




# Cultural Management Academy 2017

Sofia. Bucharest. Thessaloniki

## PARTENERI



Institutul Balassi  
Institutul Maghiar  
din București



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## **Cultural Management Academy Presentation**

The Cultural Management Academy is a training program that aims to improve the management capacities of the cultural sector practitioners as “cultural entrepreneurs”, to spread the experience and expertise of European and local institutional partners, to foster the formation and development of innovative self-reliant projects between participants and to stimulate cross-border partnerships and exchange in the Southeast Europe.

The program is developed in Thessaloniki, Sofia and Bucharest, with a joint online learning platform and on-site events. Its main goal is to build capacity in the cultural sector combining theoretical knowledge about cultural management, learning through examples from the real practice, study cases, practical exercises and implementation of small projects from all three regions.

The program includes the following:

1. One-week intensive educational course in Thessaloniki, Sofia, Bucharest with lectures, seminars, discussions and field trips with local and international professionals from the creative sector.
2. An online education platform with individual assignments.
3. An international conference held in Sofia with guest speakers on cultural management. During the conference, CMA participants will have the opportunity to present a personal academic paper.
4. An Ideas Camp, a networking meeting, bringing together all participants from Thessaloniki, Sofia and Bucharest to foster the joint project formation.
5. Upon successful completion of the Cultural Management Academy, Goethe-Institute will fund on competitive basis 6 start-up collaborative international projects with a 2.500 euros grant to support their implementation.

### **Timeline**

*Thessaloniki, 26-30 June 2017, 20 participants*

*Bucharest, 03-07 July 2017, 15 participants*

*Sofia, 10-15 July 2017, 20 participants*

**Cultural Management Conference in Sofia, 28 September 2017**

55 participants from the three cities, international guest lecturers and it will be open to the general public

**CMA Final Idea Camp in Sofia 29-30 September 2017**

Follow Up Program, October 2017

Closed call for funding of cooperation projects between participants of the 3 CMAs

## **Cultural Management Academy Bucharest, 3-7 July 2017**

### **Capacity building for culture in the framework of cultural strategies** **(e.g. ECOC)**

The general theme of the program is `Capacity building for culture in the framework of cultural strategies (e.g. ECOC)`. The participants will explore a variety of challenges, opportunities and working approaches into ways of developing their cultural activities in a context, decoding cultural strategies and ways to enroll in their major directions, developing public-independent collaborations, developing cross-culture partnerships, identifying new tendencies in international cultural cooperation, risk-taking and embracing uncertainty in organizational endeavors.

#### **3<sup>rd</sup> of July,**

**Module 1 Introduction to European policies for culture through the Creative Europe priorities: audience development.**

#### **Agata Etmanowicz (PL) Lecture**

Inside the European Union`s policies for culture. Priorities that draw the cultural landscape. How EU approach could/should inspire actions at national/local cultural policy level? International cooperation.

Audience development: practical aspects/implications of turning one of the EU priorities into action. Is audience development just jet another EU requirement / field in the application form to feel in (What you should know before applying for a grant)? European Capitals of Culture and audience development: a non-existing relationship?

#### **4<sup>th</sup> of July**

**Module 2 Working Methodologies for culture. Zooming out from the specific goal of the project to the wider context.**

#### **Aura Corbeanu**

**Project Management - Lecture / Workshop**

Legal structures - the legal framework for implementing successful cultural projects by NGOs, public institutions, private/independent institutions.

How to design viable projects that resonate with the cultural, social and educational dimension of the space in which they will unfold. Project team management: team structure, responsibilities, rules, skills, empathy, highlighting teamwork and communication skills, etc.

Project risk management: the correct and efficient use of the resources we have for the project; necessary interventions, etc. Cultural cooperation - a stability factor and development opportunities. Micro and macro projects. Identifying the institution's

directions for development and future needs.

### **Simona Neumann (RO)**

#### **Timisoara 2021- European Capital of Culture - Lecture**

Timisoara 2021- European Capital of Culture (ECoC). What is an ECoC about? Is it a cultural programme only? What is its impact on the city and how it relates to the surrounding region? The lecture will introduce Timisoara 2021 from candidacy to winning the title and implementation by citizens' involvement. It will focus on organizational issues, on the creation of the concept and programme vision, its relation to the cultural operators (institutions and independent sectors) both locally and at European level. An important emphasis will be put on the working with public authorities and the programme's connection to the city's and county's overall long-term development policies. Uncoordinated legislation and bottlenecks and ways to overcome them will add to the presentation.

