview continued...

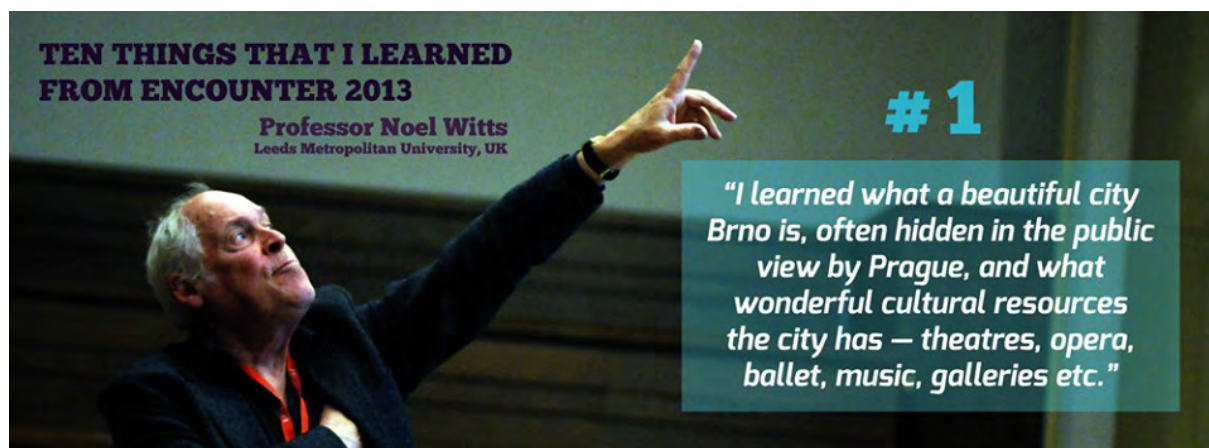
programme, Michaela Sebestova, decided to repeat the research and the outputs of the measurement should be presented by the end of May 2013.

ENCATC Does the festival have an impact on Brno's image? If so, how?

Blanka Chládková: For sure it has. First of all it is a unique situation for Brno to have international theatre groups in such intensity for five days. As the festival takes place in the beginning of April it is the first big cultural activity of the spring and summer part of the season. And I think that student organizers together with students of arts disciplines take in account the needs of the public space of the city to be reanimated after a long winter. As the theatre performances are focused on the professional and public community and the students from participating schools, we wish to offer residents in Brno our off-programme and make it easily accessible thanks to street performances, artistic interventions, festival visual activities etc.

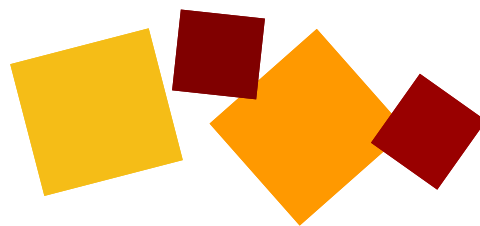
ENCATC: How many ENCATC members are also implicated in the festival? What is the added value of working with other members of the network (for the festival and for the students?)

Blanka Chládková: It differs year to year. The interests of ENCATC members are different as ENCATC's broad mission umbrellas different types of cultural management and cultural policy research actors. But for those who are interested in arts management in performing arts and those who are searching partners for future student and teacher exchanges, the festival SETKANI/ENCOUNTER is very good meeting point. And we were happy this year to get the auspices of ENCATC, we're very proud to present it in the festival communication towards the participants, but even towards the different governmental bodies (as the festival is dealing with visas and mobility issues of the participants very much). To sum it up 2681 theatre tickets was bought for 31 performances in the main program, so 2681 theatergoers might read about ENCATC in the bulletin of the festival and everyday review newsletter MeetingPoint.



Images courtesy of the 2013 SETKÁNÍ/ENCOUNTER Festival

> Interview with Nicola Mascia Brussels Philharmonic



ENCATC PRAXIS makes a difference in the careers of young cultural managers



ENCATC first introduced its [PRAXIS Newsletter](#) back in 2008 to promote student mobility aimed to provide interesting capacity building and traineeship opportunities to students enrolled in ENCATC member institutions studying arts and cultural management and policy. In 2012 alone, PRAXIS offered over 134 opportunities in 20 countries and with a strong balance of offers in the cultural sector (heritage, performing arts, cultural and creative industries, museums, visual arts, design, etc.).

