

## ARTS MANAGEMENT NEWSLETTER

**Monthly information service by Arts Management Network**

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### EDITORIAL

Dear readers,

after two issues with a deeper view on arts management developments in Poland and Ireland, we 'd like to bring you back to the international scope. The December issue is a large selection of articles, portraits, reviews and announcements from various countries: Canada, France, Romania, or the United States - to mention only a view. With a new chapter called MAGAZINE DIGEST, we want to deliver a summary of the latest issues of important journals in our professional area. This service should help you to not miss articles from print publications, which cannot covered by our newsletter or website in detail. In the last chapter, you will find a good overview to upcoming conferences in 2006. If you miss any conference, or book, website link and course in the online databases, give us a brief message - we will submit the information as soon as we can.

The end of a year is a preferred time to look backwards and ask yourself, how the year has been developed in your business and private life. We hope, that you can be satisfied with your work, results, or decisions. But now, please use also the chance to relax during the upcoming christmas holidays. If you still haven't a gift for your friends and colleagues, just look at our bookshop with more than 320 publications for ideas.

For us, the team of Arts Management Network in Weimar, 2005 was a successful year. No other year was so intensive with work inside and outside our office, in no year before we visited so many conferences. We met a lot of people and organisations, learned about general trends, shared experiences with experts, and understood problems from a closer point of view. The number of newsletter subscribers rose to nearly 3.500 in this international edition and to even more than 16.000 in the German edition. In our home country Germany, we could maintain the position of providing the most successful job platform for arts managers. After three years and more than 1200 pages of practical knowledge by experts, we completed our ambitious book project "How to finance the arts successfully". Last but not least, we established deeper relationships to the Polish arts sector during an extended visit to Krakow and Warsaw, in order to bring our experiences into this country and create projects with partners in Poland in the future.

One of our most important steps for 2006, we want to undertake in spring with the relaunch of our German and English online portals. With the help of our technical and design partners, Lombego Systems and Goldwiege Visual Projects, we will create an ambitious web resource for the arts management community in a new design.

We wish you a merry christmas and a happy new year!

Yours Dirk Schutz & Dirk Heinze

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## NEWS & BACKGROUND

### **Background: Can Culture save Downtown?**

*An article by Adrian Ellis, AEA Consulting*

It is very unusual for any urban renewal plan not to include reference to the role that arts organizations and arts buildings can potentially play in regeneration. Most recently, in Hurricane Katrina's wake, both have figured prominently in discussions about the future of New Orleans and Biloxi. But the discussions about arts organizations and those about arts buildings are curiously and uncomfortably divorced. The role that buildings are seen to play is usually in the context of bravura high-profile physical redevelopment, while the role of arts organizations is more often discussed in the context of fine grained community-building and the knitting together of anomic and atomized populations through the generation of "social capital". The buildings and the organizations they host are discussed in different forums by different people using different vocabularies and often manifesting a certain amount of mutual disdain. Arts organizations are only weakly enfranchised in discussions about arts buildings, a supplicant at a discussion that includes the booming voices of private developers, local politicians, urban renewal agencies and master planners...

Read more: <http://www.aeaconsulting.com/site/platformv4i3c.html>

### **New Masterpieces of the Oral and Intangible Heritage of Humanity**

On November 25th the Director-General of UNESCO, Koïchiro Matsuura, proclaimed 43 new Masterpieces of the Oral and Intangible Heritages of Humanity. This is UNESCO's third proclamation of Masterpieces of the Oral and Intangible Heritage, an international distinction destined to raise public awareness of the value of this heritage, which includes popular and traditional oral forms of expression, music and dance, rituals and mythologies, knowledge and practices concerning the universe, know-how linked to traditional crafts, as well as cultural spaces.

The 43 new masterpieces were proposed to the Director-General by an 18-member jury chaired by Princess Basma Bint Talal of Jordan. The jury met from 20 to 24 November to examine 64 national and multinational candidatures. A total of 47 masterpieces were proclaimed in 2001 and 2003. Twenty-seven of them have already benefited from UNESCO's support, particularly from safeguarding operations which received financial assistance from Japan.

More information: <http://portal.unesco.org>

### **Portrait: The National Cultural Fund Romania**

The National Cultural Fund Administration is called to adopt specific cultural policies allowing it to select for financing cultural programmes, projects and actions with a national and international impact and cover from the drawn-in and collected funds the enhanced needs for financial resources of the projects and programmes initiated by the Romanian cultural operators.