### **Raluca Iacob (Pop) (RO) Lecture**

Why do we plan culture-making? From project to programmes and up to strategies, policies and action-plans, the desire to rationalise cultural activity might seem like an idea born in the mind of a bureaucrat that wants to cage a wild animal. Culture does not thrive when art is planned. Behind the effort, though, there is also a deep rationality of accountability and meaning-making. Culture is, from this perspective, just another policy sector among others, and the rigours of good governance, merit-based grant-making, programme and policy implementation take lead. If project-based thinking is more or less familiar to most culture professional, planning for policy action is still relatively scarce for Romanian cities and counties. Even when in place, strategies often face an implementation-gap, that erodes the trusts of citizens and organisational players - „it is just a worthless piece of paper that can be forgotten in a drawer”.

### **5<sup>th</sup> of July**

#### **Module 3 Instruments to support the cultural development**

**Carmen Croitoru (RO) Lecture and workshop**

#### **Understanding and working with public policy documents**

What is the role of research in culture, what role has the statistical data, how we read them and how can we use them to make them relevant to our work. What `tools` exist to establish cultural development directions for an institution? Regulations in the field of cultural management, different approaches in the public and private sectors. What can be improved and how? Ex. Sponsorship law, public funding priorities, etc.

## **ECOC Romanian Case Studies, Bucharest and Cluj**

### **Raluca Ciuta (Bucharest) & Ștefan Teișanu (Cluj) (RO) Lecture**

Presenting the concepts of Bucharest and Cluj, the two Candidate Cities, the process development of building the application for each city and the goal beyond the candidacy itself. The evolution of the relations between the public and independent cultural sector. From work frames and programs to implemented projects. What changes brought this process of the candidate cities?

### **6<sup>th</sup> of July**

### **Module 4 Linz ECOC Case study. Connection with the specific context of the participants**

#### **Andreas Bauer (AT) Lecture**

##### **Ars Electronica @ Linz09**

Ars Electronica's influence on Linz09 was focused on two actions: The opening of the new Ars Electronica Center and "80+1 – A Journey around the world" The Ars Electronica Center is the architectural expression of what Ars Electronica is all about: a place of inquiry and discovery, experimentation and exploration, a place that has taken the world of tomorrow as its stage, and that assembles and presents influences from many different ways of thinking and of seeing things. Visitors can encounter the Center on their own or seek guidance from the expert Infotrainers stationed throughout the exhibits.

##### **80+1**

Inspired by Jules Verne's world-famous classic, Ars Electronica, voestalpine and Linz09 are sending Europe's 2009 Capital of Culture on a 'round-the-world journey. "80+1 – A Trip Around the World" is the title of this globe-spanning expedition into the future.

#### **Raluca Iacob (Pop) (RO) Workshop**

##### **Dialogue and role-play**

How can we take advantage from the cultural strategy of a city and cultural opportunities such as ECCA, how can we imagine our next step? What is our role as cultural operators in the city? Can we transform a general cultural framework into a fertile ground floor for our projects?

## **Module 5 Vision and evolution of a cultural structure. Idea Camp**

### **Imke Grimmer (DE) Lecture & Idea Camp Workshop**

Institutions in evolution: how can we evaluate our own working processes? How can we develop a vision for our institution? Defining the needs, the strength and weaknesses of our structure in relation with our beneficiaries, partners and local and central authorities help us to understand the current moment of our professional life. From that point we can start to make plans for the future, we can envision a strategic approach for our organization. Step by step we go further from project to program, from a program to the strategic management.

Idea Camp – the participants will work on groups in order to create new ideas for new projects, they will prepare themselves for a process of co-creation in international teams for the conference in Sofia.

## TRAINER'S PRESENTATION CULTURAL MANAGEMENT ACADEMY BUCHAREST 3-7 JULY



### **Andreas Bauer (AU)**

In 2000 while still an undergraduate, he served as an Infotrainer at the Ars Electronica Center, including several stints abroad. Since August 2008, he has been back at Ars Electronica: first as assistant to the CFO and establishing the event services division; since January 1, 2011, manager of the Ars

Electronica Center.

