

## ISSUE N°5 / 2013

ENCATC NEWS is a monthly information service for ENCATC Members produced by the ENCATC Office

**Editor:**  
Giannalia Cogliandro Beyens

**Contributors:**  
Elizabeth Darley

### IN THIS ISSUE

News from the ENCATC Brussels Office	2
▪ ENCATC Networking	6
▪ ENCATC Building Capacities	9
▪ ENCATC Research	13
European Projects	14
ENCATC in Contact	15
Information from members	16
Information from AAAE	20
Information from other organisations	21
Latest developments in the European Policy Debate	22

## DIGEST

### What is culture's contribution to Europe? Brussels Conversations 2013

14 December 2013 // Brussels, Belgium

Dear members,

Dear colleagues,

*What concrete developments and changes would you propose for the political agenda of the EU relating to culture, values, democracy, and citizenship? What questions would you ask the political candidates in the run up to the 2014 elections?*

ENCATC, as a partner of the European House for Culture (EHfC), and the House's other partners are organizing the Brussels Conversations 2013, bringing together innovative and influential individuals to discuss the Decisive Deal, a process to define culture's contribution to Europe in the context of the European elections taking place 22-25 May 2014.

The event will take place in Brussels on Saturday 14 December from 9:30-15:00. The Brussels Conversations 2013 will be an invitation-only roundtable discussion bringing together 50 inspiring citizens, hosted by De Munt/La Monnaie in Brussels.

Over the last year, "A Soul for Europe" (ASfE) has built a Cultural Coalition for a Citizens' Europe (CCCE), a network of partner organizations and individuals working to create a Europe of citizens through one of Europe's most valuable resource, its culture. The European House for Culture and the CCCE are now embarking on a programme towards the 2014 European elections: the Decisive Deal.

The [2014 European elections](#) will be different from years past, with each political party of Europe nominating candidates for President of the European Commission. "A Soul for Europe" and the Cultural Coalition for a Citizens' Europe are inviting these candidates to debate critical European issues with

artists and intellectuals at the [Berlin Conference 2014](#) (3 March 2014).

To jumpstart the dialogue, the European House for Culture and A Soul for Europe have developed a working document under the title [The Decisive Deal: A European Resolution on Culture, for Values, Democracy and Citizenship](#). The Brussels Conversations will enter into a deep discussion about this document. At the same time, we invite all citizens to give feedback on the ideas laid down in this draft pact. These initial proposals are based on the results of discussions with citizens that took place in 2012/13 across Europe, with two more [events](#) coming up: the Amsterdam Conversations 2013 (29 November 2013) and Brussels Conversations 2013 (14 December 2013).

ENCATC, together with all the members and friends of the European House for Culture and the Brussels Conversations 2013 have an important role to play in this process: we will review and discuss the content that the Cultural Coalition for a Citizens' Europe has gathered over the past 18 months formulate proposals to serve as the topics for the debate at the Berlin Conference 2014. The Berlin Conference on 3 March 2014 will formalize the proposals into suggestions to be brought before in the European Parliament.

While this is an invitation only event, should you be interested in participating you can express your interest to [info@houseforculture.eu](mailto:info@houseforculture.eu) by 1 November. Please write stating your motivation for attending and how you imagine yourself contributing to the discussion.

Yours truly,  
Giannalia Cogliandro Beyens  
ENCATC Secretary General

This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



ENCATC is an official partner UNESCO partner NGO.

### 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](mailto:info@encatc.org)

## News from the ENCATC Brussels office

### ENCATC welcomes two new trainees in Brussels



In September, the ENCATC Brussels Office welcomed two new trainees: Alejandra Munguía Salazar and Carles Castellar!

**Alejandra Munguía Salazar** has arrived from Mexico to assist the ENCATC Communication Department from September to November 2013. She's currently studying Cultural Management and Contemporary Art at the Western Institute of Technology (ITESO) in the city of Guadalajara, Mexico. In 2010 she spent 6 months at the New England School of Photography (NESOP) in Boston, USA to pursue her passion for [street photography](#). She has also studied audiovisual arts at the Centro de Artes Audio Visuales (CAAV) in Guadalajara. To satisfy her passion for writing, she has also studied at the Sociedad General de escritores de México (SOGEM). Alejandra is very excited about this opportunity at ENCATC to develop her skills in an international NGO and to be part of a dynamic intercultural team. Her traineeship in Brussels is framed in [Cross Atlantic Education Exchange](#), an ENCATC initiative launched in 2012, that aims to foster dialogue and mobility between academics, researchers, students, artists and cultural managers based in North and South America and Europe.

Arriving from Spain, **Carles Castellar** is doing his traineeship in the ENCATC Activities Department from September 2013 to March 2014. In 2012, he earned a bachelor degree in Political Science and Public Administration from the University of Valencia. That same year, he graduated in Interpretation of Music from the High Conservatory in Valencia. Last July he finished his Master's degree in Public Management at the Autonomous University of Barcelona, specializing in culture and youth policies. He also has previous experience in several international cultural projects and has been involved in organising festivals and art events at the local and regional level such as the "Projecte Rafel Festival" and "Rafel Ensemble d'Arts". He has enjoyed designing music performances for the promotion of contemporary art and multidisciplinary mixtures of the arts and culture. This internship at ENCATC will be an opportunity to apply his skills at the European and international level and work in a multicultural environment.

### ENCATC AGENDA September - October 2013

**23 SEPT // Paris, France** - As an official UNESCO partner NGO, ENCATC Secretary General, Giannalia Cogliandro Beyens was in Paris, France to attend the first Forum of NGOs, organised by UNESCO on the theme "What Education Goals for Tomorrow's Citizens of the World: Is Quality Enough?"

**27 SEPT // Brussels, Belgium** - ENCATC Board member Fabio Donato has been appointed adviser to the Minister of Education and Research and was asked to be the Italian representative of the Horizon 2020 programme for the SC6 - Europe in a changing world - inclusive innovative and reflective society that comprises the topics of cultural heritage as well. He was in Brussels to attend the first kick-off meeting.

**02 OCT // Brussels, Belgium** - ENCATC Secretary General, Giannalia Cogliandro Beyens, was invited to share her expertise as a panelist for the "Brussels at the Heart of European Identity" Symposium organised at the Chamber of the Brussels Parliament. She was invited to speak on culture and its vital role in European citizenship. Or does GL want this to be a full article?

**03 OCT // Brussels, Belgium** - ENCATC welcomes member, The Tallinn Creative Hub to our offices in Brussels to learn about their upcoming projects and discuss possible synergies for 2014.

**04 OCT // Brussels, Belgium** - ENCATC Secretary General, Giannalia Cogliandro Beyens, met with ENCATC member, Paul Dujardin, the artistic director of BOZAR, the center for fine arts had the honor to attend the opening of the [Europalia International Arts Festival](#) opening. This year's festival is dedicated to the theme of India.

**18 OCT // Brussels, Belgium**  
ENCATC was invited to present the network to 26 Swedish cultural operators coming with Kulturen - a Swedish study association with a focus on culture and art - who was interested to know more about ENCATC. They met at the Swedish Permanent Representation to the EU.

**22 OCT // Barcelona, Spain**  
ENCATC member, Antonia Silvaggi presented the [CREA.M](#) project, *Creative Blended Mentoring for Cultural Managers*, on behalf of ENCATC President, Cristina Ortega at 20<sup>th</sup> Anniversary of the APGCC (Associació. de Professionals de la Gestió Cultural de Catalunya (APGCC)). To learn more about CREA.M, see page 14.

## ENCATC Board meets in Spain for its 3<sup>rd</sup> meeting of 2013



The ENCATC board gathered in Bilbao, Spain from 25-26 September to discuss the continuing implementation of the 21<sup>st</sup> ENCATC Annual Conference “Rethinking Education on Arts & Cultural Management” that will be held next 5-7 November 2013 in Antwerp. The board also discussed the 21<sup>st</sup> ENCATC General Assembly and other upcoming ENCATC activities this fall and winter, the approval of new members, and remaining tasks to be implemented in the 2013 Working Programme.

The board will hold its next meeting in November in Antwerp, Belgium.

## ENCATC interviewed by News Tank Culture

ENCATC has been featured in the French online culture news publication *News TankCulture.fr*. While researching key cultural players in Brussels, NewstankCulture.fr contacted ENCATC to learn about the network's activities and share this information with its over 4,000 online News Tank Culture subscribers who are mostly based in France. The online publication sees culture as a necessity, especially during these difficult times and particularly in France, a country with a long history of cultural tradition. Current affairs reinforce this notion and prove culture's vitality in contributing to economic and social recovery. It has invested in high-level resources in order to meet the high expectations of industry leaders. As News Tank Culture provides useful and up-to-date information in three key areas: MUMOP (museums, monuments, heritage), SPEC (performing arts) and MUS (live and recorded music), it was very interested to learn more about ENCATC and its activities.