A challenge of such importance requires the identification of a corps of experts the Administration should have recourse to in every semi-annual financing session, in order to meet the expectations of the cultural operators.

The Administration also has a special role, that of proceeding to consultations with the Ministry of Culture and Cults and the Romanian Cultural Institute, with a view to sustaining Romania's international cultural relations by the implementation of a strategy jointly agreed upon with these two bodies.

The nomination of the NCF Council in September 2005 opens a period of two years in which a new legal frame - reglementing the financial support offered to cultural projects - will be used, in an experimental phase.

In order to establish a strategy for the support awarded to culture , a series of consultations needs to be launched , in the frame of a Platform dedicated to the issues of finance & culture 2006-2008.

The consultations realized untill now between the NCF Administration and the artists, public institutions and non governmental organisations, started in September 2005 from an open and continouos communication with the cultural community.

The objectives established with the launching of the Platform dedicated to the issues of finance and culture 2006-2008, aim the substantial improvement of the functioning system of NCF, and therefore increasing the resources offered by the institution during the financing sessions.

The Platform and the final document resulted from the public consultations will reduce substantially the formal distance public-private and will improve the communication between the NCF and the artists, the public institutions, the NGOs.

Further information: <http://www.afcn.ro>

### **Survey: Heritage Health Index Results (USA)**

The Heritage Health Index, the first comprehensive survey ever to assess the condition and preservation needs of U.S. collections, concludes that immediate action is needed to prevent the loss of millions of irreplaceable artifacts. These findings were announced at a news conference in New York City on December 6 and are detailed in "A Public Trust at Risk: The Heritage Health Index Report on the State of America's Collections." Key findings include:

- 65% of collecting institutions have experienced damage to collections due to improper storage.
- 80% of U.S. collecting institutions do not have an emergency plan that includes collections, with staff trained to carry it out.
- 190 million objects are in need of conservation treatment.

The report calls on individuals in the private sector and at all levels of government to assume responsibility for providing support that will allow collections to survive. It also calls on institutions to develop emergency plans to protect collections, to give priority to providing safe conditions for collections, and to assign responsibility for collections care to staff members.

The Heritage Health Index is a project of Heritage Preservation, in partnership with the Institute of Museum and Library Services, a federal agency.

Read more: <http://www.heritagehealthindex.org>

### **Survey: National Survey of Cultural Participation (USA)**

Those who wish to understand or expand cultural participation need to pay much greater attention to its diversity. Participation in arts and cultural events is not monolithic, though it is frequently discussed and acted upon as if it were. As one observer notes, "We often talk as if the 'arts' were a single thing." The fact is that people attend different types of cultural events for different reasons, with different people, in different places, with different experiences. Thus, if those seeking to enlarge partici-

pation are to succeed, they need to clearly define and understand the type of "culture" in which they wish to expand participation and target their strategies accordingly. This is the central conclusion from a national survey of cultural participation commissioned by The Wallace Foundation and conducted by the Urban Institute. Survey findings also indicate some important differences in participation among members of different ethnic groups and among frequent, moderate, and infrequent attendees. Arts organizations wishing to reach those audiences should be aware of such differences. Taking a broad and inclusive definition of culture, the survey asked a random sample of 1.231 Americans about their participation patterns, motivations, and experiences.

Details: <http://www.urban.org/publications/311238.html>

### **Call for Nomination: Governor General's Performing Arts Awards (Canada)**

*Source: "Sound Bytes from Orchestra Canada", issue December 9, 2005*

The Governor General's Performing Arts Awards Foundation has announced the call for nominations for two awards: the 2006 Governor General's Performing Arts Awards for lifetime artistic achievement, as well as the Ramon John Hnatyshyn Award for Voluntarism in the Performing Arts. Created in 1992 the Awards recognize artists who, over a lifetime of achievement, have made an indelible contribution to Canada's cultural life. These national Awards are conferred in the realms of theatre, dance, classical music and opera, radio and television broadcasting, popular music, and film. The deadline for receipt of nominations is January 15, 2006. Details on the nomination and assessment process, as well as application materials, are available at the GGPAAF website

Details: <http://www.bce.ca/ggawards>

## **BOOKS & RESOURCES**

### **Book: Culture-Biz. Locating Women as Film and Book Publishing Professionals**



The Culture Biz study began in January 2004 and was finalised in Spring 2005.