In 2014/15 he was the project manager of the "Deep Space 8K" and is furthermore responsible for close collaboration with international science organisations like ESA – European Space Agency.



### **Aura Corbeanu (RO)**

Aura Corbeanu / Ph.D. Professor, University of Arts in Targu Mures, executive vice president of UNITER – the Romanian Association of Theatre Artists, member of the National Commission for UNESCO, member of the Board of the Romanian Cultural Institute, National Coordinator of the European

Network "Pépinières européennes pour jeunes artistes", expert in national and European cultural projects, author of the publications "Cultural Project Management – Concepts and Tools", Training, Lifelong Learning and Culture Management Centre Publishing House, 2005.....

Permanent activity as expert evaluator of institutional cultural management at national and international level, coordinator of European working groups for the mobility of artists, initiator of important national and European cultural projects, public studies, reviews, articles in journals, leads conferences, seminars and professional workshops in the frame of cultural exchange programs within universities and international theatre festivals.



### **Carmen Croitoru (RO)**

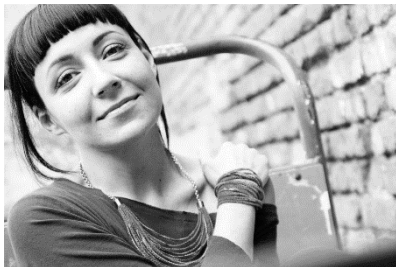
Carmen CROITORU is a professor at the National University of Theatre and Cinema since 2011 and has 20 years of experience in teaching cultural management. She is constantly preoccupied with developing cultural management in Romania and

is being involved in the legal reglementation of this field (law for implementing management for cultural public organisations, and the legal status for the Cultural Manager as a profession).

She graduated the Academy of Theatre and Film of Bucharest and has a master's degree in Theatre Studies and a master degree in Cultural Management, a Phd in Theatre Studies as well as an accreditation for training and evaluating cultural public institution managers.

She worked as a project developer for several important cultural projects: the first British Contemporary Theatre Festival in Bucharest, the Contemporary Dance Festival, translations of contemporary plays that have been staged in several theatres in Romania, etc. She also was administrator and manager of the first BBC Independent Journalism School set up at Bucharest by the BBC Training Dept in 1992.

She contributed to several research studies concerning audience development, cultural consumption, and national strategies for Culture or research analysis on Cultural Creative Sectors. Since 2014 she has been the General Manager of the National Institute for Cultural Research and Training and has established the basis for a National Conference for Cultural Management that has been in the running every year since. She is a member of several international and national professional networks: ENCATC, Europeana, a national representative member for the EU Commission for Creative Sectors, founder of Professional Association for Romanian Cultural Managers, and a co-founder of the ECUMEST Association.



### **Agata Etmanowicz (PL)**

From 2002 until 2007 she was working for the Polish Ministry of Culture, coordinating the Culture Contact Point (CCP) responsible for running the European Community Programme Culture 2000 in Poland and later, Programme Culture 2007-2013.

She was also appointed by the Ministry as a negotiator in the Council of the European Union - Cultural Affairs Committee and in the Audiovisual Working Group as well as a member of the of the Culture 2000 Management Committee, Culture (2007-2013) Management Committee. She was also coordinating European programme in the field of civil society: Europe for Citizens Programme Committee and was a member of Management Committee of the Programme. In the years 2008-2009 the Ministry appointed her as an expert to the Working group on maximising the potential of creative and cultural industries, in particular that of SMEs – within the frame of Open Method of Coordination).

From 2004 to 2009 she was also cooperating with private multidisciplinary artistic centre Fabryka Trzciny in Warsaw, being responsible for project management, fundraising and co-ordination of international co-operation (among other responsibilities she was appointed as a delegate to two European Networks: Trans Europe Halles and Culture Action Europe).





She is the president of Impact Foundation, co-establisher of Poland without Barrier Foundation, expert cooperating with Art\_Inkubator at Art Factory in Łódź.

Recently was named one of 25 young Polish leaders as part of the project 25/25 (25 young leaders of change for the next 25 years of Poland) organised by "Teraz Polska" Foundation and supported by the Ministry of Labour and Social Policy.

