

## **ARTS MANAGEMENT NEWSLETTER**

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## **SPECIAL SECTION: ORCHESTRA MANAGEMENT**

### **1. NJ Symphony Orchestra Takes Action Toward Longterm Financial Stability**

New Jersey Symphony Orchestra (NJSO) sells its collection of renowned Golden Age Collection of string instruments due to its financial deficit.

"We are deeply saddened that we must sell these extraordinary instruments," says Dr. Victor Parsonnet, Chairman of the Board. "But our fiduciary responsibility is clear. We must assure our longterm stability so we can continue to play the works of the great masters, both past and present, and to do the work we are committed to. We fervently hope that whoever purchases the collection will permit us to continue playing them. In the meantime our NJSO musicians will play these wonderful instruments for as long as we have them."

This rare collection, which includes 30 violins, violas and cellos created by Stradivarius, Guarneri del Gesù, Amati and other reputed masters, was purchased by the orchestra four years ago.

Download:

<http://www.njsymphony.org/NJSOTakesActionTowardLong-TermFinancialStability.pdf>

### **2. Bridging the Gap: Innovations to Save Our Orchestras**

*An article by Leslie Whitaker & Susan Philliber*

*Copyright © John S & James L Knight Foundation*

While orchestras everywhere expand their educational programs in an effort to encourage concert going, this research report indicates that other strategies such as non traditional concerts and free community events are more effective ways to expand and diversity audiences.

Resource: <http://www.fuel4arts.com/>

### **3. Orchestrating an Exclusion of Professional Workers from the National Labor Relations Act**

**Has the Supreme Court Endangered Symphony Orchestra Musicians' Collective Bargaining Rights?**

*An Article by Molly Eastman, © Washington University Journal of Law & Policy*

The American Federation of Musicians ("AFM") represents the musicians in America's major orchestras. Unionized orchestral musicians are highly trained, artistic professionals. In recent years, the United States Supreme Court has classified many professional workers as managers or supervisors. In so doing, the Court has diminished professional workers' right to unionize because managers and supervisors are not protected by the National Labor Relations Act ("NLRA"). One interpretation of this jurisprudence is that collective bargaining agreements currently covering certain orchestral musicians actually violate the NLRA. By endangering orchestral musicians' collective bargaining rights, the Court may inadvertently have placed American orchestras in jeopardy.

Download: [http://law.wustl.edu/Journal/15/p313\\_Eastman\\_book\\_pages.pdf](http://law.wustl.edu/Journal/15/p313_Eastman_book_pages.pdf)

*Molly Eastman is Associate in the Labor and Employment practice group of Seyfarth Shaw LLP.*

#### **4. Magazine: Das Orchester ("The orchestra")**

*Das Orchester* has been jointly published by the German Orchestra Association and Schott Musik International since May 1953. It releases not only German Journal which relates with orchestras issues, but also English essay extracts online. Otherwise, this platform consists:

- job offers for orchestral musicians throughout the world.
- information on current cultural policy
- detailed reviews of major national and international performances
- background reports on orchestra and radio issues in and outside Germany
- information on the history and interpretation of music

The current English contents of *Das Orchester* magazine are:

- Ruhnke, Ulrich

Made in Taiwan

With love and determination: Taiwan catches up with the international classical music scene ([English Extract available](#))

- Schulte im Walde, Christoph

Theatre management, stage appearance mandatory

The Theaterjugendorchester in Münster

- Schmidt-Ott, Thomas

Three oranges with shuttle service

Audience development – future strategies for the culture industry (Part 1)

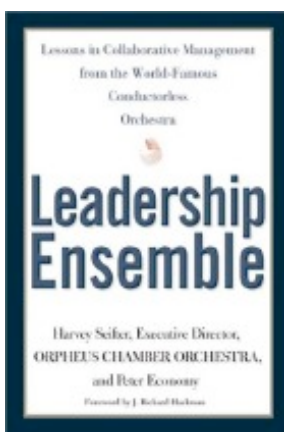
- Parolari, Reto

The magic of the arena

Circus music – an unknown art

Details: <http://www.dasorchester.de>

#### **5. Book: Leadership Ensemble**



As the only major orchestra without a conductor, Orpheus Chamber Orchestra is a shining example of a highly effective management style based on collaborative leadership. Leadership Ensemble is designed to show business leaders in any industry how to re-create the successful Orpheus Process in their own companies by dismantling top-heavy hierarchies; developing flexible, responsive strategies and decision-making procedures; and unleashing employee creativity, responsibility, and productivity. The authors delineate the eight core principles of collaborative management, including shared and rotated leadership, passionate dedication to mission, clarity of roles within an organization, and learning to listen. Spiced with anecdotes and case studies, Leadership Ensemble is an entertaining, practical guide to survival in today's speed-of-light business environment.