Research teams were assembled in Austria, Finland, Germany and Portugal to locate women as creative and managerial decision-makers working in specific branches of the audiovisual industries: namely fiction book publishing and film production. The results of these research studies are examined in comparison.

Details: <http://www.artsmanagement.net/Books-id-613.html>

### **Book: The Arts, Politics and Change**

Sensible cultural policy frameworks are key to developing a stable cultural sector and flourishing cultural activity. Since the political changes in South East Europe in the 1990s, a participative reform of the previously state-funded cultural system and a strengthening of the independent sector in South East Europe proved to be necessary.

To support this process, in the year 2000 the regional framework programme Policies for Culture commenced, run by the ECUMEST Association, Bucharest, and the European Cultural Foundation, Amsterdam. Following a bottom-up approach and aiming to bridge the gap between the cultural field and the policymaking level in South East Europe, an open platform was established. This platform enabled the various stakeholders to meet and discuss the day-to-day needs of cultural policy and to redesign them.

The book proposes both theoretical reflection and practical examples of cultural policy initiatives. The first part of the book - "Cultural policy in South East Europe" - includes essays on: centralism or decentralisation; transforming regulatory frameworks; re-thinking state funding; and the role of the media. The second part - "The power of local action" - consists of case studies on: cultural policy practices in South East European cities; influencing legislation in SEE; and cultural funding in SEE.

The programme's exciting experiments may also serve as an inspiration for the wider community of European and non-European countries and for all institutions and individual researchers involved in examining the role of cultural policy frameworks in politically and socially unstable societies.

Authors: Ela Agotic, Tsveta Andreeva, Odile Chenal, Vesna Copic, Milena Deleva, Philipp Dietachmair, Sanjin Dragojevic, Christopher Gordon, Vjeran Katunaric, Marius Lazarca, Francois Matarasso, Delia Mucica, Oana Radu, Cas Smithuijsen, Corina Suteu, Lidia Varbanova, Yuriy Vulkovsky, Hanneloes Weeda, and Andrea Zlatar.

This book had been presented at the "The heart of the matter – what future for the Balkans and the EU?", an ECF-HIVOS conference in The Hague on 1 December 2005, after its launching during the "Steps into the Future - the regional evaluation and development meeting of the Policies for Culture action projects partners' network" in Bucharest on 4-5 November 2005.

Details: <http://www.artsmanagement.net/Books-id-614.html>

### **Book: Developing New Instrument to Meet Cultural Policy Challenges**



The Centre for European Studies (CES), Thailand, published a Report of the Asia-Europe Seminar on Cultural Policy, that was held in Bangkok, Thailand, on 24-27 June 2004 under the title "Developing New Instruments to Meet Cultural Policy Challenges", edited by Rod Fisher.

The seminar was intended for senior civil servants working for ministries with responsibility for culture in Europe and Asia. Recognizing the need of government sectors internationally to improve policy-making to respond to new challenges and threats facing culture, the seminar aimed at highlighting questions of existing policy options, setting up procedures for the assessment of ministries' policy effectiveness, and creating opportunities for Europe and Asia to learn from each other, trying to find innovative solutions to current cultural policies dilemmas in both regions. Recommendations were drafted focusing on four main areas: cultural policies, research, artists and art promoters' exchange, and mobility between Asia and Europe.

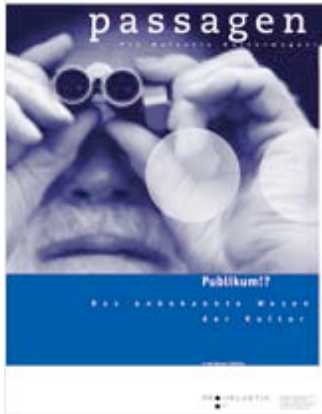
Recommendations were drafted focusing on four main areas: cultural policies, research, artists and art promoters' exchange, and mobility between Asia and Europe.

More about: <http://www.ces.chula.ac.th/publication/book.html>

Link to the Asia-Europe Foundation: <http://www.asef.org>

## **Portrait: Swiss Cultural Magazine "Passages"**

Pro Helvetia's cultural magazine Passages is published three times per year in three editions: German, French and English. Each issue takes up a subject of cultural relevance to Switzerland. Passages regularly commissions articles from distinguished Swiss and foreign authors. Every issue of the magazine contains a special insert highlighting important events supported by the Arts Council worldwide.



