

ARTS MANAGEMENT NEWSLETTER

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- October 1-3 Art Forum Berlin (Germany)
- October 20-22 Expert Meeting for Cultural Portal Providers, Dubrovnik (Croatia)
- October 26 3rd Conference for German Cultural Industries, Berlin (Germany)
- November 2-3 Arts Sponsoring Congress, Cologne (Germany)
- November 4-5 Arts Management Correspondent Meeting, Basel (Switzerland)
- November 16 Viaduct Job Fair, University Viadrina Frankfurt/Oder (Germany)
- December 7-10 Arts Management Expert Meeting, Rendsburg (Germany)

SPECIAL TOPIC: CAREER

1. Advancing your Career in the Arts

This article, which was written by Ellen Rosenholtz, Director of Programs Painted Bride Art Center, aims to through herself as an example giving readers some hints about how to improve his or her career in the arts.

She mentioned that "One important skill I learned during this time was to address unsatisfied needs in an organization in order to increase my value as an employee."

More: <http://artjob.com/cgi-local/displayPage.pl?page=articles.html&sid=11711661>

2. Young Performers Career Advancement 2007

Young Performers Career Advancement (YPCA), part of the Arts Presenters Classical Connections initiative, is a program designed to assist selected classical musicians in the formative stages of their careers by offering opportunities to meet and work with established presenters, managers, agents and artists.

The program provides a practical overview of the presenting and touring industry, along with expert instruction in the development of audience engagement skills and the chance to perform in front of a wide array of professionals from the field. Through a national partnership developed with the Sphinx Competition, Arts Presenters also provides an opportunity for a Sphinx Competition alumni artist or ensemble to participate in the program each year. Participants receive:

- * Mentored Visit
- * Seminar Activities
- * A Showcase Appearance

Young Performers Career Advancement (YPCA) is dedicated to helping young professionals take an informed step forward in their careers. Participants will have the opportunity to meet and work with presenters and managers, develop audience education skills and receive a general overview of the presenting and touring fields.

Details: <http://www.artspresenters.org/services/YPCA2007guidelines.pdf>

3. Book: National Directory of Arts Internships 10th Edition

This 10th edition, covering years 2006 and 2007, is the latest edition and one of the most comprehensive guides of its kind. The National Directory of Arts Internships has again expanded its listings of entry/intern/fellowship opportunities for artist seeking experience in every art form produced in the U.S.A. Whether you're interested in Art/Design, Theatre Production, Music, Dance, Film or Arts Management, this Directory cites over 700 host organizations and more than 1600 internship options for you to choose from in pursuing your arts vocation through the year 2007. We have included in our listings the career field of journalism and computer graphics. Use this publication as a resource guide to make that bridge from emergence to paid professionalism.

Editors: Warren Christensen, William Barton

ISBN: 0945941153

Paperback, 353 pages

Published in August, 2005

Details and Ordering: <http://www.artsmangement.net/Books-id-690.html>

4. Book: Art That Pays. The Emerging Artist's Guide to Making a Living



Where To Seek Job Opportunities and Funding Sources For Your Work, If you're an artist, you intuit it. Art is there within you. This book is for those who on some level know what they truly are -- either you are trying to learn how to do this artistic life better, or you are trying to decide whether or not to do it at all. How can you take this vague idea of being an artist and make it a reality? Get clear and make a plan.

How will this book help? By pointing you in some directions, showing you where to get information you may need. By giving you the experience of others who have gone before you who may have done something you can benefit from, and who have been gracious enough to pass it on. By helping you to see what kind of a plan you need. By helping you make a plan. Bottom line, as an artist you have an even greater need to make long-term plans than other folks. Income will likely come at irregular intervals.

You'll have to save money whenever you can, get good credit, maintain a fuel-efficient vehicle, and find the way to do your art. Yet we all must budget for rent, food, telephone, transportation, clothing, health insurance, gas and electric - the stuff of day-to-day living.