To hear directly from students who have benefited from this ENCATC service, back in May 2012 ENCATC interviewed Nicola Mascia. Through PRAXIS he had found his internship at the award-winning [Brussels Philharmonic](#) in Belgium. At the time, we wanted to learn more about his traineeship and why he had chosen to expand his professional profile with an experience abroad. Since completing his traineeship, Nicola has been employed full time to work as a Project Manager for the Philharmonic.

Almost a year later ENCATC has caught up with Nicola to see what he's doing and what awaits him in his professional career.



ENCATC: What is your current job and responsibilities? Are these different or how have they evolved from your responsibilities during the traineeship?

Nicola Mascia: *I'm now in charge of coordinating and managing short-term production for Brussels Philharmonic. My production team colleagues take care of planning concerts, rehearsals and recordings and in the few weeks before the show I help to organize the performance. I'm responsible for the composition of the orchestra according to artistic and practical needs, I rent the instruments the orchestra needs and I'm in charge of logistics related to the production. This includes the movement of our technical crew, soloists and conductor and off course instruments. My actual job is totally different from the internship in May 2012. I was an intern in the communication office, in charge of social networks and sometimes simple advertising campaigns. I asked to spend more time with the orchestra and slowly I was involved with the production team. I spent three months as a researcher for my final dissertation and during those last months I was asked to join the team.*

ENCATC: Following your education at University of Bologna's GIOCA programme in cultural management, you chose to leave Italy to have a professional experience abroad. What have been the most positive and challenging experiences on this professional journey?

Nicola Mascia: *The GIOCA experience was of great help. I was used to speaking in different languages and working in an international environment, but it was not easy*



interview continued...

though. Brussels Philharmonic is a Flemish-speaking institution and I didn't know the city, but luckily my colleagues helped me out. The internship was very positive because of the possibility to follow the orchestra and blog about concerts and tours. Then I started to help the production team and for sure the German tour was challenging. I spent one week on tour with the orchestra and few days later I became member of the crew.

ENCATC: What are key pieces of advice you would offer to other cultural management students who wish to follow a similar path and gain professional working experience abroad?

Nicola Mascia: *Everyone lives a different experience, but there are three criteria that worked for me. First, I suggest being picky about the internship, mostly if you are doing it without any reimbursement it is important to put in the CV something catchy. Then I think time has a great value, it is worth putting it in something we really like to do. So if the internship is not what you expected or if nobody is actually tutoring you then is better to be honest and spend your time in something useful. Last but not least, in Italy we say "sposare la causa" so it is always good to embrace the project of the hosting organization.*

ENCATC: Through the PRAXIS Newsletter, ENCATC aims to encourage student mobility and the internationalization of careers. According to your personal experience, how do you think international mobility and exchange may be useful to people working in the cultural sector?

Nicola Mascia: *Nowadays the cultural object itself has become international. Any product of the cultural sector, from paintings to scripts, books, music and films acquires value because is shared in wide communities. Any student should have the opportunity to experience different a perspective of cultural management and cultural consumption. In this way we are ready to offer wider networks to projects worth sharing.*

ENCATC: What is next for you at Brussels Philharmonic?

Nicola Mascia: *Next step is the concert tonight! And also a Dutch class... Right now I still feel I need to improve and learn from my colleagues, so it's too soon to make plans.*



Image courtesy of Brussels Philharmonic

Information from ENCATC Members

MEMBER IMPACT STORIES: How ENCATC member can pool their resources to make a difference

Providing training opportunities together

Melting Pro. Laboratorio per la Cultura launched the first Synapse Workshop in Italy in collaboration with Adrian De La Court from the Institute for Creative and Cultural Entrepreneurship (ICCE) at Goldsmiths, University of London. The results was a one and a half day intensive workshop held from 21-22 May gathering participants with different backgrounds in the cultural and creative sector: theatre, dance, arts management and even the food industry. Organized at the HUB Rome, the Synapse workshop guided the 12 participants based in Italy through a dynamic process of group working to stir their creative ideas, identify their tangible impact and understand the change they want to make in their sectors.