Latest issue No. 40: "THE AUDIENCE - CULTURE'S UNKNOWN QUANTITY"

Is cultural supply outstripping demand? Do too few people benefit from the rich array of subsidized art? It is not cultural-policy makers alone who recognize that cultural promotion needs to refocus some of its emphasis to include not only artistic production but the expectations of the potential consumer – to build bridges and provide broader access to art and culture. Wishes that are of core relevance to the debate surrounding Switzerland's new draft legislation on federal cultural

promotion and Pro Helvetia. And considerations that are at the heart of the work the Arts Council of Switzerland does every day.

It is against this background that Pro Helvetia's cultural magazine Passages dedicates the present issue to a very special kind of "cultural asset": the audience. To the individuals who form the much-courted collective that gives meaning to the idea of "demand", "access" or "building bridges".

More information: <http://www.pro-helvetia.ch>

## **Resource: Practical knowledge about private sector support for the arts**

Australia Business Arts Foundation (AbaF) has launched a new website, which offers, among others, the latest news of the engagement of Australians business sector in the arts.

Additionally, AbaF has published several guides as a source of practical knowledge about private sector support for the arts:

1. Successful private sector relationships with the arts (The Gold Book 2005)
2. Business Arts Partnerships - a Guide to the Business Case Approach for the Cultural Sector (The Red Book)
3. A Guide to Contracts for Business Arts Partnerships (The Purple Book)
4. Building Relationships and Securing Donations: a Guide for the Arts (The Silver Book)

More: <http://www.abaf.org.au/communicationscentre/guides.html>

## **Resource: Culture360 - A multi-disciplinary Asia-Europe Cultural Web-portal**

The Asia-Europe Foundation (ASEF) is currently spearheading the development of "Culture360 - A multi-disciplinary Asia-Europe Cultural Web-portal" that will serve as a one-stop source of cultural information and virtual meeting space for the diverse cultural community of the two regions. This portal has been in development for the last 10 months and is expected to be launched in September 2006. Technical development

of Culture360 is being carried out in cooperation with Nanyang Technological University (NTU) in Singapore.

Details: <http://www.asef.org>

## MAGAZINE DIGEST

### **International Journal of Arts Management**

*Volume 8, Number 1 - Fall 2005 issue*

#### Content Overview:

- 1) The importance of Accuracy in Attendance Reporting - Ted Silberberg (Canada)
- 2) Systematic Capacity Building in Cultural Administration - Patricia Dewey (USA)
- 3) The Performing Arts Value Chain - Stephen Preece (Canada)
- 4) Entertainment Pirates: Determinants of Piracy in the Software, Music and Movie Industries - Luigi Proserpio, Severino Salvemini, Valerio Ghiringhelli (Italy)
- 5) Consumer Perception of Private Versus Public Sponsorship of the Arts - François Colbert, Alain d'Astous, Marie-Agnès Parmentier (Canada)
- 6) Structure of the Contemporary Art Market and the Profile of Italian Artists - Alessia Zorloni (Italy)
- 7) Jacques Natte and the Festival du Cinéma International en Abitibi-Témiscamingue - Jacqueline Cardinal, Laurent Lapierre (Canada)
- 8) Book reviews: "Mapping State Cultural Policy. The State of Washington" by J. Mark Schuster, "Leading with Passion. Change Management in the 21st Century" by Shereena Suchy

Magazine page: <http://www.gestiondesarts.com/index.php?id=720>

### **Asia Pacific Journal of Arts & Cultural Management**

*October 2005 issue*

#### Content overview:

- 1) Does it matter who is in charge? The influence of the business paradigm on arts leadership and management - Jo Caust
- 2) Public Stories, Private Lives: The Importance of Stories to 'Middle Australia' - Julia de Roeper
- 3) Reimagining the suburbs: An investigation of a placemaking strategy in a deindustrialising city - Michelle Mansfield
- 4) Sponsorship as a Bilateral Relationship: the benefits of applying relationship marketing principles in the sponsorship exchange - Beverley J Thompson
- 5) The Malaysian Art World - Annette Van den Bosch

Magazine page: [http://business.unisa.edu.au/artsman\\_journ/v3i1/default.asp](http://business.unisa.edu.au/artsman_journ/v3i1/default.asp)

### **International Arts Manager**

*January 2006 issue*

What exactly does customer relationship management and audience development mean? The January 2006 issue of International Arts Manager (IAM) shows the varying implications of these important issues for arts companies from around the world.