Inside this book are practical suggestions and ideas to help you cope with artist's life including: Housing, Telephone, Home Office, Car, Health Insurance, Finances, The Internet, Legal Assistance, Grants, MFA Programs, Theatre Companies and Artist Retreats, Working Overseas, Putting Together Your Artist Portfolio.

Art That Pays will give you ideas and practical, concrete suggestions. If you are an artist and you have decided to pursue it, this thing you are embarked upon is noble. We hope to give you some encouragement because you can never have too much support. And we hope, perhaps, to make you smile at least once or twice, if not in amusement, at least in recognition of the absurdity, joy and wonder that is this life we have.

Authors: Adele Slaughter, Jeff Kober

ISBN: 0945941145

Paperback

361 pages

Published in February, 2004

Details: <http://www.artsmanagement.net/Books-id-689.html>

Executive Director for Atlanta Ballet

Atlanta Ballet seeks an executive director. Bachelor's degree or 5 years equivalent experience required. The successful candidate will have proven leadership skills and experience in running a not-for-profit organization.

The Director will be responsible for long-term planning and budgeting with the assistance of the Board, development of strategies to market and promote the Ballet to ticket buyers and donors, management of the ongoing operation process to achieve objectives, as well as day-to-day administration. This position offers a competitive salary and benefits package. Atlanta Ballet is an Equal Opportunity Employer.

To respond, send cover letter and resume to:

Executive Director Search, WH Management, Attn: James Howland, PO Box 566725, Atlanta, GA 31156

NEWS AND BACKGROUND

5. Internat. Measurement of the Economic and Social Importance of Culture

A study by John C. Gordon and Helen Beilby-Orrin, OECD

This new OECD project will provide an approach to measuring the economic and social importance of culture and will deliver initial quantitative estimates of these measures. The project will also explore the linkages between culture and well-being. An international workshop is planned for December 2006.

The paper begins by taking a holistic view of culture, including social and economic aspects, and quality of life. The authors follow with a review of international work undertaken by UNESCO in the 1980s and the European Commission in the 1990s. Both projects recommended a two dimensional framework for assembling measures of culture, one dimension containing cultural domains such as visual arts, film, theatre etc. with the other delineating the processes from creation/production through to consumption/conservation.

From an international-comparison point of view, one of the problems with the UNESCO framework was the lack of precise definitions of the proposed measures. When the European Commission Leadership Group (LEG) attempted to bring precision to a subset of the UNESCO model they found the level of detail in the European classification standards lacking.

In examining existing data on the culture sector in five OECD countries — Australia, Canada, France, the United Kingdom and the United States — the authors highlight not only the lack of detail in the standards but also the different classifications used by each country.

Accepting that there is no existing operational framework in place for international comparative measurement of the culture sector, the paper explores the possibilities of using a System of National Accounts (SNA) approach for economic data. The SNA has the advantage of presenting an entire economy in a single coherent framework. However, the classification standards' lack of detail for the culture sector (identified by the LEG and others) means that various measures, readily available for other sectors, require a great deal of estimation and imputation when examining the culture sector.

The great strength of the SNA whereby all economic activity is classified by a single primary purpose and recorded in one and only one place in the accounts becomes a liability when examining culture sector. A considerable amount of cultural activity takes place in establishments whose primary classification is non cultural. Secondary economic activity, although present in the SNA, is invisible from an analytical point of view. Employment measurement faces similar challenges with the additional fact that measurement of volunteer work, a prominent feature of the culture sector, is not present at all in the core SNA.

Acknowledging all of the aforementioned difficulties, the paper does bring together some measures of the culture sector for the five countries and makes an initial attempt at coherent tabulation for some sectors. While the number of assumptions and the amount of estimation involved mean that any comparisons between countries should be undertaken with extreme caution, the authors also recognize that, on the positive side, there is a great deal of similarity in the scope used by the different countries and that there is an increasing interest in data on the culture sector.

