

ARTS MANAGEMENT NEWSLETTER

Monthly information service by Arts Management Network

ISSN 1610-238X | Issue No. 54 - January 2006

EDITORIAL

Dear readers,

on the beginning of a new year, we'd like to wish you, your family and your colleagues a happy, healthy and successful new year. May all projects and aims come into reality!

Our first newsletter issue introduces some exciting new publications, for instance one about the tendencies in the French museum management. Reviewed by our new correspondent in Paris, it is a good example for the strong movement in the arts sector in France (probably in other countries, too), even if his volume is dedicated to the museums sector exclusively – but more as an example, which can be adopted to other cultural areas. To other countries, too: the second book introduction might be a proof on that. As Milena Dragicevic-Sesic and Sanjin Dragojevic are writing about "Arts Management in turbulent times", they take a focus on the deep changes in Eastern and South Eastern Europe during the last 15 years, where the cultural sector acts now more independently - not always solicited, of course. It is the credit of this book to care about the right organisational structures and management strategies. A vast number of earlier publications, unfortunately, have been tended more to the policy point of view, which is difficult to apply in the daily working situation.

We continue our new chapter "Magazine Digest", which bring a content overview on the latest journals available for arts managers. This month we cover the International Journal of Heritage Studies, the International Journal of Cultural Policy, and the Magazine "Museum Management and Curatorship".

Yours Dirk Schutz & Dirk Heinze

CONTENT OVERVIEW

1. Report: Developing countries losing out in cultural trade
2. News: New Auditions - Palau de Les Arts Reina Sofía (Valencia / Spain)
3. News: Metropolitan Opera receives Record Gift of \$25 Million
4. News: Partnership between IFEA Europe and IFEA China
5. Book Review: "Le nouvel âge des musées"
6. Book: Arts Management in turbulent Times
7. Book: Get Sorted (Youth Arts Projects)
8. Book: Reviving Monuments
9. Resource: 2005 Arts & Cultural Policy Research Directory
10. Magazine Digest: International Journal of Heritage Studies
11. Magazine Digest: International Journal of Cultural Policy
12. Magazine Digest: Museum Management and Curatorship
13. Seminar: Women and the Creative Industries
14. Education: Online Master Module on Arts, Science and Technology
15. Preview: People in Place. Creative Cities, Creative Tourism (Melbourne - AU)
16. Preview: International InSEA Congress 2006 (Viseu -P)
17. Preview: UNESCO World Conference on Arts Education (Lisbon -P)
18. Preview: The Museum - a World Forum (Leicester - UK)

WEBSITE QUICK FINDER

[Articles by Categories](#)
[Articles by Topics](#)
[Articles Archive](#)
[Conference Calendar](#)
[Education Directory](#)
[Books Directory](#)
[Web Directory](#)

NETWORK ON TOUR

Krakow/Poland - January 26-29
Toronto/Canada - April 19-23
California/USA - April 24-30
England/UK - June 11-18

Ask for details or meetings: info@artsmanagement.net

NEWS & BACKGROUND

Report: Developing countries losing out in cultural trade

Source: UNESCO Press Release N°2005-153

Three countries - the United Kingdom, United States and China - produced 40 percent of the world's cultural trade products in 2002, while Latin America and Africa together accounted for less than four percent according to a new report by the UNESCO Institute for Statistics.

Entitled, *International Flows of Selected Cultural Goods and Services, 1994-2003*, the report analyses cross-border trade data from about 120 countries on selected products, such as books, CDs, videogames and sculptures. It presents new methodology to better reflect cultural trade flows, contributing to UNESCO's effort to collect and analyse data that clearly illustrate the central role of culture in economic, social and human development.

The global market value of cultural and creative industries has been estimated at USD 1.3 trillion and is rapidly expanding. According to the report, between 1994 and 2002, international trade in cultural goods increased from USD 38 billion to USD 60 bn.

However, "while globalization offers great potential for countries to share their cultures and creative talents, it is clear that not all nations are able to take advantage of this opportunity," said UNESCO Director-General Koïchiro Matsuura. "Without support to help these countries participate in this trade, their cultural voices will remain marginalized and isolated."

According to the report, Latin America and the Caribbean accounted for only three percent of the total trade of cultural goods in 2002, one point more than in 1992, though far behind other world regions. Oceania and Africa have not shown any progress, with a combined share of less than one percent in 2002.