People were encouraged to break the rules used so far in thinking about their jobs and projects through a series of practices based on industry and asset mapping, skills mapping, entrepreneurial modelling, design thinking, creative playing. The creative process in which Adrian De La Court re-immersed the group contributed to the construction of a collaborative and inspiring atmosphere that made the workshop effective and highly appreciated by participants for its innovativeness and power.

Synapse represents one of the first steps that Melting Pro has taken to introduce the needed change in the Italian cultural and creative sector, starting from the simple and strong belief that "small changes are radical".

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SYNAPSE participants in Rome.

HEC Montréal, Canada

Creation of the UNESCO Chair in Cultural Management

HEC MONTRÉAL

HEC Montréal and the [Canadian Commission for UNESCO](#) officially announced the creation of the UNESCO Chair in Cultural Management. It will be offering arts management programs for southern hemisphere countries.

"HEC Montréal has a worldwide reputation in the field of cultural management," explains François Colbert, holder of the new UNESCO Chair. *"The School aims to train cultural managers in best practices in management and this new Chair will allow us to share our skills and knowledge even more widely around the globe."*

"Managers in the arts and culture field come to HEC Montréal for advanced training, based on current practice and responding to their expectations," added HEC Montréal Director, Michel Patry. *"We already have several students in our [PhD in Administration](#) program from Latin America, Asia and Europe who are particularly interested in the management of cultural organizations. I am pleased to say that the announcement of this new UNESCO Chair confirms the relevance of this kind of training."*

Some twenty professors are associated with the UNESCO Chair in Cultural Management. Its objectives are to: set up a scientific network to promote the exchange of knowledge, and strengthen North-South academic collaboration; facilitate the transfer, exchange and sharing of expertise by building capacity among practitioners in southern hemisphere countries; educate trainers to promote the establishment of centres of excellence in cultural management in southern hemisphere countries; align its operations with the Agenda 21 for Culture, a document with a worldwide mission that encourages cities and local governments to commit themselves to cultural development, by promoting the training of managers in an interdisciplinary and multicultural context.

For more information: http://www.hec.ca/nouvelles/2013/Chaire_UNESCO.html

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Fondazione Fitzcarraldo, Italy

Crowdfunding Seminar

12-14 June 2013 // Rome, Italy

The current economic crisis had a dramatic impact on Italy's cultural sector. To deal with this issue, more and more Italian organisations are looking towards crowdfunding. Among them, notable cultural institutions like Biennale di Venezia or Fondazione Bevilacqua La Masa recently started using crowdfunding tools. But while the attention on the subject has been considerably raised, there are still many cultural and operative resistances.

Fondazione Fitzcarraldo of Turin, in collaboration with the Rome Fundraising School, is organizing the seminar "Raccogliere donazioni e donatori per la cultura" on 12-14 June 2013 in Rome. The seminar will display the current situation and will provide theoretical and practical knowledge to define an accurate fundraising strategy towards individuals. Furthermore, the seminar will present recent evolutions in the field of crowdfunding, will suggest possible implementations in the Italian cultural context, will stress the elements of success, and will describe the fiscal aspects of individual donations. The seminar will be held by Massimo Coen Cagli, Scientific Director of the Rome Fundraising School.

For more information: http://www.fitzcarraldo.it/formaz/2013/donazioni_roma.htm

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Setepés, Portugal

Guimarães Conversations // 17 May 2013

Setepes was one of several organizers of the "Guimarães Conversations 2013" that was held on 17 May to foster in depth thinking and collective analysis about the nature of the citizens' participation throughout the different phases of Guimarães ECoC 2012. Participants discussed in what ways did Guimarães 2012 European Capital of Culture contribute to the strengthening and awareness of European citizenship among the citizens? The main purpose of the Forum was to analyze the nature and quality of citizen participation awareness and sense of belonging in terms of European citizenship in the frame of that perspective. The initiative "A Soul for Europe" has seen the successful approval of EU co-financing for the project "The Cultural Coalition for a Citizens Europe". In Portugal, activities took place in March and April 2013 in Guimarães under the "A Soul for Europe" initiative with the support of Setepés as an official office of "A Soul for Europe".