To learn more: <http://culture.newstank.fr>

news tank  
culture

## ENCATC continues to strengthen ties with Asia

ENCATC is a partner in one of the four projects out of 53 to be shortlisted for the 1<sup>st</sup> edition of the Asia-Europe Foundation's **Creative Networks** which was launched with the aim to encourage collaborations that can reinforce bi-regional networking in the cultural field. ENCATC has passed the first selection process with the project “**Network as learning experience**”. This project proposal, in partnership with our sister network the Asia Pacific Network for Education and Research (ANCER) and the Hong Kong Institute of Education in China, aims to create a long lasting platform for cultural networks across Asia and Europe acting in the field of cultural management and policy.

This development is further proof of ENCATC's commitment to strengthening ties with partners, researchers, academics, cultural operators and students in Asia and to facilitating the exchange of knowledge, research and practice.

ENCATC's efforts to forge new synergies with Asian partners started to take off in 2010 when ENCATC members presented two papers at the UNESCO 2<sup>nd</sup> World Conference on Arts Education in South Korea. Following next was ENCATC's expertise contribution in the creation of the ANCER network and attendance to annual ANCER meetings in 2011 and 2012 in Singapore. ENCATC has also been

called on to provide expertise in Europe-Asia cultural diplomacy with contributions provided at the closing event of the EU-China year of Intercultural Dialogue in Brussels in 2012. In 2013 ENCATC was called this time to China to share expertise at the UNESCO international Congress entitled, “Culture: Key to Sustainable Development”. Furthermore, ENCATC has witnessed over the past few years a steady increase in the number of participants from Asia attending our events. For this year's 4<sup>th</sup> Annual ENCATC Research Session to be held in Antwerp, Belgium, five of the 27 presenters are coming from Asia to share their latest research in cultural management and policy.

Finally, with the ambition to promote international mobility as well as excellence in teaching and research for strengthening ties with non-European partners, ENCATC launched in early 2013 the [Asia Region Education Exchange](#) (AREE), its newest mobility initiative which aims to bring attention to the mobility and knowledge exchange of academics, researchers, cultural operators, and students in the Asia Region and Europe.

ENCATC looks forward to more future developments and synergies with our colleagues in Asia!

## ENCATC welcomes our newest members!

For this issue of the ENCATC Newsletter we welcome four new members from Italy, Taiwan, Spain and Austria! Learn more about our newest members and why they wanted to join ENCATC!



### Karlshochschule International University, Department "Management and Performance"

**Karlshochschule** International University in Karlsruhe is an

innovative foundation university with a cultural orientation. With its central idea of "Rethinking Management", the University aims to make a critical contribution to traditional economic approaches. Cultural, social, and business studies are rendered fertile grounds for management studies, with an interpretative and qualitative focus on research and teaching (Bachelor, Master, PhD). The "Karls" is characterized by room for debates and interdisciplinary exchange, for inspiration and playful exploration, for challenging and for thinking further: those who push their limits will feel right at home with us.

#### Why did you join ENCATC?

*Karlshochschule International University puts a strong focus on international collaboration and exchange in all of its areas of teaching and research. After five years of offering a study programme in Arts and Cultural Management, we have established a widely recognized programme with reliable regional and national network of partners. We now feel the time has come to further open up to and participate in the international, and particularly the European discourse on cultural management. We believe that our institution will be able to learn a lot from an intense international dialogue on best practices as well as contemporary challenges for cultural management education as well as for cultural management and artistic institutions in general. At the same time, we trust that we can be a dedicated partner in the ENCATC network, who is also able to make relevant contributions to the network, especially given the specific background of Karlshochschule as a university focusing on management from a cultural and interpretative perspective.*

To learn more: <http://karlshochschule.de/de/>

#### ENCATC contact:

Prof Dr Martin Zierold [mzierold@karlshochschule.de](mailto:mzierold@karlshochschule.de)

### Tetiana Biletska



Tetiana Biletska has years of experience in management and policy development of projects and programmes related to culture/arts, social development and education of the EaP countries. She also does consultancy for large scale international cooperation

projects and designs capacity building activities at the regional level and country specific technical assistance addressing policy reforms, networking, advocacy and promotion of cooperation between public and independent cultural actors.

#### Why did you join ENCATC?

*I am interested to share experience on providing capacity building to cultural actors and supporting cultural policy development of Ukraine and other Eastern Partnership countries; to get information for improvement of services provided by my recent project and for personal professional development. Special area of my recent professional interests is development of professional/civil society networks at the level of 'Greater Europe' and a wide range of issues related to efficiency of reforms in post-Soviet and post-socialist countries.*

#### ENCATC contact:

Tetiana Biletska [tetiana.biletska@gmail.com](mailto:tetiana.biletska@gmail.com)

### IMT Lucca Program Management and Development of Cultural Heritage (MDCH)



IMT Institute for Advanced Studies Lucca is a research university within the Italian public higher education system. As an *institute for advanced studies*, IMT hosts researchers who carry out methodological research, held to high scientific standards, leading to the development of new knowledge. IMT's specially designed campus fosters the continual presence of visiting scholars that contribute to creating a

stimulating and intellectually lively environment. At the same time, IMT is also an *institute of technology* where numerous research projects are undertaken to apply cutting-edge scientific results to solve problems of economic, industrial, and societal interest. The pillars of the institute's research model are its thematic research units, highly specialized in a specific field, that often cooperate in interdisciplinary projects. IMT's institutional role is also that of a *graduate school* where knowledge is transmitted to young PhD students. The multidisciplinary PhD program of IMT, organized into thematic curricula, promotes the full integration of research and education. An appropriate balance of methodological rigor and applicative relevance is emphasized to best prepare IMT's PhDs in finding key appointments in research centers, companies, and public institutions.

#### Why did you join ENCATC?

*We joined ENCATC because we want to give our students, researchers and professors the possibility to access the resources and initiatives promoted and organized by ENCATC. We see ENCATC as a great resource!*

To learn more: [www.imtlucca.it](http://www.imtlucca.it)

#### ENCATC contact:

Maria Luisa Catoni [marialuisa.catoni@imtlucca.it](mailto:marialuisa.catoni@imtlucca.it)

### Lithuanian Academy of Music and Theatre, Lithuania



The Lithuanian Academy of Music and Theatre (LMTA, Academy) is an arts university that specialises in music, theatre, film and dance with the mission to ensure a sustainable development of arts and artistic research, participate in shaping the policy of the national art education and culture, foster the spiritual harmony and the national identity, and educate the most artistically gifted young people into creative, initiative, entrepreneurial members of the society who would be open to Lithuania and the entire world. LMTA is the only major higher education institution in Lithuania which provides educational strands at tertiary level in Music (Music Performance, Composition, Sound Directing, Musicology,

Ethnomusicology), Theatre (Acting, Directing, Dance), Film (Directing, Photography, Screenwriting, Digital Editing), Pedagogy (General Didactics of Music, Music Pedagogy), and Art Studies (Art Management, Film and Theatre Studies).

#### Why did you join ENCATC?

*LMTA traditionally has a lot of international contacts, partners and projects in music, theatre, dance, and film areas. The Art Management Department is one of the youngest in the Academy, and its international activities until now depended on a personal initiatives and interests of lecturers. We hope that joining the ENCATC network will launch development of international partnership in the Art Management Department on a new qualitative level - will allow to follow international research, discussions, trends in arts management on an institutional level, open new opportunities to find partners, to design new projects both for student and teacher exchanges, including hosting international events at the Academy.*

To learn more: [www.lmta.lt](http://www.lmta.lt)

#### ENCATC contacts:

Elona Bajoriniene: [elona.bajoriniene@lmta.lt](mailto:elona.bajoriniene@lmta.lt)

Giedre Kabasinskiene: [giedre.kabasinskiene@lmta.lt](mailto:giedre.kabasinskiene@lmta.lt)

### Lidia Varbanova, Canada / Bulgaria



Lidia Varbanova is a leading expert in arts management. Her areas of professional interest include: strategic management and entrepreneurship in the arts, organizational change and capacity building, innovative fundraising and marketing models in the arts,

international cultural cooperation and networking, and using online technologies in the arts management practice and teaching.

Learn more about Lidia Varbanova in our **ENCATC in Contact interview** on page 15.

#### ENCATC contact:

Lidia Varbanova: [lidia\\_global@videotron.ca](mailto:lidia_global@videotron.ca)

Be part of a growing and diverse network of leading cultural management and policy academics, experts, researchers, educators, trainers and cultural operators!

Join us on the web to learn more about [becoming a member](#) and our membership services!

## ENCATC Networking

**ENCATC's Annual Conference programme includes over 50 experts and speakers from around the globe!**

**“Rethinking Education on Arts & Cultural Management”  
5-7 November 2013 // Antwerp, Belgium**

From 5-7 November in Antwerp, join us for the 21<sup>st</sup> ENCATC Annual Conference “Rethinking Education on Arts & Cultural Management.” This year we offer a rich and dynamic programme with over 50 experts and speakers coming from 17 countries from around the globe! Don't miss this opportunity to learn from leaders in arts and cultural management, get up to date on the latest developments in the field, expand your professional contacts and join the discussion!