The authors propose an international workshop in December 2006 to discuss the initial findings of the paper and are soliciting input from experts with a view to establishing a methodology that will produce internationally-comparable measures capable of informing cultural policy formation in OECD countries.

The four initial themes proposed for the workshop are:

- Economic indicators
- Classification standards
- Social indicators
- Linkages between the culture sector, societal well-being and a healthy economy.

A follow-up session is planned for June 2007 at the OECD World Forum on Statistics, Knowledge and Policy which will focus on measuring the progress of societies.

Download: <http://www.oecd.org/dataoecd/26/51/37257281.pdf>

ArtsProfessional – the voice of the industry

ArtsProfessional is the essential publication for professionals working in arts management, with over 21,000 readers each fortnight in the UK and beyond.

Advertise – We offer 3 for the price of 1 advertising in our magazine, email bulletin and website. So, the next time you have a vacancy, email ads@artsprofessional.co.uk for further information.

Write – Want to have your say? Visit <http://www.artsprofessional.co.uk> for information on writing for ArtsProfessional.

Read – If you haven't seen ArtsProfessional before, email your address and phone number to subs@artsprofessional.co.uk and we'll send you the next four issues FREE!

6. Leadership Discourses in Symphony Orchestras

By Niina Koivunen, School of Business Administration, University of Tampere, Finland

Although often romanticized as 'artistic' organizations, symphony orchestras depend on management and leadership as much as any other organization. At the same time, musicians and managers in symphony orchestras must coexist in the same organization despite the fact that they hold very different views on leadership. This paper explores how the notion of leadership is constructed in symphony orchestras. The paper is based on my extensive study at the Tampere Philharmonic Orchestra and The Philadelphia Orchestra.

How to study an abstract phenomenon called leadership? Traditionally, leadership research has solved the problem by studying individual leaders. Leaders have literally been the objects of study: they have been measured, interviewed, observed and analyzed in different ways. For example, in organization studies focusing on management, the data are usually collected from managers themselves (Czarniawska-Joerges, 1995:26). Subordinates seldom have their voice heard in such studies. In other words, according to this approach the fundamental idea of leadership is connected to the leader as an individual. The leader's traits, qualifications or behavior have been under scrutiny. An alternative approach sees leadership more as a social process or interaction between the leader and other members of the organization. The focus is on the interaction process between people, not on the qualifications of the participants (Dachler and Hosking, 1995).

The paper draws on discourse analysis. Discourses are born in social interaction processes when people relate to each other. Each discourse builds on a few widespread claims that are commonly shared. Many discourses can exist in an organization simultaneously. A discourse has a strong inner logic but can be contradictory in relation to other discourses. This paper shows how there are four major leadership discourses which actively shape and maintain the understanding of leadership, leaders and their actions.

Download of the Paper: <http://www.nff2003.hi.is>

The dissertation of Niina Koivunen „Leadership in Symphony Orchestras. Discursive and Aesthetic Practices“, based on a fieldwork at Tampere Philharmonic Orchestra (Finland) and the Philadelphia Orchestra (USA), is available at: <http://acta.uta.fi/pdf/951-44-5562-2.pdf>

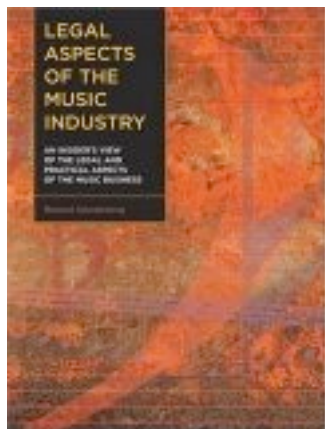
BOOKS

7. Book: ENCATC publication about changing values in cultural management

The European Network of Cultural Administration Training Centres (ENCATC) has recently launched a book entitled „What makes sense? Cultural Management and the Question of Values in a Shifting Landscape“. The publication, edited by Hermann Voesgen, collects over 20 texts gathered at recent ENCATC conferences, and aims to provide professionals and students of cultural management with current reflections on changing values and their impact on cultural work.