For orchestras, IAM looks at the innovative MusicPad Pro Plus, the computerised score that players can write on. IAM highlights the changes at both IMG Artists and IAMA,



provide a round-up of Italian opera companies, and look at the San Jose Repertory Theatre in California, which has been for too long in the cultural shadow of San Francisco.

Prolific leading artists' agent Mike Ross is profiled in this issue, as he explains the benefits of running an arts presenting company from the University of Illinois. Performance groups featured include the Ju Percussion group and Cloud Gate Dance Theatre in Taiwan, and the Korea Universal Ballet.

Finally, Russia and the Netherlands have a special attention as part of IAM's regular focus pages, for which they give an overview of what these countries' performing arts sectors have to offer.

Magazine page: <http://www.api.co.uk/aboutiam.htm>

## EDUCATION & CAREER

### **Online courses and resources for Canadian Arts Professionals**

*Source: ACENews. December 8, 2005*

The Centre for Cultural Management at the University of Waterloo has launched **manageculture.com**, a series of online professional development courses leading to Certificates of Completion and Specialist Diplomas for arts and heritage managers.

The Centre for Cultural Management was established at the University of Waterloo in 1989, with founding support from The Samuel and Saidye Bronfman Family Foundation, to provide leadership in cultural management education and research. One of the ways the Centre is meeting its objective of addressing the learning needs of current and future managers is by offering professional development opportunities for cultural managers through manageculture.com.

The courses are intended for administrative staff and managers of cultural organizations who are interested in enhancing their skills while they are working. As well, the courses will be of special interest to mid-career managers who may be moving into a new area of management and want to upgrade their knowledge in that area. The content of the courses is broadly-based, dealing with principles of management that apply to all areas of arts and heritage.

There are 25 courses in all, covering a wide range of management responsibilities, with more coming online in the future. Courses cover a variety of areas including: board development, career management, cultural tourism, strategic and business planning, fundraising and planned giving, human resources management, marketing, media relations and volunteer management.

More information: <http://www.manageculture.com>

A parallel program - "Séminaires de management culturel en ligne" - is being offered by HEC Montréal: <http://www.managementculturel.com>

A new resource called "Arts on Tour" has been created in partnership by the Canada Council for the Arts and the Department of Canadian Heritage. It's a pair of on-line handbooks, specifically designed to meet the needs of both event presenters and touring artists: <http://www.artsontour.ca>

## CONFERENCE & SEMINARS

### **Review: Inclusive Europe? Horizon 2020**

*Budapest (Hungary), 17-20 November, 2005*



At the international cultural conference "A Soul for Europe", held in Berlin in November 2004, State Secretary András Benedek announced the arrangement of a similar event the following November in Budapest. With the organisation of this meeting, the Hungarian Ministry of Cultural Heritage wanted to maintain the momentum created by the Berlin conference, and kept alive at the Comédie Française in Paris, during the following European cultural conference in May. "Inclusive Europe? Horizon 2020" was another stage on the way towards firmly establishing the role of culture in the construction of the new Europe.

"Inclusive Europe?" organised by the Hungarian Ministry of Cultural Heritage in cooperation with the European Forum for the Arts and Heritage (EFAH), brought together ministers and other high administrators of European culture. At the same time, the conference also incorporated the annual EFAH Conference and Assembly General Meeting.

A conference reader as well as a collection of several speeches is available at the website.

Details: <http://www.inclusiveeurope.hu>

### **Preview: Member Conference, Association of Performing Arts Presenters**

*New York City (USA), January 20-24, 2006*

In January 2006, the Association of Performing Arts Presenters will gather over 4.000 performing arts professionals from around the world for its 49th Annual Members Conference, a unique event in the global performing arts community. In addition to free access to more than 1.200 performances throughout the New York area, Conference attendees will participate in professional development and networking events throughout this four-day gathering.

This year's Members Conference, themed "Creative Change. Global Exchange", will be held January 20-24, 2006, in New York City. Highlights include plenary speakers, performances and workshops, and the Resource Room. The Resource Room - an international marketplace that allows presenters to share information and strategies - represents a concentration of expertise and experience in the dynamic field of the performing arts.