For more information and to see the full programme: <http://www.asoulforeurope.eu/node/1736>

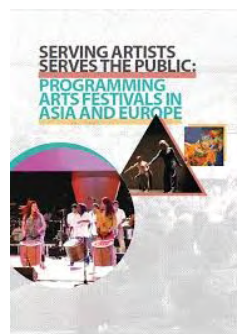
To learn more about Setepes: <http://www.setepes.pt/>

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LASALLE College of Arts, Singapore

New publication on Serving Artists Serves The Public



Why arts festivals? What is the stake of festival managers in the festivals they programme?

These are some of the questions at the heart of the new e-publication launched in April by LASALLE College of the Arts, Singapore, the Asia-

Europe Foundation (ASEF), and the European Festivals Association (EFA).

While "Serving Artists Serves the Public: Programming Arts Festivals in Asia and Europe" undoubtedly offers tools and techniques for emerging festival managers, it also uncompromisingly roots the conversation in the larger questions of the purpose and meaning of festivals. This raison d'être question evokes thought provoking answers from the publication's 15 contributors in 13 chapters.

The many challenges in relevantly and innovatively programming arts festivals are explored through case studies from China, India, the Netherlands, Singapore and Thailand, among others. Debates surrounding the importance of global and local contexts of festivals are thoroughly investigated, as are the variety of answers to the question: which public do festivals serve?

The roles and needs of festival managers working in today's competitive and often cash-strapped environment are also discussed at length. Networks – formal and informal – are acknowledged as valuable resources for festival managers, as are developing personal qualities such as resilience.

For more information visit:

<http://culture360.org/asef-news/e-publication-serving-artists-serves-the-public-programming-arts-festivals-in-asia-and-europe-2/>

To learn more about LASALLE:

<http://www.lasalle.edu.sg>

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Goldsmiths, University of London, United Kingdom

Two new MA programmes at ICCE



The Institute for Creative and Cultural Entrepreneurship (ICCE) at Goldsmiths has announced two new Master Degrees starting in September 2013: MA in Cultural Policy, Relations and Diplomacy and MA in Cultural Policy and Tourism. ICCE is a leading center for the study of cultural policy and arts management, creative and cultural entrepreneurship and social entrepreneurship. Goldsmiths is in the world's top 100, and the UK's top 20, institutions for Arts and Humanities for the third year running, according to the QS World University Rankings for 2012-13.

ENCATC member, ICCE in London, UK, invites you to apply to its new Master's Degree Programmes, which will provide enrolled students the skills and knowledge to become leading professionals in their respective fields of work. During the programme, students are able to create international, national and local networks that will be an essential resource for their future successful careers.

The Master's Degree Programmes consist of 180 CATS and can be completed in 1 year full-time or 2 years part-time. The programmes bring together people with diverse cultural, educational and artistic backgrounds, which provide a unique context for each individual to develop his or her potential.

For more detailed information on each of the programmes see:

MA in Cultural Policy, Relations and Diplomacy

www.gold.ac.uk/pg/ma-cultural-policy-relations/

MA in Cultural Policy and Tourism

www.gold.ac.uk/pg/ma-cultural-policy-tourism/

The experience of studying these subjects in London will be unique and life changing. Goldsmiths is located in South East London, just 10 minutes away from central London by train. See more about its vibrant multicultural area at www.gold.ac.uk/local/

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Carnegie Mellon University, USA

Master of Arts Management Program Hosts Americans for the Arts Convention Emerging Leaders



Carnegie Mellon University

Carnegie Mellon University will wrap up the yearlong 25th anniversary celebration of its Master of Arts Management (MAM) program by hosting the Americans for the Arts Convention Emerging Leaders Preconference on Thursday, June 13, at the Purnell Center for the Arts and College of Fine Arts.