Lessons in Collaborative Management from the World-Famous Conductorless

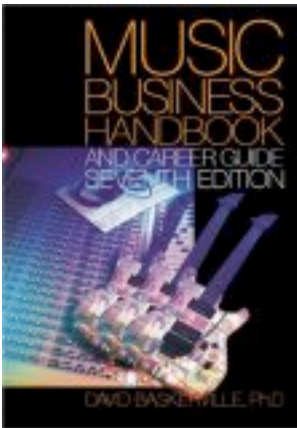
Orchestra, Author: Harvey Seifter & Peter Economy

Publisher: Owl Books; Reprint edition (October, 2002)

ISBN-10: 0805071865, ISBN-13: 978-0805071863

Details and Order: <http://www.artsmanagement.net/Books-id-707.html>

## **6. Book: Music Business Handbook and Career Guide: 8th Edition**



The new Eighth Edition of the Music Business Handbook and Career Guide maintains the tradition of this classic text as the most comprehensive, up-to-date guide to the \$100 billion music industry. This new Eighth Edition expands on hot-button music business issues such as digital downloads, piracy, and record company transformations. Thoroughly revised, the Eighth Edition shares a particular emphasis on online music and its impact on the rest of the industry. The Eighth Edition also includes complete coverage of all aspects of the music industry, including songwriting, publishing, licensing, artist management, promotion, retailing, media, and much more.

New to This Edition:

- Highlights the impact of online music, the iPod revolution, digital downloads, and cellular ring tones on the music industry
- Features complete sections on entrepreneurial ventures and careers in music, including specific advice on getting started in the music business
- Includes a revised Instructor's Manual on CD offering new in-the-classroom tips on how to best use the classic text as both a core and supplemental resource

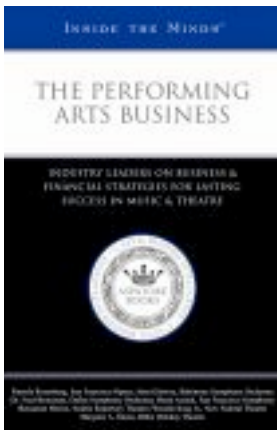
Author: David Baskerville

Publisher: Sage Publications, Inc (June, 2005)

ISBN-10:1412904382, ISBN-13:9781412904384

Details and Order: <http://www.artsmanagement.net/Books-id-530.html>

## **7. Book: Inside the Minds: The Performing Arts Business**



Inside the Minds: The Performing Arts Business is an indispensable guide for anyone wanting to learn more about the business behind the arts. In this book, the presidents and executive directors of top orchestras, operas, and theatres from around the country offer their professional wisdom on surviving and thriving in the arts world. Discussing the best strategies for increasing and maximizing the impact of fund raising, ticket sales, corporate contributions, and more, authors reveal the best ways to obtain the financial security necessary for carrying out the artistic mission of any organization. From the challenges of running non-profit organizations today to cultivating and securing audiences for tomorrow, these seasoned arts professionals articulate the finer points on the performing arts industry now and into the future. Topics range from the large national orchestra to the small independent theatre and traverse the art, history and culture of diverse regions and communities. With a wealth of insider knowledge gleaned from years of experience in the field, Inside the Minds: The Performing Arts Business provides readers with insightful and practical information on this rewarding field.

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Publisher: Aspatore Books (December, 2004)

ISBN-10: 158762298X, ISBN-13: 978-1587622984

Details and Order: <http://www.artsmanagement.net/Books-id-679.html>

## **8. Education: Performing Arts Management** **Toi Whakaari: New Zealand Drama School**

Toi Whakaari's Bachelor of Performing Arts Management aims to provide students with competence in all forms of arts and events management, leading to employment in film and theatre as production managers for opera, dance, music, theatre and other live arts events; stage managers; and event managers.

This course operate across a range of production areas within the entertainment and performing arts industry. Our students are encouraged to explore their creativity, to take risks, and to test established production procedures.

The first year of the course concentrates on the function and operation of key areas in theatre production. Students gain basic skills in a broad range of production areas including lighting design and operation, costume, sound mechanics and design, set building, production management, communication, stage mechanics, AV, set design and stage & production management.