**REGISTER TODAY**  
**See the full programme!**

## ENCATC Thematic Area “Europe International” wants to hear from you!

In preparation for the [21<sup>st</sup> ENCATC Annual Conference](#) (5-7 Nov. 2013) and the Seminar on “Education in Cultural External Relations – Cultural Diplomacy programmes: competences and skills required for future managers”, the ENCATC Thematic Area “Europe International” invites you to partake in a discussion on what a curriculum in Cultural Relations and Diplomacy should contain.

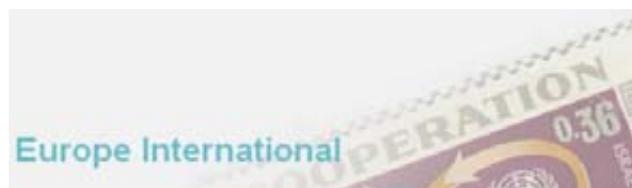
There is a growing interest in teaching and creating new curricula in Cultural Relations and Diplomacy. Traditionally there have been many programmes both undergraduate and postgraduate in International Relations but the focus has not been on culture. There are a very few new programmes relating culture to International Relations and Diplomacy however it is expected over the next few years for this to increase as cities, regions and countries need people educated to represent them and engage with others worldwide. Some international cultural organisations now distance themselves from engaging in Diplomacy as that is seen as representing a state or particular culture and uses a specific language but rather engage in Cultural Relations, seen as a more open and mutual activity. Also the state mechanisms of communication through embassies are maybe becoming less effective with the rise of social media and person to person communication. This debate between the impact of Cultural Relations and Diplomacy has been a current one for a few years now and is still in many cases pertinent. Considerable literature is available on the subject and creating bibliographies for study is relatively easy.

However when creating a curriculum some things seem essential core learning, other areas less so.

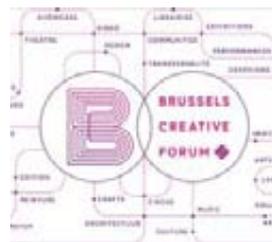
What we would like to invite you to do is give us your opinion on what a curriculum in this area should contain.

**Share your contribution here:**

<http://www.encatc.org/europe-int/?p=313&preview=true>



## Cultural Happy Hours networks with Brussels' cultural and creative actors



Under a marquee on Palace Square, in the heart of Brussels' arts district, the 7<sup>th</sup> Cultural Happy Hours invited guests to the “Network of Networks” drink at the first [Brussels Creative Forum](#), an initiative that unveils the uniqueness and abundance of Brussels' cultural and creative offers. Bringing together a public lounge, entertainment and project presentations, the Brussels Creative Forum was a unique opportunity to grasp Brussels' creativity,

richness, diversity, expertise, relevance and originality. All sectors and cultural actors were present: music, performing arts, visual arts, architecture and heritage, museums, festivals, cultural centers, exhibitions with cultural content.

The Cultural Happy Hours is a new 2013 initiative of ENCATC, in partnership with Culture 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.

**To learn more about the Cultural Happy Hours:**

<http://www.encatc.org/pages/index.php?id=293>

*“This initiative is exactly what all cultural people in Brussels need. Informal meetings in informal settings such as arts centres, museums, arts galleries etc. are just great to get to know better people active in the same field and other sectors.”*

- Frédéric Meseeuw, BOZAR

In partnership with

**CultuurContactpunt Vlaanderen**  
Departement Cultuur, Jeugd, Sport en Media



## ArtLab13 Regions Culture Innovation: What to keep and what to change

Organised by ENCATC member, Fondazione Fitzcarraldo in partnership with 37 institutions, including ENCATC, ArtLab13 took place from 24-28 September in Lecce, Italy. This 5 day event brought with it a dynamic atmosphere and a positive feeling for a real possibility of change.

*"ArtLab this year went well beyond expectations," said Ugo Bacchella president of Fondazione Fitzcarraldo, "Participation has been very high with over 400 people that registered online and more than 150 speakers. Moreover, on 27 September, in addition to the online subscriptions, there were about 140 people that asked to sign up at the desk. Participants were of a wide variety: professionals coming from cultural sector, engineers, architects, business managers, artists, and social workers. It was exactly the goal we wanted to achieve: to gather and mix up all those who are working beyond the usual patterns of culture to find solutions that meet community needs."*

ArtLab's success shows clearly the need for places of mediation where those interests can be brought back together and discussed. It's necessary to start again from beauty and creativity, which are the only ones able to give new sense to architecture, landscape, cities and life itself.

What are some practical results emerged from ArtLab13? Several network projects involving operators from different backgrounds, a national network of collaboration among training institutions specialized in management for culture and heritage, collaboration among regional authorities to exchange best practices and find synergies for the development of new territorial policies.

Furthermore, a smart city is a city that knows how to meet the needs of its inhabitants and of those who visit it regardless of their age, geographical origin and social status. It also ensures to everyone the conditions to produce income. The issue of accessibility becomes a matter of crucial importance not only in regard to access to services, but especially in regard to their conception and design. A careful consideration on this theme requires a new point of view that must include the needs of all those stakeholders that were ignored until today.

Some suggestions came from two of the scheduled meeting at ArtLab13: on one side "we must love our audience and we need to let them know," on the other "we want all the technology in the nineteenth

century, but we do not want the ethics of the nineteenth century."

Culture is the common denominator and the primary actor in social innovation, the trigger for 'proactive action' and the only one capable to let institutions, companies and cultural professionals work TOGETHER.

Now we have a year of time to process and interpret what's been said, to act in consequence of it and then meet again for a new edition of ArtLab, hopefully in a smarter Lecce.

For more information: <http://artlab.fitzcarraldo.it> or contact Laura Cherchi: [laura.cherchi@fitzcarraldo.it](mailto:laura.cherchi@fitzcarraldo.it)

### Check out the more than 10 videos from ArtLab13!

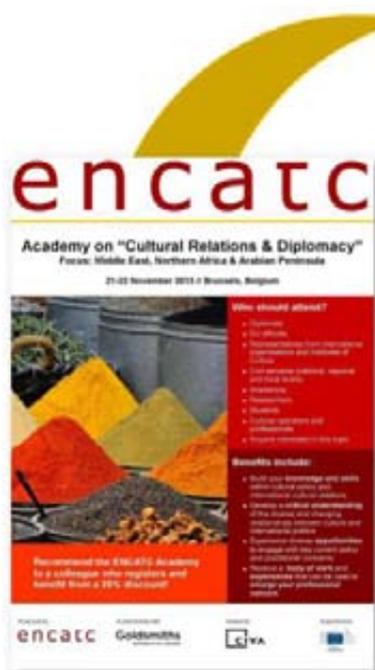
Videos are in Italian.



## ENCATC Building Capacities

Have you seen the latest from ENCATC's Academy on  
"Cultural Relations and Diplomacy"?

21-22 November 2013 // Brussels, Belgium



Look inside to  
meet our  
experts!



Space is limited so be sure to register  
by 4 November!

ENCATC invites diplomats, EU officials, representatives from international organisations and Institutes of Culture, civil servants (national, regional and local levels), academics, researchers, students, cultural operators and professionals, and anyone interested in cultural relations and diplomacy to register for this intensive **2-day learning programme** with a special focus on cultural relations and diplomacy in the Middle East & North Africa.

*"Organisations and cultural operators must be aware of the current political and geopolitical challenges Arab countries are facing after the Arab Spring to be able to work properly with artists and cultural operators and organisations located in this Region. It is important that learning programmes provide this target group with the skills and knowledge they need to succeed in their international projects,"* said Giannalia Cogliandro Beyens, ENCATC's Secretary General.

The ENCATC Academy has the ambition to offer a unique opportunity to the participants to deepen their knowledge in this field and be better prepared to overcome unexpected challenges in the field of culture and external relations. This capacity building Academy is also a unique opportunity to learn in a multicultural environment and for participants to extend their personal and professional networks.

*"Dialogue and cooperation are in a fast-changing world more than ever required for building bridges between countries that have to reshape their own perceptions of being either global players or remote losers of globalisation. Soft power and openness to cultural diversity are therefore connected weapons for becoming/remaining global players. The ENCATC Academy gives an opportunity to the participants to exchange about cultural diplomacy taken into account from different (and complementary) points of view,"* said Jean-Baptiste Cuzin, Head of office International and multilateral Affairs, French Ministry for Culture and Communication and invited expert to the first ENCATC Academy in 2012.

**Register** today and **download** the ENCATC Academy brochure to see the full learning programme!

The ENCATC Academy is a joint initiative of **ENCATC** and **Goldsmiths, University of London**, the leading higher education organization in delivering a post graduate programme in this field. It targets about **20 participants** interested to gain further and up-to-date expertise in this domain.