The UK was the biggest single exporter of cultural goods in that year (USD 8.5 billion) followed by the USA (USD 7.6 bn) and China (USD 5.2 bn).

The USA was the biggest importer of cultural goods in 2002 (USD 15.3 bn), followed by the UK (USD 7.8 bn), and Germany (USD 4.1 bn). It is important to note that the data presented are based mainly upon customs declarations, and do not reflect foreign sales.

The report analyses these trade flows by dividing cultural goods into categories, such as printed media, recorded media, visual arts and audiovisual media.

Printed media - books as well as newspapers, periodicals and other printed matter - accounted for 31 percent of cultural trade in 2002. The world's largest book exporters are: the USA (18 percent), UK (17 percent), Germany (12 percent), Spain (6 percent) and France (5 percent). The main destinations for books were the USA, UK, Canada, Germany and France.

Recorded media - primarily consisting of music, sound recordings and related software - represented 32 percent of global cultural trade in 2002. The five main exporters are: the USA (17 percent); Germany* (12 percent); Ireland* (12 percent); the UK (9 percent); and Singapore (8 percent). The largest importers of recorded media are the UK, Germany, France, USA and Canada.

In the visual arts, including paintings, engravings, prints, original sculptures and statuary, the UK, China, USA, Germany and Switzerland accounted for 60 percent of all exports in 2002. With the exception of China, they are also the world's largest importers. The UK is the single largest importer (42 percent) and exporter (23 percent) of the global trade.

The trade in audiovisual media** is dominated by video games. The top five exporters are: China (32 percent), Japan (17 percent), Mexico (11 percent), Hungary (9 percent) and Germany (just under 9 percent). The USA alone imported 42 percent of these products, followed by Germany, the UK, Hong Kong (China)*** and France.

This study is a step forward in measuring the nature and direction of international cultural trade flows. However the lack of data, particularly for cultural services, together with the complex nature of cultural products, means that the Report offers only a partial picture. In line with the recent adoption by UNESCO of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions (October 2005), the Organization will pursue its efforts to identify new ways to measure culture and its manifold expressions.

* Exports primarily consist of CDs and related software.

**Exports and imports associated with the film and broadcasting industries are not accurately reflected by customs data that only reflects the declared customs value of a master copy.

*** Data from the Hong Kong Special Administrative Region of China are shown separately since handover took place in 1997 and data collection began in 1994.

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

News: New Auditions - Palau de Les Arts Reina Sofía (Valencia / Spain)



The Palau de Les Arts Reina Sofía, his Music Director Lorin Maazel and Music Director of the "Festival del Mediterráneo" Zubin Mehta are pleased to announce new auditions to establish the Orquestra del Palau de les Arts Reina Sofía in accordance with the highest international standards.

The Orquestra del Palau de les Arts Reina Sofía will be in residence at the

newly completed Opera House and performing arts centre designed by the celebrated architect Santiago Calatrava. It will present international season of Opera and Symphonic concerts beginning in October 2006. Under Music Director Lorin Maazel, the first season of performances will run to May 2007, but contracts will be offered through September 2007. It is expected that following seasons will comprise 42 weeks of regular service. In addition comprehensive benefits including health and retirement packages are included.

Auditions will be held in different cities of the World towards the end of 2005 and beginning of 2006 and are open to all nationalities whether or not they have taken part in the previous invitation to apply for an audition. Graduate qualifications are not required.

Anyone who wishes to take part in this selection process must complete the on-line application form on the web page. Alternatively, the application can also be sent by registered mail. Deadline for all applications is January 20th, 2006.

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

News: Metropolitan Opera receives Record Gift of \$25 Million

The Metropolitan Opera has received the largest individual gift in its history, a \$25 million donation from the socialite Mercedes Bass and her husband, Sid R. Bass, that comes at a time of increasing financial troubles for the house.

The gift - not the more usual pledge, but money that is available now - is mostly unrestricted and will go immediately toward plugging any deficit this season, a figure that at the moment is expected to be several million dollars, Joseph Volpe, the Met's general manager, said yesterday in an interview. Additional fund-raising is under way that could plug the gap, he added ...