The preconference, which takes place as part of the larger Americans for the Arts Annual Convention in downtown Pittsburgh later that weekend, focuses on current trends faced by emerging leaders in the arts field. It features keynote speaker Richard Evans, president of EmcArts, a social enterprise for learning and innovation in the arts, as well as a series of innovative lectures and workshops led by national arts leaders and distinguished Carnegie Mellon alumni.

"Change is happening all around us — in the way audiences are interacting with arts and culture, and how we as arts administrators are managing organizations to respond to the fluctuating needs of our communities," said Mara Walker, chief operating officer of Americans for the Arts. *"The 2013 Emerging Leaders Preconference will help participants learn to adapt to change within the arts world at the individual level, so they can lead change in their communities."*

Preconference sessions will discuss change management theory, leadership practices, and skills to work more effectively with internal organizational staff and external partners to move individual, organizational and community visions forward.

In addition to Evans' keynote address, the program features Carnegie Mellon Heinz College alumni Germaine Williams of The Pittsburgh Foundation and Justin Laing of the Heinz Endowments. Other national speakers include Margie Johnson Reese of Big Thought, Laura Zabel of Springboard for the Arts, Camille Schenckan of Centre Theatre Group, Javier Torres of Boston Foundation and Terence McFarland of LA Stage Alliance.

For more information:

http://www.cmu.edu/news/stories/archives/2013/may/may16_emergingleaders.html

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Information from other organisations

Transiberica network

Network of Iberian cultural centres launched in Bilbao

Transiberica Network, a network of independent cultural centres in the Iberian Peninsula, was officially launched on 5-7 April 2013 in Bilbao, Spain. This network will be a cooperation platform aiming at facilitating the development and consolidation of independent cultural spaces in Spain and willing to tighten collaborations and alliances also in Portugal. The official launch was also the opportunity to discuss the critical economic situation in Spain, and set up the priorities as well as an action plan for the newly established network. Discussions went deeper in the debate about independent cultural spaces' survival now that public subsidies are being cut or redirected into market oriented cultural initiatives. The objectives of the meeting were also to increase the Network's visibility, make its public presentation, define collaborative strategies among its members and formalize the organisation. Already several cultural spaces have joined the network, collaboration projects have been initiated and some basic lines of work have been defined in order to draw up the Network's Strategic Plan 2013-2015, which will be presented in Autumn 2013.

Learn more about the Transiberica Network here: <http://www.transiberica.org/>

IETM

New Secretary General for IETM

The Board of IETM is pleased to announce that Nan van Houte has been appointed as the new Secretary General of IETM following a public recruitment process. She will succeed Mary Ann DeVlieg who has led the organization for more than 18 years. The president of IETM Virve Sutinen acknowledged Mary Ann DeVlieg's dedicated work over so many years, and looks forward with excitement to the contribution that Nan van Houte will make to the network.

Nan van Houte has 35 years' professional experience in arts and culture as a dramaturg, general director, artistic director, programme developer, producer and journalist. She also has broad expertise in advocacy for culture in local, national and European councils and boards. Previously she worked as Programme Developer and Head of the International Department of Theater Instituut Nederland and before that as Director of [NES] theaters, the combined venues of Frascati and de Brakke Grond in the centre of Amsterdam. Since 2008 she is the co-founder and coordinator of "Breaking the Silence", a theatre programme supporting reconciliation in post genocide areas in Cambodia and Rwanda. She was on the Board of IETM from 2001, as Vice-President 2003-2006 and President in 2007.

For more information visit: <http://ietm.org/news/ietms-new-secretary-general>

European Festivals Association

General Assembly approves 6 new members and re-elects EFA President

The 2013 General Assembly & Conference of the European Festivals Association (EFA) took place from 18-21 April in Granada, Spain, and was hosted by the Festival Internacional de Música y Danza de Granada. It was the opportunity for 145 delegates representing 66 festivals from 35 countries to meet peer colleagues, to exchange on what is at stake in the world of festivals all over Europe and beyond, and to identify festivals' contributions to today's world. During the events the General Assembly, the Association representing 109 festivals from 44 countries re-elected its current President Darko Brlek.