In the second year there is a stronger focus on developing a deeper understanding and familiarity of process through a series of elective units. Students apply their skills and knowledge to production activity; this is reinforced with specialised block courses and industry secondments.

The third year professional stream focuses on developing business and leadership skills in a range of management, leadership and administration areas. This includes project management and performance research and development.

If you want to go to Toi Whakaari in 2008, your application must be received by 12 October 2007.

Details: [http://www.toiwhakaari.ac.nz/quals\\_courses/courses/perf\\_arts\\_mgmt/](http://www.toiwhakaari.ac.nz/quals_courses/courses/perf_arts_mgmt/)

## **9. Preview: The AustralAsian Music Business Conference** **August 16-18 2007, in Sydney, Australia**

The 8th AustralAsian Music Business Conference will taking place at The Acer Arena (Formerly Sydney Superdome) with over 50 speakers to participate in nine 90 minute seminars with a 30 minute keynote speech by industry leaders each day and two hours of post-conference networking each evening.

Produced by IMMEDIA! every other year, it's anticipated that attendance in 2007 will top the 660 mark reached in 2005 with a broad ranging series of crucial topics and a vast array of participants from all levels of the industry food chain.

The program of the 8th AustralAsian Music Business Conference will comprise:

- As the Music MDs, CEOs & Chairpeople See the Future of Music Distribution & Markets - Every AMBC
- Back to the Future - New Horizons in Retail, Etail & the Long Tail
- Getting Your Music Sold Online in Digital & Hard Carrier Formats - Locally, Internationally & Forever
- The Artists and Managers Panel - Finding New Markets & Facing the Creative Future
- Call Me with the Cash! Making Mobile Music Money
- Monetising Free Music & Video - Turn Streams & Samples into Traffice, Fan Bases & Revenue
- Networking Music Communities & Tastemakers
- Music: The Next Generation

Details: <http://www.immedia.com.au/ambc/>

- Advert -

## PAYE - Performing Arts Yearbook for Europe



Want to ensure that you reach the right contact?  
Need to find a travel company which specialises in orchestra touring?  
Want to find out who is touring and where?  
Need to book an artist? Want to book a venue?

PAYE - the Performing Arts Yearbook for Europe, now in its 17th edition, offers you the answers to all these questions and many more.

**Order now with Arts Management Network as an official distributor!**

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

### **10. Orchestra Leadership Academy Seminars** **June 19-20 2007, in Nashville USA**

The Orchestra Leadership Academy will held three 2-day seminars:

*1. Artistic Excellence: Giving Meaning, Ensuring Continuity, and Achieving Legacy*

This seminar will examine what "artistic excellence" really means and the essential roles and responsibilities that institutional leaders must take on to insure artistic excellence and institutional legacy over time.

*2. Building Audiences through Engagement: Aligning Marketing, Education, and Programming*

This cross-disciplinary seminar will tackle tough issues at the intersection of programming, education, and marketing. Participants will be asked to reconsider old thinking in favor of a more coherent strategy of engagement that embraces audiences on many levels.

*3. Concert Halls: All Questions Answered*

How do you approach the task of planning to build a facility? This seminar will seek to help those responsible for overseeing the planning and management of capital projects unravel those often tangled strands to create a well-informed consensus within their organizations.

It will also offer 1-day seminar.

Details: <http://www.leagueconference.org/ola.shtml>

## **11. Links Collection for Orchestra Management**

**1212.com i-Music Production Guide** is a data base of music industry related web information in over 50 countries. <http://www.1212.com/>

**American Symphony Orchestra League** provides education programs, abundant resource papers and career center.

<http://www.symphony.org/>

**Association of British Orchestras** offers connections with music industry bodies, venues, educations and international organisations, and information of jobs.

<http://www.abo.org.uk/>

**The National Association of Youth Orchestras** provides directory of youth orchestras, information of festivals and competitions, and takes place the course "European Youth Music Week" every year.

<http://www.nayo.org.uk/>

**European Orchestras Forum** provides orchestra directory, syposium and newsletter in English and French versions.

<http://www.orchestras-forum.eu/en/index.php>

**European Association of Youth Orchestras** consists meeting news, festivals database and links collection.

<http://www.eayo.org/>

**The Orchestra Musician Forum** has articles, interviews, orchestra spotlight, discussion panels and archievs at its website.

<http://polyphonic.org/>

**Symphony Orchestra Institute** is a forum which offers field activities, researches and reports of symphony orchestras.