Download: <http://www.encatc.org/downloads/BOOK.pdf>

8. Book: Legal Aspects of the Music Industry. An Insider's View



This comprehensive reference features in-depth discussions of every important music industry contract, all enlivened by personal anecdotes from the author's wide-ranging experiences. Updated to reflect the rapid pace of change in the music industry, this new edition includes a focus on group agreements, live performances, free music on the Internet, the effect of the Millennium Copyright Act, ancillary rights, and the independent record label. Other key issues covered include the artists' rebellion against record company contracts, litigation by superstars and songwriters against record labels, and the industry-wide downturn in record sales.

Author: Richard Schulenberg
ISBN: 0823083640
624 pages
Published in March 2005 (2nd edition)

Details and Ordering: <http://www.artsmanagement.net/Books-id-501.html>

MAGAZINE DIGEST

9. International Arts Manager (IAM) Magazine **October 2006 issue**

October means autumn and new seasons in Europe, so IAM is bringing you some more European season previews, this time from Germany, Austria and Switzerland. Moving further south and east respectively, we focus on Spanish orchestras and Russian dance.

Details: <http://www.api.co.uk/iاملatest.htm>

10. CultureWork **August 2006**

"The arts have power, majesty and authenticity to speak about the issues that concern us most," asserted John Frohnmayer, former chair of the National Endowment for the Arts and currently Affiliate Professor of Liberal Arts at Oregon State University. In his speech "Canaries in the Coal Mine: Art, Freedom, and Community", Frohnmayer calls on us to listen to our artists - poets, playwrights, singers, dancers, painters - and, with personal dedication and vigor, (re)engage in the political life and struggles of the country.

In "Boomers, XY's and the Making of a Generational Shift in Arts Management", community arts consultant Victoria Saunders outlines societal shifts in arts leadership qualities, interests, and skills as institutional administration is handed from Baby Boomers to those in their 20s and 30s. Saunders sets the stage for exploring a difficult transition period that needs to be addressed directly and honestly to "ensure that the arts remain a relevant force in the American experience".

Details: <http://culturework.uoregon.edu>

11. International Journal of Cultural Studies **September 2006**

1. Creative industries and innovation in China, by John Hartley and Michael Keane
2. Creative industries and innovation in China, by Wu Qidi
3. Made in China to created in China: What can the international community offer?
by Rod Kemp
4. A new modernity?: The arrival of 'creative industries' in China, by Justin O'Connor and Gu Xin
5. From made in China to created in China, by Michael Keane
6. From institution to industry: Reforms in cultural institutions in China, by Zhang Xiaoming
7. Cultural resources, creative industries and the long economy, by Su Tong
8. From cultural to creative industries: Strategies for Chaoyang District, Beijing, by Desmond Hui
9. In search of the market in China: The regional dimension of Hong Kong's creative industries, by Mok Kin Wai
10. Transborder visuality. The cultural transfer between Hong Kong and South China by Eric Kit-Wai Ma
11. Nostalgia as content creativity. Cultural industries and popular sentiment, by Wu Jing

12. 'Beijing bling': creative details and consumer choices in contemporary China: An Interview with Hung Huang ([UNKNOWN]), by Lucy Montgomery
13. The Diggi Awards: an 'agent model' for creative community-building: An interview with Jerry Wang, by Michael Keane
14. Commercialization of digital storytelling: An integrated approach for cultural tourism, the Beijing Olympics and wireless VAS, by Wu Qiongli
15. Towards creative da-tong: An alternative notion of creative industries for China, by Han-Teng Liao
16. Copyright and the creative industries in China, by Lucy Montgomery and Brian Fitzgerald
17. The new middle class meets the creative class: The Masters of Business Administration (MBA) and creative innovation in 21st-century China, by Terry Flew

CONFERENCES

12. Review: World Congress of the Intern. Federation for Theatre Research

An article by Susana Graça, correspondent, Lisbon (Portugal)

The 15th World Congress of the International Federation for Theatre Research (IFTR) was held between August 7 and 12, in Helsinki, Finland. Under the heading "Global vs Local", the contributions for the conference ranged from issues of strict local concern to explorations of all that pertains to globalization.