**To learn more:** <http://www.encatc.org/pages/index.php?id=271>

## ENCATC International Study Tour to stimulate dialogue between the USA and Europe

**2-5 December 2013 // New York City, USA**

ENCATC has released the programme for its 2013 International Study Tour "**New models for arts and cultural organisations: Innovative case studies from the USA**" that will be organised next 2-5 December in New York City.

New York is a dynamic cultural hub home to many of the world's most famous artists, musicians, performers and renowned artistic directors and managers. Its capacity to attract new artistic talent from around the globe means we look to this city for innovative sparks and inspiration. The city has hundreds of cultural offers from museums and galleries, to music and performance halls, theatres, and art centers, many of them internationally recognized for their excellence and creativity.

Participants will have the unique opportunity to **learn** and **exchange** with colleagues from US and Europe, **gain a better understanding** culture's role in American society, as well as **develop collaborations and ties** with universities, art organisations and cultural companies based in New York City. The rich and dynamic programme includes 12 study visits and a variety of lectures from experts on topics such as new business models for the cultural sector, cultural policy, audience development, the place of culture in sustainable development, building new communities through social media and more!

Don't miss this opportunity to discover, learn and network by [registering](#) today and [download the brochure](#) with programme, study visit details and more!

The International Study Tour is one of many activities organised in the framework of ENCATC's mobility initiative, the [Cross Atlantic Education Exchange](#) (CAEE). This particular ENCATC International Study Tour is organised in collaboration with ENCATC's American sister network AAEA ([Association of Arts Administration Educators](#)).

Organised by



In the framework of



A mobility programme of ENCATC

In partnership with



With the support of



**Discover and explore with planned  
study visits across NYC!**



## ENCATC/BIME Workshop: Inventing the Album of 2025

20 November 2013 // Bilbao, Spain

Are you tired of listening to stories of doom and gloom about the recorded music industry? Are you ready to do something about it?

Fast forward to the year 2025.

Imagine a future where the challenges of the last decade are long forgotten, where technology, art and commerce are fully in synch.

Designed and initiated by BIME, in partnership with ENCATC, this workshop “**Inventing the Album of 2025**” will be organised in Bilbao, Spain on **20 November**. This workshop is designed for **30 individuals** who are **cultural operators, academics, researchers, educators, students** and anyone interested in **music** and **culture and creative industries**.

This workshop will provide the expertise and environment to explore and brainstorm on the future of the music industry. What would happen if you were dropped into a scene from 2025 where a fan is fully immersed in and enthralled by the latest release from their favorite musical artist, what will that look like? What *could* it look like once the smartest minds of the day tackle the challenge? How can technology convey the emotion of music in the most satisfying way? How does video work into the picture? What role does interactivity play? These are just some of the questions, workshop participants will explore with renowned music composer and producer, **Stephen Webber**, director of Academic Technology and director of Music of Technological Innovation at Berklee College of Music in Valencia.

Inventing the Album of 2025 will consider what is technologically, economically, and artistically possible. By the end of the session, participants will optimistically and creatively project what the future record album should look, sound, and feel like in 2025. Participants should come to the master class ready to brainstorm, advocate for their ideas, and change the world of music for the better.

Held in the larger framework of the **Bizkala International Music Experience (BIME)** Conference, which will take place from 19-23 November, **ENCATC workshop participants can also benefit** from 5 days of activities and expand their professional relationships and ties in the sector. This international conference will attract a large public to hear from the most influential voices from the music scene, share experiences, and get first-hand experience of the latest trends in the industry that is looking for new models for this millennium.



With scenarios for the future with stakeholders in mind, a multitude of activities spread across the width and breadth of the region, BIME connects ideas, people and breakthrough proposals in music.

### Early bird booking fee until 31 October:

89.00 EUR (This fee includes attendance to the workshop and the BIME from 19-23 November.)

**To register for the ENCATC/BIME workshop (and the BIME conference) please write to:**

[formacion.bime@edu.net](mailto:formacion.bime@edu.net)

**Workshop duration:** 3 hours

**Working language:** English

**To learn more about the BIME Conference:**

[www.bime.net](http://www.bime.net)

### Meet your expert!



### Stephen Webber

Stephen Webber is the director of Academic Technology and director of Music of Technological Innovation at Berklee College of Music in Valencia, Spain. He has over twenty-five years experience as a record producer, engineer, session player, music director, studio designer, recording artist, and DJ. He is also an Emmy Award-winning composer, the author of *Turntable Technique: The Art of the DJ, the first book to teach the turntable as a musical instrument*, has worked as a writer for Mix, Remix, Electronic Musician, Audio Media, and Pro Sound News and has designed and installed studios in L.A., Nashville, Boston, and Hawaii. His many recordings include with Brad Delp, Eugene Friesen, Maeve Gilchrist, Jamie Haddad, Lindsay Mac, Manhattan Guitar Duo, Meshell Ndegeocello, Ivan Neville, Mark O’Conner, Tony Trischka, and the Turtle Island String Quartet.

An initiative of BIME



In partnership with

encatc

With the support of



## Behind the runway: Another successful Summer School in Fashion Management



ENCATC, in partnership with its member, the University of Antwerp, organised the second **Summer School in Fashion Management** from 26-30 August 2013 in Antwerp, Belgium.

What is it about the fashion industry that is so mysterious? Behind the glamour, fantasy and beauty, the fashion industry demands highly rigorous and developed management skills. And what better environment than the city of Antwerp to have hosted such a learning programme?

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 was 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 2001's year of fashion, 'Mode/Fashion Landed/Geland' and by the influence of the renowned Fashion Department at Antwerp's Royal Academy of Fine Arts and the work of its graduates.

In order to respond to the sector's need for continued professionalization, this unique 5-day summer school programme focused on managerial needs of this creative sector that built on Antwerp's rich fashion and creative tradition. *"The aim of the programme was to introduce participants to the real world of fashion management and get to the foundation of what it takes to manage this intense and highly competitive industry,"* said Annick

Schramme, ENCATC Board Member and Academic Director of the MA in Cultural Management at the University of Antwerp.

45 participants from 14 countries attended the Summer School in Fashion Management to listen to renowned national and international academics lecture on different aspects of management specifically tailored towards the fashion industry (e.g. strategic management, financial management, communication management, marketing and branding). For practical expertise, professionals working in the industry were invited to discuss their experiences in fashion and give participants a real behind-the-scenes look at their organisation or business. To round out the programme, participants visited Antwerp's thriving fashion district and discovered various local fashion houses such as Van de Velde, Dries Van Noten, Essentiel, and an interview with designer Tim Van Steenberghe.

*"In addition to joining forces with our members, ENCATC's involvement in this unique project proves once again our network's commitment to efficiently contribute to the professionalization of the creative and cultural sector,"* said ENCATC Secretary General, Giannalia Cogliandro Beyens.

**To learn more** about the Summer School in Fashion Management:

<http://www.encatc.org/pages/index.php?id=251>



## ENCATC Strengthening the European Research Area

### ENCATC & ECF to celebrate the 10<sup>th</sup> Anniversary of the Cultural Policy Research Award



2013 will mark the 10<sup>th</sup> Anniversary of the Cultural Policy Research Award (CPRA). To celebrate this milestone, ENCATC and the European Cultural Foundation will

organise a celebration ceremony on the evening of 5 November in Antwerp, held the framework of the ENCATC Annual Conference "Rethinking Education on Arts & Cultural Management" (5-7 November 2013). This will be an important occasion to **celebrate the progress and impact this Award** has made to support talented young researchers and innovation in the cultural policy research field since its initiation in 2003 by the European Cultural Foundation (ECF) and the Riksbankens Jubileumsfond. ENCATC has been a partner since 2008 to develop and manage the Award.

This ceremony will also be the moment where the 10<sup>th</sup> [Cultural Policy Research Award](#) winner who will receive 10,000 EUR is unveiled in the presence of cultural policy researchers, previous winners and members of the international jury, academics, ENCATC members, cultural operators, and policy makers. From a selection of 36 high-quality applications from 17 different countries on the wider European continent, [six talented young cultural policy researchers](#) were selected by the prestigious international jury as this year's CPRA finalists: Nicolás Barbieri (Italy), Martha Mary Friel (Italy), Ana Gonçalves (Portugal), Višnja Kisić (Serbia), Arne Saeys (Belgium), and Loes Veldpaus (The Netherlands). Their research, which aims at shedding light on contemporary European cultural issues and challenges, focuses on topics as varied as cultural policy of access and common policies, European Capitals of Culture and community-based projects, supporting culture through childhood education, governing dissonant heritage, cultural diversity in film, and cultural urban development.

*"ENCATC is involved in the project because we truly believe that this opportunity to attract new talents and bring together the next generation of promising cultural policy researchers. We look forward to celebrating this milestone, to share this moment with our members and stakeholder, and of course we are all anxious to learn which young finalist will have the honor to receive 10<sup>th</sup> Cultural Policy Research Award!"* said ENCATC President, Cristina Ortega Nuere.

In Antwerp, ENCATC and ECF will announce the future plans for this project in the years to come.