Details: <http://www.nytimes.com/2006/01/05/arts/music/05met.html>

News: Partnership between IFEA Europe and IFEA China

IFEA Europe and IFEA China have entered into a new partnership to promote exchange between China and Europe. "The Chinese Festivals and Events organizers and cultural industry in general seems to be very keen to do business with Europe", says Jeroen Mourik, chairman of IFEA Europe after his first meeting with our Chinese colleagues. "Festival and Events organizers in Europe that are interested in working with China should contact our office, so we can link them with potential partners in China."

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

BOOKS & RESOURCES

Book Review: "Le nouvel âge des musées. Les institutions culturelles au défi de la gestion"

By Jean-Michel Tobelem



A review by Anna-Melissa Handschuh, correspondent, Paris (F)

Future playgrounds and deviances for French museums

There is perhaps no field of politics in France which is more occupied, regulated and financed by the state than the sector of culture. It is not seldom that this sector bases on laws and regulations, which emerged from the regime of Napoleon and the Vichy regime. Probably that explains the strong tendency of French cultural politics to protect the sector, which sometimes brings more disadvantages, than advantages.

The recent published book "Le nouvelle âge des musées. Les institutions culturelles au défi de la gestion" (engl. "The new age of museums. The cultural institutions facing the challenge of management"), by Jean-Michel Tobelem covers about the strong movement in the arts sector, even if his volume is dedicated to the museums sector exclusively – but still exemplarily.

The writer manages a panorama on the French Museum Sector, covering a wide range of topics. He mentions about the finance structure, including the role of foundations, sponsors and patrons. There is a chapter dedicated to protagonists, implicating discussion between the arts managers and/or the art historians as museum managers. Moreover, the writer also deals with the question of governance, including all of the aspects of autonomy for the national and the regional museums.

The author opens an insight into the very interesting role of the "Reunion des musées nationaux" (association of national museums), which was completely changed by the



recent reforms. Moreover Jean-Michel Tobelem explains about all of the different management practices for museums, which are affiliated by the state or directly administrated by regions or cities. Furthermore he addresses the deficiency concerning autonomy of national museums.

Especially the last chapter correspond to the recent international expansion strategies of French museums, i.e. the "Musée d'Orsay", "Musée du Louvre", "Le Centre national d'art et de culture Georges Pompidou" and the "Musée Guimet", which reminds of not only the Guggenheim-Strategy, but also is nothing more than the Guggenheim policy. Unfortunately he only dedicated a few pages to this new development, which seems

– in relation to its increasing interest for museums – a little bit disappointing. The competition for the West Knowloon cultural district in Hong Kong, to where the global museum actors apply, ranging from the "Tate Modern", the "Art Institute of Chicago", the "Royal Ontario Museum", the "Guggenheim Foundation" together with the "Centre Pompidou" to the "Musée d'Orsay", shows that the plays of the future will be taking scene mainly there – at least for these museums. However the writer succeeds to indicate the international strategies from museums all over the world and he includes the note on the importance of arts branding.

Altogether the volume provides an overall view rather than a very detailed insight into the French museums landscape and its developments.

The author holds a PhD in management and a degree of the renowned "Institut d'études supérieures" of Paris. He currently directs the research institute "Option Culture" in Paris.

Contact to the reviewer: handschuh@artsmanagement.net

Language: French / Publisher: Armand Colin / July 2005, paperback, 317 pages

Details: <http://www.artsmanagement.net/Books-id-620.html>

Book: Arts Management in turbulent Times



Adaptive Quality Management. Navigating the Arts through the Winds of Change

Author: Milena Dragicevic-Sesic / Sanjin Dragojevic

This book by two prominent cultural experts assesses the dramatic period of change affecting the cultural sector in Central, Eastern and South East Europe since the 1990s, and points the way towards greater organisational stability and operational success in arts management within these regions.

The fundamental shift from authoritarian state socialism towards market economics and European Union membership has led to an array of challenges and opportunities for the societies of the countries concerned and the arts managers working within them.

If they are to shape and develop cultural life in their respective countries (the book argues), both public and independent arts organisations need to be able to rely on strong organisational structures and sufficient management capacities. For this reason, strategic planning and increased proficiency in organisational development and management become key factors. Such planning and proficiency assist cultural organisations in exceptionally difficult environments to master successfully the many – often daunting – challenges they face.