Photo by Mirjami Heikkinen

The IFTR conference was divided in Keynote Speakers' sessions, Panel sessions and Kay McDonnell New Scholar's Forum sessions. The wise scheduling allowed for a good distribution of attendants among the sessions, especially in what concerns the New Scholar's Forum. The fact that there was no superimposition of sessions has led to generous amounts of public in the new scholar's sessions, which is always of utmost importance for the ones presenting their work.

Parallel to the conference, there was a well planned cultural program that solved the language problems that would inevitably happen if attendants would go to regular Finnish theatres. The organization of other activities and the provision of services to the participants, such as internet access and excursions, were carefully prepared.

In general, the contributions were characterized by being of high quality and quite leveled in terms of thematic diversity. Of course, the proportion of scholars connected to the humanities is still high when compared to those connected with the social sciences and others. Still, an increasing number of people is beginning to gain interest in different avenues of theatre research and using tools normally associated with disciplines as varied as management, economics or statistics.

The 15th World Congress of the International Federation for Theatre Research was well organized, presented a collection of valuable papers and produced important results in terms of the interaction among scholars.

Website: <http://www.firt-iftr.org>

13. Review: Museum advisers meet at European conference in Hungary **6th EMAC in Budapest**

An article by Almut Gruner, correspondent, Leeds (United Kingdom)

Their work is vital for the survival and quality of museum services, yet they receive very little public attention: museum advisers support museums across Europe. Their service provision varies from country to country, sometimes even from region to region, but they have one thing in common, a vested interest in maintaining high professional standards in museums without the business orientation of commercial museum consultants. This summer, museum advisors met in Budapest for the sixth European Museum Advisers Association (EMAC) meeting, to share best practice, renew acquaintances, and to learn more about the museum environment in their host country, Hungary.

Around 50 museum advisers from eight European countries followed the invitation from the Foundation for Museums and Visitors and the Pulszky Society/ Hungarian Museum Association to Budapest from 24 to 28 June 2006. They received a warm welcome from the organisers who had prepared, under the overarching theme of 'Quality', an excellent and varied programme of speakers, museum visits, and discussions about the future role of EMAC.

Museum advisers in Europe tend to work for regional museum agencies that are funded either publicly or privately, being charitable organisations. Advisers have different specialist roles, with collections management and care being the most traditional area of advice. Other advisory roles may include, more specifically, conservation of objects, project management, and more recently marketing, political lobbying and fundraising. Museum advisers might also administer pots of grant funding or find external financial support for projects involving museums. If this is the common basis for museum advisory services, delegates heard, over the five conference days, of various approaches and developments of delivering these services to museums.

Amongst the worries that museums face are reductions in public funding, rising demands from visitors to be engaging and entertaining, and an expectation to provide high quality services. Shared amongst European advisers is an awareness that the political, economic and social environment around museums is constantly changing. If museums are to thrive rather than survive in this environment, they need to be able to respond to these changes effectively and efficiently. The EMAC conference provided an environment in which the advisers could build their skills and find out how their colleagues in other countries are meeting these challenges.