<http://www.soi.org/>

**Symphony Orchestra Library Center** is a source for all kinds of information about world wide orchestras and classical music.

<http://www.orchestralibrary.com/>

**Oklahoma City Philharmonic Orchestra** provides orchestra management internship and continuing education programs for adults.

<http://www.okcphilharmonic.org/>

**The Institute for Cultural Policy and Practice** develops leadership education programs: The Orchestra Forum, Orchestra Leadership Academy and Orchestra Management Fellowship Program.

<http://www.icpp.clahs.vt.edu/>

**Institute for Music Leadership** offers orchestra musician forum, career service, information of Arts Leadership Program internships and orchestral studies.

<http://www.esm.rochester.edu/iml/>

**Orchestras Canada** offers English and French version of resource centre, information of events and workshops and online job postings.

<http://www.oc.ca>

### **EUCLID Mayfair 2 Tate Modern, May 9-10, 2007**

MayFair II sees cultural representatives from the 12 newest EU countries and 2 candidate countries converge in the UK to exchange knowledge and to network. The event launches fittingly on Europe Day.

The 14 countries participating are the 10 member states that joined the EU in May 2004, the two brand new member states, Romania and Bulgaria, who joined in January 2007, and two candidate countries, Croatia and Turkey.

Details and Application: [www.euclid.info/index.php?option=content&task=view&id=41](http://www.euclid.info/index.php?option=content&task=view&id=41)

## GENERAL TOPICS

### **12. Singing all the Way to the Bank**

#### **The Case for Economic Development through Music**

*A study by Samer Y. Saab*

This paper will try to show how the development of a vibrant and active music industry in Cape Verde can provide this country with a medium for long term economic growth and development. It uses a few case studies to illustrate this point: Senegal, Austin, and Jamaica. Finally, it provides a way forward for what should be the key elements of a strategy that Cape Verdeans should develop to brand and build a globally competitive Cape Verdean Music industry.

Download: <http://129.3.20.41/eps/dev/papers/0505/0505013.pdf>

*Samer Y. Saab is Financial Sector Analyst of International Monetary Fund Monetary and Capital Markets Department Africa Division.*

### **13. Comparing Music Networks and Cultural Policy Relationships in United States and Japan**

*A paper by Anne W. Smith and Yuko Oki*

The special interest relationships characterized by the influence on cultural policy of music service networks are the focus of our analysis, as evidenced not only in the United States, but also in contemporary Japan. This paper will describe the activities of significant music networks in Japan and the United States and demonstrate that today's music-related service networks in Japan and the United States appear to have learned the lessons of the 1980s and 1990s challenges to arts and cultural policy.

Effectively, arts and music networks are more likely to have a more inclusive focus on community-based values and benefits, engaging in mutually supportive alliances with other non-profit sector interests especially in community development, immigration, education, ethnic traditions, crime prevention, the environment, and healthcare.

Download: [http://neumann.hec.ca/iccpr/PDF\\_Texts/SmithA\\_OkiY.pdf](http://neumann.hec.ca/iccpr/PDF_Texts/SmithA_OkiY.pdf)

*Anne W. Smith is the former Director of the Arts Administration Program at Golden Gate University, USA, and now an arts consultant working in San Francisco*

*Yuko Oki is Professor of School of Business Administration, Kyoto Sangyo University, Japan*

### **14. Use of Websites to Increase Access and Develop Audiences in Museums Experiences in British National Museums**

*An article by Margarida Loran*

© 2005 by Margarida Loran i Gil, © 2005 by FUOC

Many authors argue that digital technologies, and particularly the World Wide Web, have great potential to serve the challenges faced by museums in relation to access and audience development, which involves reaching and nurturing both existing and new audiences. But what initiatives are there, and how effective are they? What strategies and actions are museums undertaking to take advantage of this potential? What is it being done to establish closer ties with core audiences or to attract new audiences? And what is the audience response to the museums' efforts? The British experience in this field is of particular interest because it shows a political context favou-



able to the development of this emerging area of museum work, and it provides some remarkable and exemplary cases from which to learn good practices.

Download: <http://www.uoc.edu/digithum/7/dt/eng/loran.pdf>

*Margarida Loran is External consultant for the Cultural Content and Services Company adoptArt, SL*

### **Skate's Art Investment Handbook**

Skate's Art Investment Handbook describes a rational approach to investing in art with valuation drivers and market statistics, an analysis of how the art market compares to other investment markets, and a special supplement carrying the ratings of the world's 1000 most expensive paintings.