This remarkable new book combines various contemporary approaches to arts management (both Western and Eastern European), highlighting practice-based management tools and unprecedented adaptations of existing theory, along with hands-on solutions developed for arts managers working internationally and in turbulent contexts. This book is informed by the wide-ranging expertise of its two authors. In writing it, Milena Dragičević Šešić and Sanjin Dragojević (leading figures in arts management theory, based in the universities of Belgrade and Zagreb respectively) have drawn on their academic expertise and longstanding experience of arts management training in South East Europe, Central and Eastern Europe, Central Asia, the Caucasus and other countries in and around Europe. Especially telling and valuable has been their impressive track record of bringing stability and success to arts organisations operating in turbulent environments.

This book was launched in the present of the two authors on the 2nd of December 2005 at the Boekman Foundation in cooperation with the European Cultural Foundation.

Boekmanstudies Amsterdam, 2005

208 pages, 25 EUR, ISBN: 9066500832

Details: <http://www.artsmanagement.net/Books-id-618.html>

Book: Get Sorted (Youth Arts Projects)



Complete Title: Get Sorted: How to Get Organised, Sort the Budget and Go for Funding for Your Youth Arts Project
Author: Ruth Jones, Myra Bennet (Editor), Emma House

A practical, easy to use, resourceful guide covering all you need to know to run a successful youth arts project, complimenting the Artsplan GET SORTED series of training courses, written by Ruth Jones, previously Director of Artswork. A woman who knows how to get funding, since starting a career in youth arts in the 1980's Ruth has successfully fundraised for a vast array of projects. From the very small to the very large she has put together irresistible funding applications and secured grants ranging from £50 to

£250,000. She is, in short, someone who knows what she's talking about! "This is an essential guide, and should be in every fundraiser's travel bag... and it would do some funders good to read it too!" Rick Hall, NESTA

Paperback 96 pages (May 22, 2004), ISBN : 0954775104

Publisher: Artsplan Publications, a Division of Artswork

<http://www.artswork.org.uk/artsplan/pubs.html>

Details: <http://www.artsmanagement.net/Books-id-619.html>

Book: Reviving Monuments

By Jean-Noël Mathieu

Royaumont, L'Ospitale, the Grand-Hornu, Suomenlinna and La Tourette are five sites in Europe that illustrate an original approach to reviving monuments. they represent a collective adventure undertaken by the Cultural Centres – Historic Monuments.

These monuments, emmeshed in the daily lives of many people, yet thought-provoking and dream-like, are represented here in the form of a portfolio. The perceptions of four important European photographers are thus made available to the reader, a-

long with comments based on the viewpoints and collective experience of the monuments' professional staffs.

The re-use of monuments is a subtle alchemy between places, people and time. This publication is about individual initiative and collective ambition, the lessons learned in the field of architecture and the value of duration.

The partners of this project: The Governing Body of Suomenlinna (Finland), Grand-Hornu Images (Belgium), Linea di Confine per la Fotografia Contemporanea (Italy)

ISBN: 281 191982 (French version)

ISBN: 281 192024 (English version)

49 EUR, Published: September 2003, 208 pages

Details: <http://www.artsmanagement.net/Books-id-621.html>

Resource: 2005 Arts & Cultural Policy Research Directory

The Center for Arts and Culture at George Mason University, CPANDA, and the Center for Arts and Cultural Policy Studies at Princeton are pleased to release the 2005 Arts and Cultural Policy Research Directory.

Envisioned as a means to map current research in the field and to identify areas of overlap as well as existing gaps, the directory compiles results of a Fall 2005 survey shared with numerous individuals and institutions involved in cultural policy research. The web-based questionnaire was designed to capture recent U.S.-based projects, publications and events that are both research-based and policy-focused.

Like similar efforts in other countries, we anticipate that this directory will provide many tangible benefits to the cultural policy research community, such as

- helping funders, policy-makers and cultural organizations with specific research needs or interests to canvass, connect with, and utilize the existing research capacity;
- fostering better coordination and communication within the research field, potentially reducing duplication and enabling more collaborative ventures; and
- increasing the visibility of relevant research initiatives in general.