Highlights

One of the highlights of the conference was the opening keynote speech from Tamás Vásárhelyi, Deputy Director of the Hungarian Natural History Museum. His entertaining presentation linked the development of museums in Hungary to evolution, pointing out that flexibility and the ability to adapt to their environment is vital for the survival of museums. In his view, the keys to quality are a commitment of the whole organisation to visitor orientation, broadening the views of museum staff, and allo-

wing creative solutions to flourish across all departments. Mr Vásárhelyi later invited the delegates to visit and comment on a temporary exhibition in his museum, and the following discussion showed the difference in approach which is developing in areas like interpretation of museum exhibits, and the focus on customer friendliness. In essence, museums are becoming more and more aware that they need to relate more to their audiences and listen to the needs of their stakeholders. The discussion at the Hungarian Natural History Museum indicated that there might still be a cultural difference between museum professionals in the Eastern European countries where heavy public subsidies have supported the museum sector over many years, where as museums in the Western European countries are being held accountable for how they invest the public monies they receive. Museums that find themselves under scrutiny about how they spend public funds, and what for, have developed a stronger market orientation. On the other hand, participants at EMAC, who know staff shortages as a common problem for museums, noted the high numbers of staff at Hungarian Museums. Still, changes in the Hungarian museum environment are becoming more and more apparent, not least in the area of fundraising and marketing.

Two very different approaches to quality could be witnessed on visits to the Skanzen Open Air Museum in Szentendre, just outside Budapest, and the House of Terror in the city respectively. Both museums are dedicated to visitor orientation; the open air museum equals quality to authenticity, while the House of Terror, which won the Hungarian Museum of the Year award and a special commendation from the European Museum Foundation in 2004, articulates a dedication to providing an all-round experience of the past for its visitors. The House of Terror actually classifies itself as a memorial to the Hungarian victims of two terror regimes, during World War II and the Soviet regime. Although some EMAC delegates felt that the House of Terror relied heavily on using iconic images and emotional responses from their visitors, other delegates seemed to respond positively to their own emotions. However, the question whether the approach chosen by its curators fulfils professional standards seems to fade into the background compared to the success of the House of Terror since its opening in 2002.

Finally, EMAC featured a number of presentations and case studies on the conference theme of 'Quality'. The attraction was in the variety of approaches and the potential to apply best practice approaches tried and tested in other countries. Some ideas related to the potential of European funding and its challenges; others referred to the future potential for museum advisers to engage in political advocacy, thus shaping the environment for museums to work in rather than fire-fight by providing support to individual organisations. All in all, the quality and variety of presentations was impressive – suggesting that museum advisers could do more to advertise their achievements to a wider public.

Outcomes

Considering the importance for the museum sector to have independent and professional consultants at their side, it was disappointing to see so little representation at the EMAC conference this year. The quality of the conference and the opportunity for networking with colleagues from across Europe should attract many more people to participate. However, it was acknowledged at the conference that more needs to be done to encourage attendance. A small committee has been created to develop the next conference which will be held in Graz, Austria, in 2007. More will be done to promote the conference, and hopefully, Graz will see an influx of museum advisers from all over Europe in May 2007.

14. Call for Papers: Symposium for students in cultural policy & management

The Department of Cultural Policy and Management, City University and the Department of Drama, Arts Management and Cultural Policy, Goldsmiths College, University of London, in conjunction with LCACE, are launching an annual research student symposia. The first will take place on 1st December 2006 at Somerset House.

The proposed annual symposia is for research students from all UK universities with a tradition of research in the fields of cultural policy and management.

The intention is to provide participating students with the opportunity to network, collaborate and receive formal feedback from their peers. We expect the symposium to focus on issues close to the hearts of those who make cultural policy and promote its implementation in this country. Papers should include analysis, primary research, comparative case studies, models of policy-making, impact studies etc.

We would like to invite abstracts from all research students who are working in the field. If accepted, participants will be invited to give a twenty minute presentation on an aspect of their research. The day will open with a keynote presentation, followed by panels which will be themed by research topics. These will be chaired by members of staff from City and Goldsmiths. Feedback will be given by presenters' peers and members of staff present. We also propose publishing the papers presented at the symposia, possibly in City University's newly launched ejournal, Cultural Policy, Criticism and Management (<http://www.city.ac.uk/cpmejournal/>).