### Final programme announced for Young Cultural Policy Researchers Forum

On 4-5 November, 40 young cultural policy researchers from 22 countries in Europe and beyond will gather in Brussels for the [7<sup>th</sup> Young Cultural Policy Researchers Forum](#) (YCPRF). With the aim to help young researchers hone their methodology skills, learn how to find financing for research projects, and forge new synergies, the 2013 YCPRF Programme includes an intensive 1.5 days of workshops, presentations, plenary sessions and contributions from leading cultural policy researchers, grant funders and experts.

*"For every researcher, the question of methodology is key to a successful research project. But in these times of crisis, it is becoming ever more important to understand how to find and apply for research funding. The YCPRF a fantastic opportunity to network and forge ties with researchers from around the globe so participants should seize this moment to build up their professional contacts for future projects,"* said the YCPRF Co-Scientific Coordinator and researcher, Jacques Bonniel from the University of Lyon II in France.

The young researchers will also have the opportunity to network with ENCATC members, cultural operators, academics, researchers, policymakers, artists when they attend the opening of the 21<sup>st</sup> ENCATC Annual Conference "Rethinking Education on Arts and Cultural Management" held from 5-7 November 2013 in Antwerp.

Consult the [2013 YCPRF Programme](#) today!

Initiated in 2006 by the European Cultural Foundation and managed since 2008 by ENCATC, this initiative has proven over the years to be an important contribution to the early careers of young cultural policy researchers. The YCPRF is part of a larger collaborative project involving the [Cultural Policy Research Award](#) (CPRA) and the online [Young Researchers Forum](#) in partnership with LabforCulture.



## European Projects

### Which education for tomorrow's cultural managers: are skills & competences enough?

**Project Final Conference  
7 November 2013 // Antwerp, BE**

On 7 November the [CREA.M project](#) will hold its final conference entitled, "Which education for tomorrow's cultural managers: are skills and competences enough?" in Antwerp, Belgium. Organised in the framework of the 21<sup>st</sup> ENCATC Annual Conference "Rethinking Education on Arts and Cultural Management" this is the concluding event of the 2-year project funded by the European Commission's Leonardo Da Vinci Programme. During the project's lifespan, 8 partners, including ENCATC, worked jointly together to develop a mentoring programme to foster creativity and entrepreneurial skills for cultural managers based on the mapping of competences needed in the cultural sector.

A round table will discuss the conference's title question on the title of the conference. Invited panelists include **Ann Branch**, Head of Unit at the European Commission's DG EAC; **Cristina Ortega**, professor at the University of Deusto and leading authority on cultural leisure studies; **Lidia Varbanova**, a renowned researcher in arts management from the David O'Brien Centre for Sustainable Enterprise in Canada; and **Lotta Lekvall**, a prominent expert in Cultural and Creative Industries from Nätverkstan in Sweden (tbc).

This discussion will be followed by a presentation of the CREA.M *Creative Blended Mentoring for Cultural Managers* project. The session will conclude with a demonstration of the Creative Blended Mentoring Kit for Cultural Managers to inspire educators and cultural professionals and testimonials from mentors and mentees who participated in the project's testing phase.

*"This round table and discussion on rethinking how to foster creativity and entrepreneurial thinking for cultural managers and the project's outcomes are an inspiration to anyone looking to transform how they approach learning and professional development in the cultural sector,"* said ENCATC Secretary General, Giannalia Cogliandro Beyens.

**To register to attend this event, visit:**  
[www.encatc.org/register](http://www.encatc.org/register)



### Three years on, Artists Moving and Learning project still makes an impact



ENCATC President and one of the eight Artists Moving and Learning project partners, Cristina Ortega Nuere from the University of Deusto is a contributing author to "Still Moving and Learning? Questioning previous and further research" recently published in *Interartive*, Special Issue N55 "Art and Mobility".

The **Artists Moving and Learning** project explored the added value of mobility of European artists on Life Long Learning processes from a qualitative and experiential point of view. Recognising the relevance of researching artistic mobility, this article revisits its initial approach and main findings in light of the present development of the economic crisis in European countries such as Portugal, Greece and the Spanish State. The findings and recommendations plotted in the European Reports are confronted with a scenario-changing structural crisis and it is concluded that the systemic crisis has repercussions on the conceptual and legitimacy level of the artistic mobility. The article infers that further research is necessary in order to reassess mobility's benefits and Life Long Learning opportunities in times of systemic crisis.

Read the article and "Art and Mobility", Special Issue N55: <http://artmobility.interartive.org/>

This special issue of *Interartive* was done in partnership with the Roberto Cimetta Fund, the Delfina Foundation, On the Move, the University of Deusto, and ENCATC.

To learn more about the outcomes from the Artists Moving and Learning project:

<http://www.encatc.org/moving-and-learning/>

*"Artists moving & learning" (October 2008- October 2010), was a project financed by the European Commission under the framework of the Lifelong Learning Program, - Multilateral Projects, Networks, Accompanying measures.*

## ENCATC in Contact

### > Interview with Lidia Varbanova New ENCATC member



For this month's ENCATC in Contact we interviewed Lidia Varbanova who has joined ENCATC. Her areas of professional interest include: strategic management and entrepreneurship in the arts, organizational change and capacity building, innovative fundraising and marketing models in the arts, international cultural cooperation and networking, and using online technologies in the arts management practice and teaching. Her latest book [Strategic Management in the Arts](#), published by Routledge, is a reflection of the many years of international experience in the sector. It focuses on innovative thinking and entrepreneurial actions in the arts and culture sector as two primary vectors in strategic management and discusses the

necessity to cultivate an intrapreneurial climate in the arts as part of the overall strategic management process.

#### **ENCATC: What is your motivation behind a return to ENCATC?**

I have a long-standing professional history with ENCATC. I have been with the network since its inception and I experienced the many years of its growth and positive changes. In the period 1994-2002 I was a member, then a Board member, then the Vice-President of the network. I have always admired the innovativeness and the helpfulness of ENCATC, the ability of its Board and members to keep the network alive by initiating new projects on an ongoing basis: workshops, conferences, research groups, summer schools, and joined publications. A lot of my professional achievements are due to my contacts with the network members. I find the main coordination office always very efficient and responding to members' requests and needs on time. ENCATC is my preferred network among the many that I know and I am currently affiliated with. It gives me a chance to belong, to participate, to stay tuned and inspired, and to share ideas and projects with a growing community of arts management educators and trainers.

#### **ENCATC: What are your personal expectations concerning the ENCATC network?**

I look forward to participating in the 21<sup>st</sup> Annual Conference in Antwerp, Belgium (5-7 November 2013). We do need to rethink education on arts and cultural management in light of the changing environment worldwide – political, economic, financial, social, technological, digital. I expect fresh viewpoints on how we could better prepare our students to be the arts managers and social leaders of the future - having a strategic vision, entrepreneurial skills, innovative thinking, and caring about their communities, both online and offline. As long as every network is nothing without its members, I expect from myself to be actively involved in the activities of the network and to continue contributing on an ongoing basis. I wish to meet new colleagues and friends and to renew valuable old connections. The need to recharge professionally by learning and sharing is what brings me back to the network. I plan to continue my professional practice worldwide, but mainly in Europe and Canada. I expect ENCATC to be this unique engine which stimulates us to think differently and to constantly advance.

#### **ENCATC: How do you like to see ENCATC further develop in future?**

I expect ENCATC to be always on the cutting edge of new subject areas the way it has always been in the past; to grow across Europe and beyond not only in numbers, but in bringing members with competences and experience that will help further advancement of arts management theory and methodology. I strongly support the belief of ENCATC in the "[highest standards in education and training of cultural operators, and developing new approaches to the transformation of today's society](#)". I want to see the network growing also through engaging online platforms, online courses and digital learning methodologies. Collaboration between the meetings on an ongoing basis is important in today's globalized world. I also wish to participate in "open mind" sessions with colleagues from other countries-something like "innovative laboratories of thinking" on the advancement of arts management learning and training, on the effective linkages between the theory and practice, on the diversity in arts management methodologies between different countries and regions of the world. We do need to "think beyond the box", and as long as we never have time for this, ENCATC could be a perfect place to stimulate us in this direction. I strongly believe in the transformative effect of the network's activities on people and organisations: I myself have experienced this throughout the years. ENCATC has certainly made me a better professional and a happier person!

**ENCATC Contact:** Lidia Varbanova [lidia\\_global@videotron.ca](mailto:lidia_global@videotron.ca)

## Information from ENCATC members

### MEMBER IMPACT STORIES:

#### How ENCATC members can pool their resources to make a difference

When looking to apply for a young researchers grant “[Bano Giovani Ricercatori](#)”, researcher Elena Borin from the University of Ferrara’s Department of Economics and Management needed a host organization to conduct a research period abroad. Her research focus is on public-private partnerships in the cultural sector and the role of PPPs in times of crisis, she wasn’t sure which foreign organization to approach.