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

Download: http://www.cpanda.org/resources/research_directory.pdf

MAGAZINE DIGEST

International Journal of Heritage Studies

Volume 12, Number 1 / January 2006, Special Issue: Heritage and Identity

- Introduction: Heritage and Identity (Fiona McLean)
- Undesirable Heritage: Fascist Material Culture and Historical Consciousness in Nuremberg (Sharon Macdonald)
- Museums and Identity in Glasgow (Mark O'Neill)
- The Impact of Museums upon Identity (Andrew Newman and Fiona McLean)
- Ships of Relations: Navigating through Local Cornish Maritime Art (Patrick Laviolette)
- Culture and Constraints: Further Thoughts on Ethnography and Exhibiting (Henrietta Lidchi)

Details: <http://journalonline.tandf.co.uk/link.asp?id=j42547053325>

International Journal of Cultural Policy

Volume 11, Number 3 / November 2005

- Neo-liberalism, culture and policy (Jim McGuigan)
- Sovereignty and software (Terry Flew)
- The therapeutic state: Addressing the emotional needs of the citizen through the arts (Munira Mirza)
- "We are not a government poodle": Museums and social inclusion under New Labour (Celine West and Charlotte H. F. Smith)
- The arts met marketing (Hye-Kyung Lee)
- The ambivalence of postcolonial Mauritius: Policy versus practice in education: A reading of official and popular multiculturalism (N. L. Aumeerally)
- Administrative definitions of artists in the Nordic model of state support for artists (Merja Heikkinen)
- After the ball is over (Joan Jeffri)

Details: <http://journalonline.tandf.co.uk/link.asp?id=n2w12tx82138>

Museum Management and Curatorship

Volume 20, Issue 4, Pages 283-372 (December 2005)

- Assessing priorities: Research at museums (Mark S. Graham)
- To thrive or survive? The state and status of research in museums (R.G.W. Anderson)
- Research at Canadian zoos and botanical gardens (David A. Galbraith and William A. Rapley)
- Digital heritage and the rise of theory in museum computing (Ross Parry)
- The Canadian Museums Association Research Summit: A report (Laura Brandon and Garth Wilson)
- Three reasons to worry about museum researchers (Monty Reid and Bruce Naylor)

Details: <http://www.sciencedirect.com/science/journal/02604779>

EDUCATION & CAREER

Seminar: Women and the Creative Industries

Centre for Cultural Policy Research Seminar Series 2005-06

Monday 13 February 2006, 09.30 - 13.00

Room 408, Gilmorehill Centre, University of Glasgow

For 2005-06, the Centre for Cultural Policy Research is holding a series of seminars that take as their starting point the question 'What is creative about creative industries?' and explore the relationship between the artist, the cultural organisation, the creative community, government and commerce.

Our programme of three half-day seminars covers –

- Public service broadcasting and culture
- Women and the creative industries
- Cultural policy for the creative industries

The second seminar in the series will look at barriers within the creative industries.

It is well documented that the so-called 5 'c's (catering, caring, cleaning, cashiering and clerical work) are dominated by women, who largely work part-time hours, are

often the lowest paid, and are often under-represented in higher paid, senior level jobs. The creative industries are arguably particularly attractive to women, yet these are industries that are failing to achieve equity in entry, retention and progression. Are the creative industries, therefore, becoming the sixth 'c' in Scotland?

This seminar will present the results of a European Social Fund supported study undertaken by Robert Gordon University. It will identify and discuss the gender issues specific to various sectors of the creative industries. It will also address how the findings could impact on the development of gender equality policies across the Scottish creative industries.

The seminar will be led by Professor Rita Marcella, Project Leader and Dean of Aberdeen Business School together with her research colleagues Graeme Baxter and Lorraine Illingworth. There will be formal contributions from Jackie Malcolm of Arc Visual Communications, a graphic design sole trader and teacher at Duncan of Jordanstone College of Art, and from the National Union of Journalists, who organise across the broadcasting and print media and in public relations. Professor Adrienne Scullion, Department of Theatre, Film and Television Studies at University of Glasgow will chair the seminar.

There is no charge for the seminar, however, places are limited and will be allocated on a first-come first-served basis. To reserve your place, please complete the online booking form.

Details: <http://www.culturalpolicy.arts.gla.ac.uk/seminars2005-06.htm>

-Advert-

Advertising at Arts Management Network

Promote your seminars, services and products with our online platform.

Arts Management Network is your media for advertising which address' arts managers around the world directly. We offer interesting opportunities and prices for both the online portal and the newsletter. You can always choose between the German and the English (international) platform, which are different from each other. Details about our advertising opportunities and conditions you can find at:

<http://advertising.artsmanagement.net>

Education: Online Master Module on Arts, Science and Technology

The aim of this project is to bridge the gap between university spheres of computer science and that of creative practice.