Would all students wishing to participate send an abstract of no more than 300 words (click on <http://www.lcace.org.uk/events/?event=32> to submit online) by 30th September 2006. Short listing will take place between 2nd and 12th of October, and participants will be notified if they are being invited to give a paper by 16th of October 2006.

Details of the symposium will be circulated by 30th October 2006.

Website: <http://www.lcace.org.uk/events/?event=32>

15. Call for Papers: 9th Intern. Conference on Arts and Cultural Management

The organisers of the 9th International Conference on Arts and Cultural Management (AIMAC 2007), to be held in Valencia, Spain, 8-11 July 2007 invite the submission of papers on any aspect of arts and cultural management to be considered for inclusion in the conference.

This scientific conference will address various sectors of the arts and cultural industries (performing arts and festivals, heritage, museums and visual arts, film production and distribution, book publishing, recording, broadcasting, audiovisual media and multimedia)

Papers are welcome on all management approaches, including: marketing, strategic planning, marketing research, human resources, organizational behaviour, accounting and finance, production, or information systems. The Conference will include, among others, the following topics:

- marketing and the arts
- consumption of cultural products
- arts and cultural management
- interaction between Internet and culture
- audience research

- cultural human resources management
- arts financial issues
- arts and business relations
- cultural production and programming

All those wishing to present a paper at the conference must submit an abstract of 750-1,500 words. Abstracts may be submitted in English or French and must include: research objective or questions, research methodology and theoretical perspectives and main findings and conclusions. Deadline for abstracts is 15 October 2006. Authors will be informed of acceptance by early 2007. Final papers must be submitted by 1 April 2007.

Please submit your abstracts by email to: abstractsaimac2007@polytechnique.fr

Conference website: <http://www.adeit.uv.es/aimac2007/>

16. Preview: EFAH General Assembly. Islands and Bridges **October 5-7, 2006, Helsinki**

This year's EFAH Conference will seek to investigate and understand the value and importance of intercultural dialogue in the European context. Islands and Bridges offers an opportunity for everyone working in the cultural field to make their presence felt in the debate. There are no borders or boundaries or established groups or connections. This conference will not feature set-piece presentations and dry speeches. The Islands and Bridges programme is designed to combine the inspiration of performance and experience, with a genuine debate of the issues facing our region: social cohesion; national identity; racial discrimination and the sense of the individual. The conference is open to anyone who wishes to engage in this dialogue and who can bring energy to the debate.

Details: <http://www.islandsandbridges.com/>

17. Preview: Conference about Cultural Observatories **Bologna, October 18-19th, 2006**

The conference "Cultural Observatories. Institutional objectives, organizational structure, political relevance" is promoted by Emilia-Romagna Region in co-operation with ENCATC (European Network of Cultural Administration Training Centres), the University of Bologna and Foundation ATER Formazione, which manages the Regional Observatory for performing arts, on behalf of Emilia-Romagna Region. The conference intends promoting an exploration of a particularly relevant and topical theme also at international level, as shown by several other similar initiatives developed by other EU member states with the co-operation of ENCATC.

The conference focuses on two essential objectives: responding to the need stated by Italian institutions for exchange and comparison venues of experiences carried out in other Countries, by starting from the European context, the definition of common actions at national level; the setting up of co-operation venues with the most relevant examples operating at international level. The conference comprises four sessions and a round table, in order to further explore the focal points which at present seem to clearly emerge from the discussion, and to give voice as much as possible to all interested interlocutors and stakeholders.