Belonging to the ENCATC network, Elena’s PhD supervisor, Professor Fabio Donato suggested contacting ENCATC Secretary General, Giannalia Cogliandro Beyens to enquire if another member academic institution in the network specializing in cultural economics and management would be interested. Since Elena was looking especially to study how European policies have contributed to rethinking in the cultural sector and to the development of Public-Private partnerships in this field, Ms. Cogliandro Beyens knew just who to approach. Enter, ENCATC member, ICHEC Brussels Management School and Professor Jean-Dominique Seroen. Professor Seroen deals with topics related to new business models, new technologies as defining element for the development of business models, focusing particularly on cultural organizations.

“Since having won the grant and moving to Brussels this past September, it has been better than I could have expected. I am already expanding my professional network, meeting other researchers and key players in European policy,” said Elena. Such encounters have included meeting Professor and former Dean of ICHEC, Christian Ost who has expertise in education, business cycle theory and economics of cultural heritage, and who has significantly promoted the integration of economic values into the cultural heritage discourse.

Both Professor Seroen and Professor Ost will support Elena in her research. The aim is not only to carry out research, but also to involve other organizations in the debate on public-private partnerships in the cultural sector. ICHEC and the University of Ferrara are planning to organize a half-day seminar on the subject with the support of ENCATC and the participation of other universities and arts-cultural institutions both in and outside the ENCATC network.

According to the institution: “The cooperation established between the University of Ferrara and



From left to right: Researcher Elena Borin, Professor Jean-Dominique Seroen, and ENCATC’s Secretary General, Giannalia Cogliandro Beyens.

ICHEC is just a starting point: this opens the door for possible future collaborations such as Erasmus exchanges, organizations of joint initiatives, and more.”

“This is a perfect example of one of the many benefits of belonging to an international network,” said Giannalia Cogliandro Beyens, “One of ENCATC’s many strengths is forging ties between our members and nurturing these relationships so that new activities and synergies can be developed and implemented.”

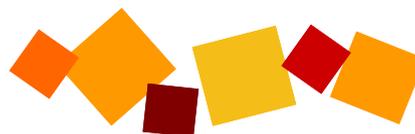
#### ENCATC Contacts:

University of Ferrara:

Fabio Donato [fabio.donato@unife.it](mailto:fabio.donato@unife.it) & Elena Borin [brnline@unife.it](mailto:brnline@unife.it)

ICHEC:

Jean-Dominique Seroen  
[jeandominique.seroen@ichec.be](mailto:jeandominique.seroen@ichec.be)



**Are you an ENCATC member and would like to share your collaboration story ?**

Contact: [comm-department@encatc.org](mailto:comm-department@encatc.org)



## Foundation for Urban Projects and Research, Bulgaria

### The Sofia Conversations on Europe

On 13 September, ENCATC member, Yuriy Vulkovsky organised "The Sofia Conversations on Europe" as part of A Soul for Europe's "Cultural Coalition for a Citizens' Europe." The Sofia Conversations explored how Bulgarians who are - needless to say - also Europeans, are shaping their own plan and their own aims for development based on the European values of freedom, active citizenship and personal responsibility, but also transparency, openness and accountability of public authorities, etc.

Furthermore, this event examined the role of artists and intellectuals in these processes, and moreover, the connections between art and culture and active citizenship. Pragmatic questions were raised about the development of more favourable conditions for arts and culture in Europe and in Bulgaria, including through the financial instruments of the European Commission.

One of the aims of the Sofia Conversation on Europe was to create a platform – on Bulgarian territory – for equal and open dialogue between politicians, citizens, artists and the intellectuals on themes of national and European significance.

The Sofia Conversations follow similar events organized in Berlin, Amsterdam and Brussels. The [Brussels Conversations](#) was organized from 16-18 November 2012 by the partners of the European House for Culture, of which ENCATC is a member.

**Read more about the concept** behind The Sofia Conversations here:

<http://asoulforeurope.eu/node/1786>

#### ENCATC contact:

Yuriy Vulkovsky [yvulkovsky@dir.bg](mailto:yvulkovsky@dir.bg)



Sabina СЪБИНА...  
CC BY-NC-ND 2.0

## ESC / Burgundy Business School

### Le public c'est moi : Journée du Management Culturel ESC Dijon // 12 novembre 2013

L'équipe de recherche en management culturel [CEREN/MECIC](#) en collaboration avec la Spécialisation Culture et Industries Créatives de l'ESC Dijon organise, le 12 novembre, une journée de rencontres entre chercheurs, professionnels et étudiants. Cette journée se propose d'aborder le rapport au public dans le spectacle vivant.



Envisagée comme un moment d'échanges entre chercheurs, professionnels et étudiants, cette journée de rencontres débutera à 9h30 par un workshop qui abordera la thématique de la journée sous un angle pluridisciplinaire (marketing, économie, sociologie, management).

L'après-midi commencera par une séance posters avec les anciens étudiants de la Spécialisation Culture et Industries Créatives, autour de leurs sujets de thèses professionnelles, pour continuer avec une table ronde professionnelle. Plusieurs institutions culturelles locales ou nationales, partenaires de l'équipe de recherche MECIC, seront représentées à cette table ronde qui portera sur la prise en compte du public dans la construction d'une offre culturelle.

Enfin, cette journée réserve une place toute particulière à l'artiste, et à sa création, clé de voûte de toute réflexion en management culturel. Une soirée théâtre concert clôturera ainsi cette Journée. Elle mettra en perspective notre expérience de spectateurs, abordant les clichés qui y sont associées et proposant des formes de représentation scénique qui s'apparentent au format des conférences.

Pour plus de renseignements sur l'événement [www.sos-culture.eu](http://www.sos-culture.eu) et sur l'équipe et l'école : [www.escdijon.eu](http://www.escdijon.eu) et pour toute information complémentaire, le mail dédié à l'organisations de la journée : [equipe.mecic@escdijon.eu](mailto:equipe.mecic@escdijon.eu)

#### ENCATC contact:

Christine Sinapi [Christine.Sinapi@escdijon.eu](mailto:Christine.Sinapi@escdijon.eu)

## University of Ferrara, Italy

### Master in Cultural Management MuSeC is celebrating its 10<sup>th</sup> Anniversary!



ENCATC member, MuSeC at the University of Ferrara is celebrating 10 years of academic excellence in training students in the fields of economics and management of museums, cultural institutions and cultural heritage, cultural and creative industries: using innovative teaching methods. The programme has a longstanding reputation of promoting the exchange of knowledge between students, professional, cultural managers and entrepreneurs. Its teaching approach intertwines in-class activities with real-life experiences, studying also the cases of relevant cultural organizations and cultural and creative industries.

The master programme has included study visits in Bologna, Florence, Ferrara, Venice and this year 2013/2014 academic year a teaching module will be held in Vienna, Austria. MuSeC also celebrates the many partnerships that continue to flourish today that include art exhibitions, museums, cultural foundations, theatres and opera houses, cultural industries, and many important cultural or academic institutions, both Italian and international.

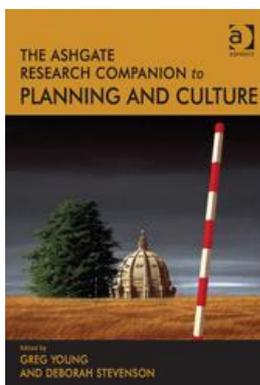
MuSeC prides itself on the dynamic learning experiences and activities that include: Class sessions, taught by professors either from the University of Ferrara or from international universities; Case-study-sessions, aimed at analyzing the cases of the cultural institutions of four important Italian art cities; Group work and laboratories aimed at providing students with hands-on experience in the development of projects; and Internships, in cultural organizations and private cultural industries, either in Italy and abroad.

For further information please visit: [www.mcm-unife.it](http://www.mcm-unife.it)

ENCATC contact :  
Fabio Donato [fabio.donato@unife.it](mailto:fabio.donato@unife.it)

## University of Leeds, UK

### Contribution to The Ashgate Research Companion to Planning and Culture



ENCATC member, Franco Bianchini has contributed to The Ashgate Research Companion to Planning and Culture publication with a text on "Cultural planning" and its interpretations."

It has become increasingly evident that effective planning for sustainable communities, environments and economies pivots on the ability of planners to see the possibilities for culture in comprehensive social, historical and environmental terms and to more fully engage with the cultural practices, processes and theorisation that comprise a social formation. More broadly, an approach to planning theory and practice that is itself formed through a close engagement with culture is required.

This Research Companion brings together leading experts from around the world to map the contours of the relationship between planning and culture and to present these inextricably linked concepts and issues together in one place. By examining significant trends in varying national and international contexts, the contributors scrutinize the theories and practices of both planning and culture and explore not only their interface, but significant divergences and tensions.

In doing so, this collection provides the first comprehensive overview and analysis of planning and culture, interdisciplinary and international in scope. It is comprised of six parts organised around the themes of global and historical contexts, key dimensions of planning and cultural theory and practice, and cultural and planning dynamics. Each section includes a final chapter that provides a case study lens which pulls the themes of the section together with reference to a significant planning issue or initiative.