Upon his re-election, he expressed his ambitions for his next term: *"I have seen the Association grow and develop. EFA has become a modern network that implements numerous artistically, educationally, politically oriented activities. During my next term, we will continue our work in four fields: 1. artistic and cultural exchange and collaboration; 2. training for*

the next generation of festival leaders; 3. dialogue with policy makers; 4. exchange of know-how on and first-hand insight into festivals; and 5. collaboration with colleagues across the world. This role can be realised thanks to a devoted work plan, a broad, active membership, dedicated Vice Presidents and Board members, a committed Secretariat, and close collaboration with partners from all over the world."

Furthermore, the General Assembly admitted six new members from six countries: Festival d'Automne à Paris (interdisciplinary; France); Usedom Music Festival (music; Germany); Riga Festival (music, Latvia); Menuhin Festival Gstaad (music; Switzerland); Turkish State Theatres (theatre; Turkey); and the Bulgarian Festivals Association (interdisciplinary; Bulgaria).

For more information visit:

http://www.efa-aef.eu/newpublic/upload/efadoc/18/130423_EFA_Press_Release_2013_GA.pdf

Latest developments in the European Policy Debate

CULTURE / COUNCIL PRESIDENCY: Unlocking culture's economic and social potential

On 17 May, Minister for Arts, Heritage and the Gaeltacht, Jimmy Deenihan TD chaired the European Youth Culture and Sport (EYCS) Conference in Brussels as part of Ireland's Presidency. The day's discussions focused on areas that the Irish Presidency had prioritized since beginning in January 2013. Invited to present his opinion, Minister Ireland's turn in the chair: *"I firmly hold the belief that culture is a sector which can contribute significantly to the*

CULTURE / COMMISSION: EU-Brazil reflect on cultural actions for sustainable development

On 21-22 May in Brazil, EU and Brazilian experts, decision-makers and cultural professionals met to discuss the role of culture as a catalyst for global governance and development with the aim to promote the exchange of initiatives and actions taken by the EU and Brazil in favour of the diversity of cultural expressions. Three discussion tables were organised to consider the contribution of culture to the three axes of sustainable development which include

CULTURE / COMMISSION: European prizes for culture have far reaching impact

On 15 May in Brussels, the European Commission released a publication study analyzing the impact of the EU prizes for culture which includes four different initiatives all supported through the EU Culture Programme: European Union Prize for Cultural Heritage - Europa Nostra Awards; European Union Prize for Contemporary Architecture/Mies van der Rohe Awards; European Union Prize for Literature (EUPL); and the European Union Award for

CULTURE / COMMISSION & EU COUNCIL: Culture ministers call for exemptions from EU-US trade talks

On 14 May, France's culture minister, Aurélie Filippetti, and 13 of her counterparts – from Germany, Austria, Belgium, Bulgaria, Cyprus, Hungary, Italy, Poland, Portugal, Romania, Slovakia, Slovenia and Spain – submitted a letter to the Irish Presidency of the Council of Ministers asking for television, internet and other media services to be excluded from talks on an EU-US free-trade deal. The position was back up on 17 May by a majority of culture

CULTURE / COMMISSION: "New Narrative for Europe" gets lift off

On 23 April in Brussels, the New Narratives for Europe project was launched at the Center for Fine Arts (BOZAR) in Brussels. On this occasion, the European Commission President, José Manuel Barroso, gave an opening speech in which he said, *"A new narrative for Europe, not because we don't remain loyal to the raison d'être of the European community and the European Union; of course this remains valid. But because I think we need, in the beginning of*

CULTURE / COMMISSION: EC asks for modernising VISA policy

Visas are one of the main challenges for artists working across borders, and the related administrative procedures can have important impacts from the economic, psychological and professional point of view. Problems and delays with visas affect both the artists and cultural professionals ready to travel and their inviting European counterparts (festivals, theatres, galleries, conference organizers etc.). The Commission is reviewing the procedures for issuing