Another product of Skate's is its Art Valuation Letter - a unique art investment aide that focuses on pre-auction assessment of significant works of art for upcoming auctions. It gives updated ratings and segment tables for Skate's Top 1000 artworks as well as earnings reports and research updates on Skate's Art Stocks. The newsletter is published monthly with additional special issues published in the middle of each auction season.

Owners of major art collections, both in the public and private sector, art funds and art investment foundations can benefit from Skate's auditing services, provided by an experienced multinational team of specialists.

More: <http://www.skatepress.com>



### **15. Back to the Future**

#### **The Impacts of Educational Policy of the New Right on Canadian Music Education**

*An article by Lesley Clarke*

In Canada there is no official equivalent to The National Standards for Music Education. However, The Canadian Band Association has recently developed a similar document entitled National Voluntary Curriculum and Standards for Instrumental Music (Band). This document, newly revised in January 2006, emphasizes that the standards listed are strictly voluntary and meant to aid music educators in an attempt to improve their programs (Canadian Band Association, 2006). Even though there is no talk of making this document an official national initiative, its very existence can be seen as an outcome, albeit if only indirectly, of the New Right's effort to regulate standards for all subjects. It will be interesting to see how long it takes Canadian organizations to follow the American model and develop a blanket set of standards that will affect how music education is taught to all children nationwide.

Further reading: [Download](#)

*Lesley Clarke is Honours Bachelor of Music (Music Education) of University of Western Ontario, Canada*

### **16. Culture and creativity 2007 in the United Kingdom**

*A report by Department for Culture, Media and Sport, UK*

This report is a snapshot of the cultural life of England. It uses a handful of examples and case studies to illustrate the advances that have been made in the last few years.

Further reading: [Download](#)

## **17. Influencing the Influencers**

### **How Online Advertising and Media Influence Word of Mouth**

*A report by Heath Row, Copyrights © 2006 DoubleClick Inc.*

Apart from sending a press release to your favourite bloggers, how can marketers efficiently spend marketing dollars to influence word of mouth? Results of this survey suggest that one answer can be found in the online habits and behaviour of social influencers.

In this report, it examines:

- Influencers cite web advertising as the second most important source for learning more about products after websites; they are much more likely to cite web ads for this than non-influencers
- How influencers shop varies considerably from one product category to another
- Influencers pay attention to ads, positively and negatively
- Influencers use more of all media, particularly the Internet, and they embrace emerging media

More: [http://www.doubleclick.com/us/knowledge\\_central/dc\\_influencers\\_0612.pdf](http://www.doubleclick.com/us/knowledge_central/dc_influencers_0612.pdf)

*Heath Row is Research Manager of DoubleClick Inc.*

### **Arts Management Bookstore**

Arts Management Network provides the world's largest database for arts management publications. Nearly 400 books in English and even in 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>

## **18. Book: The Economics of Experiences, the Arts and Entertainment**

The Economics of Experiences, the Arts and Entertainment serves as a welcome and unique introduction to various economic aspects of the production and consumption of art and entertainment products. The book begins with analyses and discussion of neo-classical production and utility functions, with a focus on art and entertainment as instances of experience goods or services. The authors then go on to present alternative Austrian and institutional approaches which focus on the role of creative entrepreneurs in the market process. Aesthetic and psychological theories are also discussed with a focus on their impact on producers and consumers decisions, as well as historical examples of creative centres, such as Renaissance Florence and Post World War II New York.

Authors: Åke E. Andersson & David Emanuel Andersson

Publisher: Edward Elgar Publishing Ltd (Feb 2006)

ISBN 10: 1845424042, ISBN 13: 9781845424046

*Åke E. Andersson is Professor, Department of Economics, Jönköping International Business School, Jönköping, Sweden*

*David Emanuel Andersson, Associate Professor, Department of Local Development and Management, Leader University, Tainan, Taiwan*

Details and Order: <http://www.artsmanagement.net/Books-id-708.html>

## **19. Book: Cultural Tourism: Global And Local Perspectives**

Cultural Tourism presents a unique view of global and local cultural tourism issues in four main sections. The first part is a collection of discussions on the tensions caused by globalization, with an emphasis on the issue of authenticity. The second part focuses on cultural tourism demand, with examinations on the motivations and behavior of cultural tourists in various destinations. The third section spotlights the relationship between tourists, residents, and local culture. The final part examines ways cultural events can develop tourism.