Edited by Greg Young, University of Sydney, Australia and Deborah Stevenson, University of Western Sydney, Australia

ISBN: 978-1-4094-2224-2

Learn more here:  
<http://www.ashgate.com/isbn/9781409422242>

ENCATC contact:  
Franco Bianchini [F.Bianchini@leedsmet.ac.uk](mailto:F.Bianchini@leedsmet.ac.uk)

## Carnegie Mellon, USA

### Carnegie Mellon's Master of Arts Management Program Launches New Research Initiative

ENCATC member, Carnegie Mellon University has launched the [Arts Management & Technology Laboratory](#) (AMTLab), a project of its Master of Arts Management (MAM) program that continues the innovative work of the nationally recognized [Technology in the Arts](#) research center, formerly the Center for Arts Management and Technology.

AMTLab serves as an exchange, a catalyst for ideas, and a conduit for knowledge by providing current and future arts managers, technologists and researchers with existing best practices and emerging technologies affecting the arts and culture sector. "Arts organizations are faced with unique challenges when it comes to technology and effective management," said Brett Crawford, executive director of AMTLab. "AMTLab serves as a resource to a field that has few options available to it. Perhaps most importantly, AMTLab stands to help solve critical questions facing today's arts managers and technologists, while also contributing to the innovations necessary for future effective application of technology in the arts management field."

AMTLab explores a range of topics at the intersection of arts, management and technology through a biannual series of student-authored white papers published online at [www.amt-lab.org](http://www.amt-lab.org). Throughout the year, the online forum hosts a blog featuring research updates from AMTLab contributors, case studies of arts organizations employing innovative technological approaches, and news summaries of developments affecting the field. Interviews with leading arts management professionals on technological trends, challenges and innovations also appear on the site, along with student reviews of apps, software and other products relevant to the arts industry.

"AMTLab is a perfect and timely complement to the robust arts management education we offer," said Kathryn Heidemann, director of the Master of Arts Management program. "Technology is now a function of all areas of arts management - no longer just IT departments - and this center helps our students as well as the greater arts community understand both the theoretical and practical intersections between arts management and technology."

To learn more: <http://amt-lab.org/>

ENCATC contact:  
Kathryn Heidemann [heidemann@cmu.edu](mailto:heidemann@cmu.edu)

## Boston University, USA

### Gotta have arts at heart of Hub

ENCATC member, Richard G. Maloney from Boston University and his colleague Jay A. Halfond, have published an article in the Boston Herald on 22 September entitled, "Gotta have the arts at heart of Hub."

The Boston mayoral election provides residents with the chance to reflect on the opportunities, challenges, and prospects facing this great city. Boston has undergone many changes during Mayor Tom Menino's two-decade tenure, adding to its long history of embracing both tradition and transformation. From Colonial roots in agriculture and trade to its emergence as a manufacturing center for textiles and shoes in the 19<sup>th</sup> century to its more recent reinvention as a hub for technology and innovation, Boston has redefined itself as often as times changed.

Learn more about the importance of having the arts at the heart of a great city!

[http://bostonherald.com/news\\_opinion/opinion/oped/2013/09/gotta\\_have\\_arts\\_at\\_heart\\_of\\_hub](http://bostonherald.com/news_opinion/opinion/oped/2013/09/gotta_have_arts_at_heart_of_hub)

ENCATC contact:  
Richard Maloney [rmaloney@bu.edu](mailto:rmaloney@bu.edu)

## Attention ENCATC members!

### Share your news in the next issue of the ENCATC Newsletter!



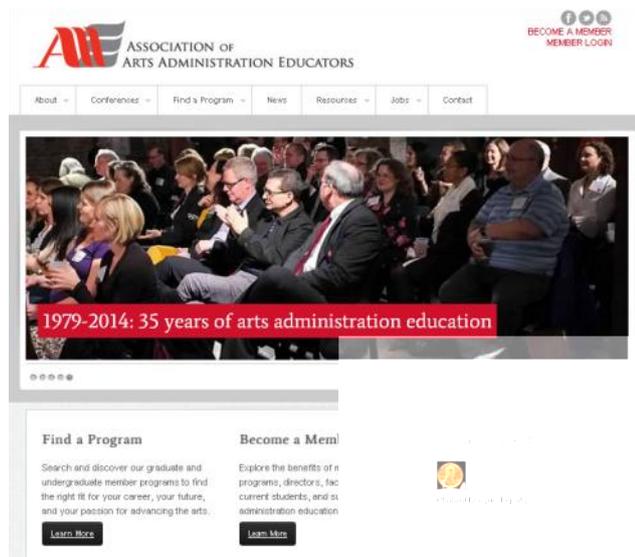
Make sure your next event, publication, or news announcement reaches **over 7,000 direct readers** who are academics, researchers, cultural and artistic operators, trainers, policy makers and arts-cultural management students in over 39 countries around the world! Take advantage of this ENCATC members only service today!

## Information from AAAE

Under its mobility initiative “Cross Atlantic Education Exchange”, which aims to foster dialogue and mobility between academics, researchers, students, artists and cultural managers based in North and South America and Europe, ENCATC is introducing a new section to the ENCATC Newsletter that includes news and developments from our American sister organisation Association of Arts Administration Educators (AAAE).

### AAAE has launched a new website!

Take a look at AAAE's new [website](#). You can still get the latest AAAE news, announcements and insights from arts administration educators. The site has some new addition including an ear for [Jobs listings](#) for academics and cultural operators. There is also a new AAAE blog called “[From the Field](#),” which is a stage for fresh ideas or ongoing dialogue with contributions to stimulate thought and conversation.



### Save the date!

AAAE will be organising its 2014 conference ‘Being Bold, Embracing Change’ from 29-31 May in Montréal, Canada. Are we afraid of change? How can arts administration education move forward without hesitation or attachment to “the way things are”? As disciplines, communication methods and financial models all undergo massive shifts, how will educators respond?

AAAE is **accepting proposals** from potential presenters. All panels and presentations will be categorized in one of three streams: Research, Pedagogy, or Service to the Field/AAAE. Areas of focus may include: Innovation in teaching and curriculum development; New organizational models or structures; Case studies focusing on novel approaches from the field; Research projects studying critical methodology; Use of technology and new media models; Exploration of impact and influences from the applied world; and Challenges of faculty development. The **deadline** to send in proposals is 01 November 2013.

To learn more about the 2014 AAAE conference and how to submit a presentation proposal:

<http://www.artsadministration.org/conferences/2014-conference-overview/2014-conference-call-proposals/>

### Arts Management: Uniting Arts and Audiences in the 21<sup>st</sup> Century



AAAE board Vice President Ellen Rosewall, has a new textbook, [Arts Management — Uniting Arts and Audiences in the 21st Century](#) that will be available come this November 2013. Designed for students and practitioners with little experience in not-for-profit management, *Arts Management* provides an indispensable guide to the theory and practice of managing arts and cultural organizations.

This concise text engages readers with case studies and critical-thinking exercises that will develop their ability to adapt to a changing industry. From governance and human resources to program development, financial management, and marketing, *Arts Management* addresses the unique atmosphere of managing the arts today. It meets the standards of the AAAE (Association of Arts Administration Educators) guaranteeing that both current and future practitioners will be prepared to meet the challenges of managing today's arts organizations.

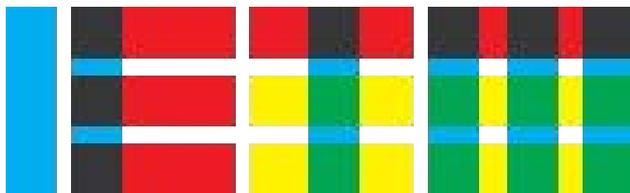


Publisher: Oxford University Press, USA // ISBN-10: 0199973709 // ISBN-13: 978-0199973705

## Information from other organisations

### IETM

#### New publication in "Fresh Perspectives" series!



The [Invisible Hand](#), the first publication in IETM's "Fresh Perspectives" series and looks at how art relates to economy. Mission Models Money's Charlie Tims and Shelagh Wright have analysed artistic projects that directly deal with issues of the economy, money or economic exchange. They looked at how these projects resonate in today's economic and social environment. This publication also provides concrete examples of innovative and interesting practice, proposed by IETM members and discussed at IETM meetings in Zagreb and Dublin.

From the publication: *"Neither artists nor the cultural sector are separate from the economy. The answer to inequality, democratic disengagement and climate change is not simply more art. But rather a different place for art... Art not just as an input or output of an economy, but art that challenges the assumptions on which the economy is based."*

IETM's Fresh Perspectives series of publications explores how artists respond to crucial questions of today's society. Artistic projects proposed by IETM members and other arts professionals are analysed and placed in a broader social perspective by researchers specialized in the issue. It will inspire you to rethink your work and its place in the world today!

This publication is written by Charlie Tims and Shelagh Wright from MissionModelsMoney, and realised in collaboration with the British Council.