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

18. Preview: Cultural Portals. A new era of cooperation

The 2nd Culture.mondo International Roundtable offers a unique opportunity for cultural portal experts from all continents to enhance their working practices, to recognize emerging trends and to exchange experiences. Following its first International Roundtable, Culture.mondo in partnership with Culturelink invite cultural portal experts from around the globe to gather in Dubrovnik, Croatia on October 20-22, 2006. The objectives of this 2nd International Roundtable are to consider how as cultural portals we respond to our users' and stakeholders' needs, to explore new avenues of cooperation and information, and to share how to achieve the respective goals.

Dirk Heinze, editor-in-chief and one of the founders of Arts Management Network, will join this expert round table. He said: „Portal providers like Arts Management Network are confronted with frequently changes in web technologies. The co-operation with other internet platforms offers exchange in content and experiences, which can be directly given forward to the users. The meeting in Dubrovnik is an excellent chance to strengthen this virtual scene of culture, which has been developed during the recent 10 years, and is necessary for a modern arts professional“.

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

Arts Management Bookstore

Arts Management Network provides the world's largest database for arts management publications. Nearly 400 books in English, Chinese, Italian or French language are introduced with extended descriptions, cover images and information about the authors and publishers. Easy to order via our partner, Amazon.com or its sister online stores in Canada, Great Britain, Germany, and France. If you purchase items (not only books) at Amazon through our bookstore in general, you can easily support the further growing of our information network.

More: <http://books.artsmanagement.net>

19. Preview: Arts Reach National Arts Marketing Conference 2006

Hundreds of top arts marketing professionals will gather on November 17-19, 2006 at New York University for the Arts Reach National Arts Marketing Conference 2006: Building Your Organization Through Strategic Marketing.

This conference is designed to help organizations focus their precious resources in the most effective ways to maximize the achievement of the organization's mission.

Arts Reach is the only how-to, results-oriented publication that describes successful revenue-generating strategies guaranteed to help all arts organizations. With support from several national and regional associations, this conference promises to be a watershed event. First, Arts Reach is collaborating with INTIX, The International Ticketing Association, to bring the best marketing and ticketing minds from around the world to share their knowledge.

Secondly, the leaders of National Arts Strategies, Russell Willis Taylor and Jim Rosenberg, will be drawing upon their extensive experience developing high-level national seminars as they lead two of the Plenary Sessions.

Thirdly, Arts Reach is working with national associations such as INTIX, American Association of Museums, American Symphony Orchestra League, Chorus America, Dan-

ce/USA, Opera America, National Alliance for Musical Theatre, The League of Historic American Theatres, and Theatre Communications Group, plus regional associations such as Western Arts Alliance, Association of Midwest Museums, and Southeastern Museums Conference, to bring the members of these associations significant discounts to make it easy for them to attend.

Lastly, several corporate sponsors--some long-term and some new this year--are lending their financial support and expertise in numerous ways, all with the goal of advancing the field of arts management.

A sampling of the rich program of sessions, workshops, one-on-one consultations, and networking opportunities includes: "The Great Debate -- Subscriptions vs. Single Tickets"; "The Mission, Branding and Research Loop: A 21st Century Imperative"; "Developing Creative Partnerships: Leveraging Corporate Sponsorships Beyond Just the Cash"; and "Marketing to Generation X and Y on Their Terms."

Details: <http://www.artsreach.com/conference.html>

20. Preview: Essentials of Orchestra Management

Essentials of Orchestra Management's intensive, eleven-day curriculum will take place at January 2-12, 2007 in New York. It will focus on the challenges facing leaders and staffs of tomorrow's orchestras, giving new entrants to the field of orchestra management the orientation and guidance they need early in their careers. The seminar will offer an insider's view of the profession from leading experts in the world of orchestral music.

The curriculum covers how orchestras are structured, career opportunities, the music and the musicians, artistic administration, operations, marketing, public relations, development, governance, education, community engagement, finances, planning, managing and problem solving. In addition, each participant will participate in individual discussions and counseling with the seminar's senior faculty.

Details: http://www.symphony.org/essentials/draft_seminar_agenda.pdf

CALENDAR

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

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