Topics in Cultural Tourism include:

- interpretation of 'authentic' culture
- growth of 'township tourism'
- the success or failure of community-based tourism projects
- impact of globalization on distinctiveness of place
- analysis of tourism development based on new cultural attractions & ethnic diversity
- basic steps needed to establish, manage, and market cultural routes
- case study of Castilla y Leon in Spain - trying to find ways to effectively compete with coastal areas
- new types of cultural attractions, such as 'ecomuseums'
- religious tourism
- heritage as a tool for formal and informal learning
- 'festivalization'

Editor: Greg Richards

Publisher: Haworth Hospitality Press (October, 2006)

ISBN-10: 0789031175, ISBN-13: 978-0789031174

Details and Order: <http://www.artsmanagement.net/Books-id-709.html>

## **20. Book: Public Art By the Book**

Public Art by the Book is a nuts and bolts guide for arts professionals and volunteers creating public art in their communities. Should a public art program depend on public funding, public-private partnerships, or both? What are the roles that citizens can play in their community's public art program? Can artists themselves ever initiate public artworks? With a wealth of wisdom on practical issues, this book offers information on a variety of topics such as public art planning, funding, and governance; establishing legal agreements with artists; and commissioning single artworks or creating comprehensive art programs.

Since the earliest monuments and memorials were installed in the United States, definitions of public art have continued to evolve. Franklin D. Roosevelt's presidency saw the creation of the Works Progress Administration and the beginning of comprehensive federally sponsored art programs, and 1950s Philadelphia became the first city to pass percent-for-art legislation. As artists have turned their attention toward creating in the public realm rather than simply placing their art in public spaces, public art has assumed a much broader role in community life than ever before. Since the 1990s, the public art resources available to artists and their communities have greatly expanded. Today there are more than three hundred government-funded public art programs in the United States, in addition to scores of public-private partnerships and private agencies creating art in public spaces.

Public Art by the Book is the definitive resource for information on public art for local government, arts agencies, arts professionals, and artists themselves. Examples in-

cluded are cited from cities such as Charlotte, Houston, Los Angeles, New York, Phoenix, Portland, San Diego, and Seattle.

*Barbara Goldstein is public art program director for San Jose's Office of Cultural Affairs.*

Author: Barbara Goldstein

Publisher: University of Washington Press (July, 2005)

ISBN-10: 0295985216, ISBN-13: 978-0295985213

Details and Order: <http://www.artsmanagement.net/Books-id-710.html>

## **21. Review: Evaluating the Impact of Arts & Cultural Education on Children and Young People, 2007 Conference in Paris**

In January 2007, on the initiative of the French Ministry of National Education, Higher Education and Research and the French Ministry of Culture and Communication, the Centre Pompidou hosted a research symposium on evaluating the impact of arts and cultural education. Some fifty researchers from Europe and across the world met to share their work, consider progress already made and gain an overview of ongoing research.

Summaries: <http://www.centrepompidou.fr/streaming/symposium/en/index.html>

- Advert -



### **Music, Opera, Dance & Drama in Asia, the Pacific and North America (MOD)**

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

## **22. Preview: Expanding Culture: Arts, Culture and Local Government** **July 25-27 2007, in Melbourne, Australia**

Expanding Cultures' conference will focus on the contribution of arts and cultural development to the strength and well-being of local communities. The themes of the conference includes:

- Local government's engagement with Indigenous art and culture
- Improving evaluation of arts activities and cultural development programs
- The changing shape of community cultures and their impact on local government in Victoria
- Arts as a vehicle for building and strengthening communities and facilitating social inclusion
- The impact of arts activities on health, education and economic development.
- Innovative partnerships

Details: <http://www.culturaldevelopment.net.au>

## **23. Previews: The 5th International Creative Clusters Conference** **November 9-14, 2007, in London, UK**

Creative Clusters is an independent policy conference examining the growth of the creative economy. Creative Clusters believes that creativity is the key factor driving development. Across the world, enterprises based on individual creativity are booming, and are having a dramatic impact on global culture and the economy.

Furthermore, knowledge and culture-based activities now play a central role in the activities of all businesses. This is the era of the creative economy. This year it will examine these issues from four directions:

1. The Creative Quarter
2. Opportunity in the Creative Economy
3. World Creative Hubs
4. The Creative Crowd

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

### **IMPRINT**

The Newsletter is for free. It has currently 3775 subscribers worldwide.

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Internet: <http://www.artsmanagement.net>