Download the publication here: [http://ietm.org/invisible\\_hand](http://ietm.org/invisible_hand)



[www.ietm.org](http://www.ietm.org)

### The Learning Museum

#### LEM holds final project conference in Bologna, Italy



"The Learning Museum" conference and final event took place in Bologna 19-20 September. It has been an important networking opportunity, which involved more than 170 participants from 120 organisations throughout Europe representing 30 countries and 185 individuals connected via web streaming.

The subject of the conference was the Learning Museum, i.e. of how a museum can and should be not only a learning environment, but also an organization which is engaged in a process of ongoing learning and is in close contact with the community in which it is located and learns from it, from its public, from society at large. The keynote presentations, the conference recordings, the WG seminar's presentations and a photo gallery are now available.

More of the conference presentations and the recordings of the web streamed sessions are now available at <http://www.lemproject.eu/in-focus/news/5th-lem-conference>

Moreover, during the lifetime of the LEM project, 5 thematic groups, each led by a partner and made up by other interested LEM partners, have researched a specific subject. Each group has produced a report on the state of the art of that subject. Reports are available at <http://www.lemproject.eu/the-project/project-partners/Partner-in-Evidence>



[www.lemproject.eu](http://www.lemproject.eu)

## 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 unveils the Dutch European Capital of Culture for 2018**

The Netherlands and Malta are the two Member States hosting a European Capital of Culture in 2018. The independent selection panel appointed to assess the Dutch cities applying to be European Capital of Culture in 2018 met in Amsterdam on 6 September and recommended the Dutch city of Leeuwarden for the title thus beating out the challenge of Eindhoven and Maastricht. The winning city will be formally designated by the EU's Council of Ministers, normally in May 2014. The other European Capital of Culture for

### **CULTURE / COMMISSION: EU supports the competitive European design and innovation**

On 23 September the Commission has published a Staff Working Document "Implementing an Action Plan for Design-Driven Innovation". The document describes current and upcoming actions previously endorsed by the Commission and relating to promoting design-driven innovation in different policy fields at the European, national and regional levels to create the capacity and competencies needed to implement these policies. The qualities of European design come from diverse cultures and make it distinctive and competitive in an age of globalisation. With over 400,000 professionally-trained designers, Europe has internationally

### **CULTURE / COMMISSION: Winners of the 2013 European Union Prize for Literature announced**

On 26 September the winners of the 2013 European Union Prize for Literature, recognising the best emerging authors in Europe, were announced at the opening of the Göteborg Book Fair in Sweden by Androulla Vassiliou, European Commissioner for Education, Culture, Multilingualism and Youth. This year's winners are: Isabelle Wéry (Belgium), Faruk Šehić (Bosnia Herzegovina), Emilios Solomou (Cyprus), Kristian Bang Foss (Denmark), Meelis Friedenthal (Estonia), Lidija Dimkovska (Former Yugoslav Republic of Macedonia), Katri Lipson (Finland), Marica Bodrožić (Germany), Tullio Forgari (Luxembourg), Ioana Pârvulescu (Romania)

### **CULTURE / PARLIAMENT: Reflecting on challenges and possible future prospects of "historical memory"**

In September 2013, the European Parliament finalized its note on "European Historical Memory: Policies, Challenges and Perspectives" which seeks to provide some reflections on the challenges, current policies and possible future prospects of "historical memory" in a European context. Based on acknowledging the complex nature of collective memories in general and shared European historical remembrance in particular, including their susceptibility to political instrumentalisation, it is argued that a critical "culture of remembrance" needs to be developed. Specific recommendations and conclusions include recognizing historical memory

### **EDUCATION / COMMISSION: EU explores how to make European higher education attractive to the world**

Following the European Commission's Communication "European higher education in the world" adopted on 11 July, the Lithuanian Presidency hosted a conference for over 150 higher education stakeholders from the EU and beyond on 4-5 September 2013 in Vinius, Lithuania. The conference offered an opportunity experts from around the world to dialogue on why the EU should have a strategy for the internationalisation of its higher education sector, the different tools available to further internationalisation processes of higher education, the main trends and challenges associated with these processes, higher education in a global economy, and

### **EDUCATION / COMMISSION: EU unveils new opportunities which will be created by Erasmus+**

On 13 September, Androulla Vassiliou, Commissioner for Education, Culture, Multilingualism and Youth, Štefan Füle, Commissioner for Enlargement and European Neighbourhood Policy, and Helga Schmid, Deputy Secretary General of the European External Action Service represented the European Union at the third Informal Eastern Partnership Dialogue in Yerevan, Armenia for a meeting of Ministers and senior officials from the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine).

### **EDUCATION / COMMISSION: 2012 EU budget update in favor of students**

On 18 September in Brussels, the European Commission proposed adjustments to its proposal for the 2014 EU budget updated in favor of students. The changes mainly reflect the political agreement reached on the Multiannual Financial Framework (MFF) 2014-2020 between the leaders of the European Parliament, Council and Commission on 27-28 June. Reflecting the need to urgently tackle youth unemployment and strengthen research, the funding possibilities in 2014 will be increased by EUR 130 million for Erasmus+ (the EU support programme for education, training, youth and sport), by EUR 30 million for COSME (a new programme

**EDUCATION / COMMISSION: EU recognizes education's role in promoting entrepreneurial attitudes**

On 23 September, the European Commission has published a new guide entitled "Entrepreneurship Education – A Guide for Educators". Through the Entrepreneurship 2020 Action Plan and the Rethinking Education Communication, the European Commission has emphasised the need to embed entrepreneurial learning in all sectors of education, and the central role played by teachers. The aim is to showcase examples of inspiring practice in training and supporting teachers in introducing entrepreneurial

**EDUCATION / COMMISSION: Commission launches new initiative for "Opening up education"**

On 25 September in Brussels, the European Commission unveiled "Opening up Education", an action plan to tackle digital problems which are hampering schools and universities from delivering high quality education and the digital skills which 90% of jobs will require by 2020. Currently, between 50% and 80% of students in EU countries never use digital textbooks, exercise software, broadcasts/podcasts, simulations or learning games. With the number of EU students is set to rise significantly in the next decade,

**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?



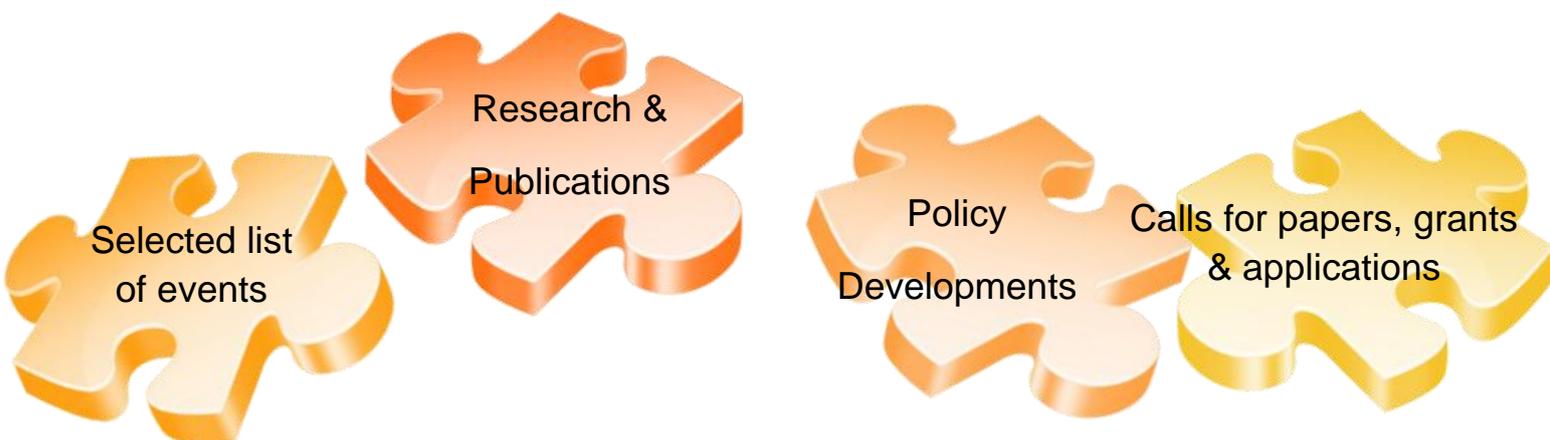
CC BY-NC 2.0

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**.

Learn more about membership on our website:

<http://www.encatc.org/pages/index.php?id=171>



ENCATC news is an 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**.

### SUBSCRIPTION

Your address in our mailing list is kept confidentially. Should you wish not to receive our information, please send an e-mail to [comm-department@encatc.org](mailto:comm-department@encatc.org)

### CONTRIBUTION

ENCATC welcomes your contributions which may be sent to [comm-department@encatc.org](mailto:comm-department@encatc.org)

## ENCATC

Place Flagey, 18  
B-1050 Brussels  
Belgium

Tel/Fax: +32.2.201.29.12  
[www.encatc.org](http://www.encatc.org)