Details: <http://www.artspresenters.org/conference06/>

### **Preview: "Making new paths - challenges in cultural management education"**

*Krakow (Poland), 27-28 Januar, 2006*

Cultural management education within the higher education system is by no means a new phenomenon in Poland and other countries of Central Europe. Many programmes have been established, with various profiles, focusing mostly on management of institutions in public sector. However, cultural management as an autonomous subject of study has not been recognised yet. Until now the studies take a form of various specialisations of a general management or cultural pedagogy studies. This situation is seen by researchers and programme directors as a major obstacle on the way toward fuller education in the field of cultural management. It also impedes development of

standard qualifications comparable on national and international level. ENCATC organise this conference in close cooperation with Jagiellonian University in Krakow, Poland, with the following objectives: To analyse and discuss situation within the cultural management education field; To assess possibilities of development new programmes and/or reshaping existing ones in order to fulfil current training needs.

Further information: <http://www.encatc.org/activities/events.lasso>

### **Preview: 2006 National Arts Marketing Project Conference**

*Los Angeles (USA), April 29–May 2, 2006*

The 2006 National Arts Marketing Project Conference will focus on strategies for earned income and audience development that have gotten big bang for the buck. Sessions will highlight strategies and tactics in branding, high-tech e-marketing, guerilla tactics on a budget, researching diverse audiences, and collaborations of all kinds from organizations of all art forms and all sizes.



Technology Saturday will spend one day focusing on high-tech marketing strategies and tactics. The day begins with Technology Boot Camp, designed with sessions for those with intermediate or advanced e-marketing skills. The afternoon will focus on high-tech case studies with subjects ranging from online ticketing and e-mail marketing to database management. It's Sponsorship Saturday, featuring intermed-

ate and advanced sponsorship case studies.

boot camps and an afternoon filled with sponsorship

The conference includes intensive workshops, plenary sessions, roundtable discussions with peers, and sponsorship clinics led by top marketing experts from across the United States. Education sessions address marketing, technology, and sponsorship strategies that focus on both leveraging the latest in arts marketing strategies and tactics while making marketing dollars work harder to grow and retain new audiences.

Details: <http://www.americansforthearts.org/events/2006/abc/namc/003.asp>

### **Preview: The Politics of Arts & Culture. International Perspectives**

*Feature Workshop - New York City, Summer 2006*

This summer, engage in a lively and important discussion at one of the foremost educational institutions in the world. Acquire knowledge for career advancement, professional development and personal enrichment.

Join Scholar-in-Residence Kevin Mulcahy, Sheldon Beychok Distinguished Professor of Political Science, Louisiana State University and explore Cultural Entrepreneurship, The Perils of Privatization, Politics of Identity, and Models of Cultural Policies.

Discuss:

- Are cultural policies relevant to today's realities?
- When is culture synonymous with identity and/or ideology?
- Is cultural policy another kind of economic policy?
- Are artists the drivers or the pawns of cultural policies?

Details: <http://www.tc.edu/ceoi/politicsarts>

## **Call for Papers: Impact of Arts and Cultural Education on Young People**

*Paris, January 10-12, 2006*

European and international symposium from 10th to 12th January 2007 in Paris, France, will welcome individuals and research teams that have studied the impact of arts and cultural education on children and young people.

The symposium will notably try to highlight the positive impact arts and cultural education could have:

- on the cognitive development and academic achievement of children,
- on the acquisition of certain personality traits,
- on the acquisition of social skills,
- on helping reduce the disparity between the academic results of privileged and underprivileged children,
- on helping each individual to build his own cultural identity, to discover and respect different cultural identities.

Through its evaluation of the impact of arts education, the symposium will seek to highlight the relationship between details of implementation of arts and cultural education and results obtained, trying in particular to assess the added value of the various schemes offering cultural activities.

This evaluation will also focus on training schemes for teachers, artists and other professionals involved in the educational field.

Lastly, the symposium will focus on research conducted over wide areas (be they national or regional), in order to try and measure the global impact of educational arts policies (for example, in terms of pupil success, or the development of new cultural practices).

The parameters of this research should be understood in the broad sense that the notion of arts and cultural education carries in France : arts teaching as part of the school curriculum, arts and cultural activities carried out during school time and free time, arts teaching given out of school hours by specialized teaching institutions.

Over the course of the 3 days, the question of the evaluation of the impact of arts and cultural education will be approached from a variety of disciplines (psychology and child development, sociology, cognitive sciences etc).

Further information via email: [charlotte.fesneau@centrepompidou.fr](mailto:charlotte.fesneau@centrepompidou.fr)

### **CALENDAR**

A complete overview to all upcoming conferences you find here:  
<http://www.artsmanagement.net/Calendar-month.html>

### **IMPRINT**

The Newsletter is for free. It has currently 3460 subscribers worldwide.

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