#practicionernotatrainer #people #processes #dreams #future  
#importantandmoreimportantthings #fun



### **Raluca GANEA (RO)**

Raluca Ganea is the Manager of the Cultural Programs, Media & Marketing Department for ARCUB – The Cultural Centre of Bucharest Municipality. Since 2012, as she held this position, she was the project manager for more than 30 important projects such as: The International

Street Theatre Festival B-fit in the Street, Bucharest Jazz Festival, The Days of Bucharest. The latest project developed is the one that launched Bucharest in the ECOC Competition for 2021 (European Capital of Culture), called Bucharest MEMORY/EXPLORING/IMAGINING The City, a project developed over 8 months.

Educated both as a Public Relations Expert and as an Economist, she graduated in 2008 the Faculty of Banking and International Financial Relations and in 2009 the University of Bucharest – Faculty for Journalism and Public Relations.

Born in 1985, 32 years old.



### **Imke Grimmer (DE)**

Imke Grimmer studied Cultural Anthropology, French and Arabic. She has been working in the field of international development cooperation in Burkina Faso and Yemen in education projects. At the Goethe-Institut she is in charge of consulting, developing and evaluating cultural training programs, with a thematic focus on cultural management and cultural policy.

**Raluca Iacob (RO)**

Raluca Iacob (Pop) lives and works in Bucharest, Romania. She is a cultural policy professional, manager and founding member of CubicMetre - resources for culture. Her work spreads across different areas, such as advocacy for the independent sector, cultural planning at local and national level, research and advocacy about the

misuse of European funds, mainstreaming the arts and heritage in Romanian schools. Her current interests are: building intersectorial communities of practice, innovation in public funding for culture, learning in the public administration, mediation and ethics of public policy making. <http://ralucapop.m3culture.ro/>

**Simona Neumann (RO)**

Dr. Simona Neumann is, as of 2013, Chief Executive of the Timisoara 2021-European Capital of Culture Association. She has successfully led the bidding process of the city of Timisoara which, in September 2016, was awarded the European Capital of Culture title for 2021 following a competition with other 13 Romanian cities.

She has 20 years of professional experience in leading multi-stakeholder projects and programmes in Romanian and in international contexts in the fields of culture, social development, public diplomacy, people-to-people contacts and civil society development.

She started her career at the Intercultural Institute of Timisoara, set up by the Council of Europe, and later joined the West University of Timisoara where she led European and international programmes. She then was attached to Veb Academia Europaea – an EU projects consultancy based in Florence, Italy.

In 2001 she worked at the Council for International Exchange of Scholars in Washington, DC and conducted research at the Catholic University of America in the same city. She was Project Manager at the United Nations Development Programme in Bucharest (2004-2009) leading a public administration project, and later she joined the European Commission, DG Enlargement in Brussels and Nicosia (2009-2012).

She holds a Ph.D. in Public Diplomacy and is specialized in strategic management of non-profit organisations at Harvard Kennedy School of Government.



### **Ștefan Teișanu (RO)**

Ștefan Teișanu is a cultural entrepreneur interested in community and urban development. He is the Executive Director of Cluj Cultural Centre (CCC), a non-governmental organisation that develops cultural programmes for urban and territorial development. CCC's 60 members are the local universities, cultural

institutions and organisations, business clubs and local and regional administration.

Fapte, the company he founded in 2006, organises large cultural and educational events and programmes in Romania and the Republic of Moldova. Ștefan is also a founding president of Nord, a community development NGO established in Darabani, his hometown, and active in Romania, Ukraine and the Republic of Moldova.

Ștefan was the president of AIESEC Cluj-Napoca and established the local chapter of Junior Chamber International. In 2008, he became the Romanian Young Entrepreneur of the Year, accordingly to Junior Achievement. He was later distinguished with the Entrepreneurship Award (AIESEC Romania Alumni, 2009), with the Media Excellence Award (Transilvania Reporter, 2013), with the Contribution to the Romanian Culture Around the World Award (Chernivtsi, Ukraine, 2014), and with Silver Award for Excellence in Arts and Culture (Romanian PR Awards, 2016).

His personal belief is that people and cities can be what they want to be.