UNESCO introduces the Master Module on Art, Design and Technology for the Arab States in cooperation with ALBA (Académie Libanaise des Beaux-Arts), AUB (American University in Beirut), LAU (Lebanese American University), Media Lab, University of Art and Design in Helsinki and other universities around the Arab region.

Divided into three main parts (Online, Face to face and Final project), a first pilot Master Module course is being organized in 2005 – 2006.

38 students have been selected and participated actively in the online course

- Introduction to Art and New Media in the Arab States, with a case study of Lebanon/ Ricardo Mbarak;
- Arabic typography and design culture/ Huda Smitshuijzen Abi Farès;

- Typographic Landscape in the Arab world/ Tarek Atrissi.

On the basis of their online assessments and taking in consideration their proposal for a final project, approximately 20 students will be selected to move on to the next phase of the Master Module which consists of a face to face series of lectures that will take place in Beirut in summer 2006.

At the end of the face to face part, students will have 2 months in order to finalize their already set project that will consist of an experimental digital creation accompanied by a narrative describing the project.

Details: <http://moodle.uiah.fi/unesco/>

CONFERENCES

Preview: People in Place. Creative Cities, Creative Tourism

Melbourne, February 20-21, 2006

Planning to bring together around 450 business, political, community, media and creative industries leaders from around the world, the Government of Victoria and the Melbourne City Council are hosting "People in Place: Creative Cities, Creative Tourism" to be held in Melbourne, Australia. The originally planned conference has been converted into a series of public forums and dialogues scheduled for the 20th and 21st February 2006. These events will now be free of charge and linked to the "Melbourne Conversations" series and accessible to the widest possible audience.

This not-for-profit event, geared towards generating new insights and new ways of thinking, is designed to advance our understanding of what makes certain cities vibrant hubs of creativity and innovation, and what makes them places to which people flock to live and work in or visit. It aims to develop hard edged and forward-looking action agendas to support opinion leaders, to guide future development planning and to act as a source of considered and respected input to Government policy makers, community groups and industry strategists.

Details: <http://www.pip06.com>

Preview: International InSEA Congress 2006

Viseu, Portugal, March 1-5, 2006



InSEA is an international organisation for arts educators, gallery and museum educators and other people with similar interests and concerns for education in the visual arts. InSEA has as its main purposes the encouragement and advancement of creative education through

arts and crafts in all countries and the promotion of international understanding. InSEA was founded in 1954 and today is an international, non-governmental organisation in consultative relations with UNESCO.

Interdisciplinary Dialogues in Arts Education is an international congress for teachers, museum educators, curators and others involved in arts education. The congress aims to be interdisciplinary in its reflection of arts education learning contexts. It will provide a platform of dialogue between arts education and society for those who wish to question and evaluate the ways in which the arts are produced, disseminated and interpreted across a diverse range of educational contexts.

Details: <http://insea2006.apecv.pt>

Preview: UNESCO World Conference on Arts Education

Lisbon, Portugal, March 6-9, 2006

A World Conference on Arts Education, will be organised by UNESCO and the Government of Portugal. NGOs such as InSEA, ISME, IDEA and IE, are also involved in the preparation of this important event. This Conference will bring together representatives of Ministries of Education and/or Culture from the UNESCO Member States, as well as various experts, practitioners and researchers, by invitation only.

Details: <http://portal.unesco.org>

Preview: The Museum - a World Forum

Leicester, United Kingdom, April 25-27

Nearly 200 years ago there was an explosion of public museums, and it seems that spirit of growth and diversification has never diminished. What made the idea so appropriate then and how do museums remain relevant today? The museum as a concept has been adopted by a diverse range of cultures, it embodies nationhood and identity, it concretises knowledge, understanding and social memory, it is a tool for social and educational development, it forms a political icon, it has become a technology for entertainment and communication. This conference will not mull over lost opportunities or the constant failure to realise the ideal, it is a celebration of the museum: what it was, what it is and what it might become.

Details: <http://www.le.ac.uk/museumstudies/professional/conferences.htm>

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 3432 subscribers worldwide.

Editors:

Arts Management Network

Dirk Schutz & Dirk Heinze

Paul-Schneider-Str. 17, D-99423 Weimar, Germany

Phone/Telefax: +49 (0) 3643 801765

Email: info@artsmanagement.net | Internet: <http://www.artsmanagement.net>