CULTURE / COMMISSION: European Union unveils new report on Internationalisation of CCI

Back in July 2012, the European Commission's Directorate General for Education and Culture asked for a commented mapping of strategies and bodies existing in EU Member States to support the export and internationalisation of goods and services in the cultural and creative industries (CCIs), as well as contextual data on trends and export volumes and a final analysis of the evidence presented. The findings, first published in February

CULTURE / PARLIAMENT: EP publishes study on Models of Access in the Digital Era

The European Parliament commissioned a study on the Public and Commercial Models of Access in the Digital Era that was made available online in April. This study provides an overview of the status and potential evolution of how content is delivered to the wider public in Europe, including the experience of the public sector and commercial providers. The media and content sector encompasses a set of industries including music, film and video, publishing

EDUCATION / COMMISSION: LLP Programme expands to welcome Montenegro

On 24 May 2013 Montenegro signed a Memorandum of Understanding (MoU) establishing its full participation, for the budget year 2013, in all the actions of the European Commission's Lifelong Learning Programme. This participation will encourage and facilitate the free movement and residence of students, teachers, trainers, trainees, university administrators, young people and other eligible persons moving between Montenegro and the Member

EDUCATION / COMMISSION: Stimulating cooperation between universities in Europe and Tunisia

On 14 May, the European Union agreed on additional funding to further develop the modernisation of higher education as well as the international cooperation capacity of higher education institutions in Tunisia under the Erasmus Mundus and Tempus programmes. This will mean more funding for universities in Tunisia and Europe to cooperate together on transnational projects. The funds will also provide more scholarships to Tunisian students

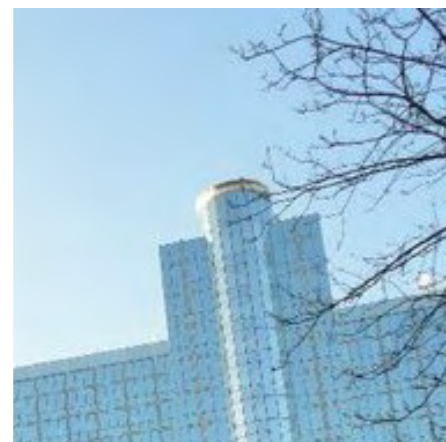
EDUCATION / COMMISSION: Moving Europe beyond the crisis

On 29 May, the European Commission adopted recommendations to EU Member States designed to move Europe beyond the crisis and strengthen the foundations for growth. These recommendations are based on detailed analyses of each country's situation and provide guidance to governments on how to boost their growth potential, increase competitiveness and create jobs in 2013-2014. Taken together, they represent an ambitious set of reforms

**LET'S CHECK THE EU CALENDAR!****What is happening in European Institutions?**

- ✓ European Parliament
- ✓ European Commission
- ✓ European Council
- ✓ European Economic and Social Committee

Click here to stay up to date with meetings and events going on at major EU institutions: <http://europa.eu/eucalendar/>



What information are you missing to get the full picture?

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encatc NEWS

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EDITORIAL
ENCATC and the University of Antwerp unveil the hidden side of Fashion Management

ENCATC, in partnership with its member, the University of Antwerp, is offering another exciting Summer School in Fashion Management from 26-30 August 2013 in Antwerp, Belgium.

Well known for its creative high-fashion designers currently working in the most important fashion houses in the world, the setting of this summer school is more than perfect for those desiring to learn more about what goes on behind the scenes of fashion management. Since the emergence of 'The Antwerp six' at the end of the 1980s, the city has taken on the status of a real 'fashion city', a status confirmed by events such as 2011's year of fashion, 'Mode-Fashion Landed' 'Geland' and by the influence of the renowned Fashion Department of Antwerp's Royal Academy of Fine Arts and the work of its graduates.

In order to respond to the sector's need for continued professionalisation, the University of Antwerp's Department of Management/Cultural Management has designed a unique 5-day summer school programme focusing on managerial needs of this creative sector that builds on Antwerp's rich fashion and creative tradition.

The programme will introduce participants to the real world of fashion management. Renowned national and international academics will lecture on different aspects of management specifically tailored towards the fashion industry (e.g. strategic management, financial management, communication management, marketing and branding). Professionals working in the industry will discuss their experiences in the exciting world of fashion and give participants a behind-the-scenes look at their organisation or business. Participants will have a guided visit of Antwerp's thriving fashion district and discover various local fashion houses.

This summer school is specially designed for Master's and PhD students in (cultural) management who wish to explore fashion management more deeply as well as for young professionals. The knowledge and skills specifically tailored towards the fashion business will enable all summer school participants to anticipate the particular needs and dynamics of the industry later in their careers.

The involvement of ENCATC in this unique project proves once more our strong commitment to join forces with our members to efficiently contribute to the professionalisation of the creative and cultural sector.

Yours truly,
Giannina Cogliandro Beyens
ENCATC Secretary General

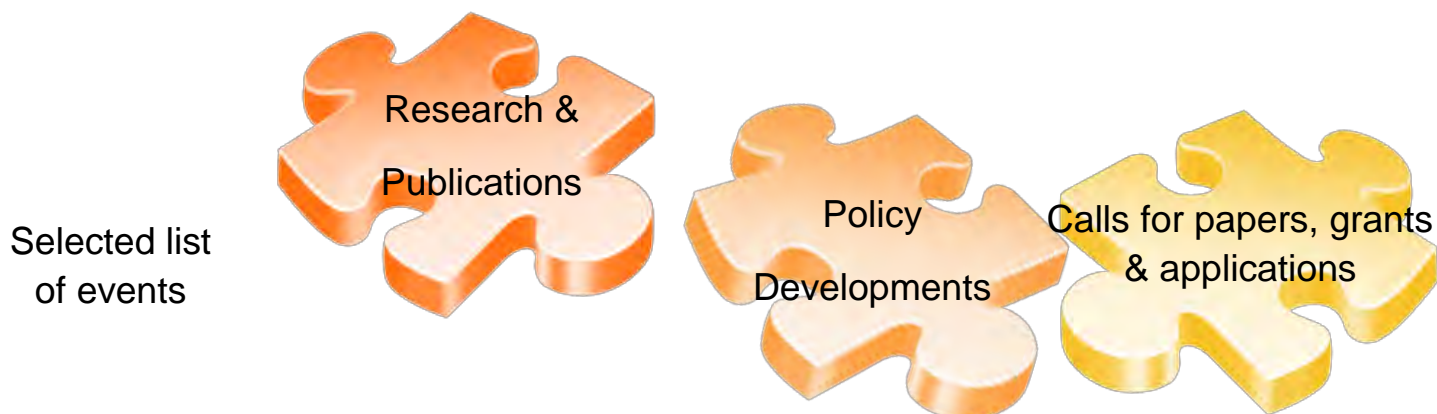
To learn more about this Summer School programme in Fashion Management visit the University of Antwerp's website:
<http://www.uva-antwerpen.be/en/encatc>
or TEW#idm=106887

ENCATC NEWSLETTER DISTRIBUTION

The full version of the ENCATC Newsletter is only available to ENCATC Members. A digest of the ENCATC Newsletter is distributed to non-members so as to inform them of the subjects dealt with in ENCATC. The ENCATC Newsletter is published at Place Flagey, 19 / B-1050 Brussels, Belgium. For more information, contact us at Tel / Fax: +32 2 201 26 12 or info@encatc.org

Join us to receive the **FULL VERSION** of the ENCATC Newsletter to get the last pieces of the puzzle!

Access to the full list of our selected events, research & publications, calls and policy developments are available in the **members only** version of the **ENCATC Newsletter**.



ENCATC news is a monthly electronic newsletter for all those interested in new happenings and research in the field of **cultural management** and **cultural policy**.

ENCATC is the leading **European network on Cultural Management and Cultural Policy Education**. It is an **independent membership organization** gathering over **100 higher education institutions** and cultural organization in over **40 countries**. ENCATC was founded in 1992 to represent, advocate and promote cultural management and cultural policy in higher education and to create platforms of **discussion and exchange at the European and international level**.

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