



# CULTURAL MANAGEMENT: CULTURAL POLICY

**26th and 27th November 2013**  
**Tagesspiegel, Berlin**

**GOETHE  
INSTITUT**

Sprache. Kultur. Deutschland.



# FOREWORD TO THE CONFERENCE PROGRAMME

**Ladies and Gentlemen, dear colleagues, friends and new arrivals,**

It is inspiring and a pleasure to welcome you to the *Cultural Policy : Cultural Management* conference. It is obvious that there are a variety of links between cultural policy and cultural management, whether they are informal or institutional, official or subversive, intentional or spontaneous. But what does the relationship between the two look like, where are changes necessary for a productive and resilient relationship, and how can the exigencies and demands of policymaking be brought in alignment with the conditions and needs of cultural production and vice versa?

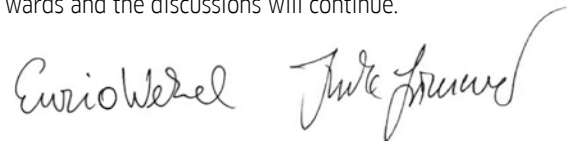
This conference is the follow-up to a series of conferences that began last year with *Cultural Management: The Art of Managing Culture*, which the Goethe-Institut will continue next year. We are very pleased that last year's institutional partners are with us once again: the Caspar Ludwig Opländer Foundation, the European Cultural Foundation, the Robert Bosch Stiftung and the Stiftung Mercator. This year, two crucial institutions join us: the Fachverband Kulturmanagement and Kulturpolitische Gesellschaft/kupoge.

This year, the conference covers a narrower scope, both thematically and geographically; the specific relationships between policymaking and cultural management in urban spaces in central eastern

and southeastern Europe compared with Germany form the backbone of the conference. Many participants are cultural managers, whether for public institutions or as freelancers, who now wish to share their experiences and provide one another mutual support.

Beyond the current policies, research and practice, we also wish to provide motivation for creating understanding across the different competencies. The complicated web of relationships in local politics is hard to calculate, the rivalry between cities, states and different programmes is always there, at least “subcutaneously,” steering cultural policy encounters neighbourhood initiatives from below and for all of this, cultural managers are asked to bring nearly irreconcilable opposites in harmony with one another. We invite you now to discuss and illuminate all of these aspects.

The conference contributions will be made available to you afterwards and the discussions will continue.

The image shows two handwritten signatures in black ink. The signature on the left is 'Enzio Wetzel' and the signature on the right is 'Imke Grimmer'. Both are written in a cursive, flowing style.

**Enzio Wetzel and Imke Grimmer**  
Culture and Development division  
Goethe-Institut

## TUESDAY, 26 NOVEMBER 2013

(Conference language: German with English translation)

18:00

**Conference opening and welcome:** Enzo Wetzel  
(Goethe-Institut, Munich)

ROOM 1

**Keynote dialogue:** What is the role and what are the functions of cultural managers and cultural policymakers in times of economic, political and social change? What is the relationship between cultural management and cultural policy?

**Speakers:** Birgit Mandel (Fachverband Kulturmanagement, Berlin)

Norbert Sievers (Kulturpolitische Gesellschaft, Bonn)

**Convenor:** Patrick S. Föhl (Netzwerk für Kulturberatung, Berlin)

19:30

Reception by the partners of the conference

### Contact Board

Next to room 1 you will find a contact board with a space allocated for every conference attendee to receive messages and business cards for the duration of the conference. If you are interested in sending someone a message and leaving your contact information to connect with them, this is the way to do it.

## WEDNESDAY, 27 NOVEMBER 2013

(Conference language: English)

09:30 – 10:00 **Keynote:** Between cultural policy and cultural management: Examples of managers who also analyze

ROOM 1

**Speaker:** Przemysław Kieliszewski (Music Theatre Poznan/Poland)

10:00 – 10:30 **Coffee break**

10:30 – 12:30 **Parallel thematic forums on cultural policy**

ROOM 2

**Thematic Forum 1: Cultural policy of public authorities**

This forum will discuss the current challenges of social change and the responses of state and local cultural policy and examine the role of those involved.

**Speakers:** Irina Halina Cornișteanu (Romanian Culture Institute, Bucharest/Romania)

Steffen Höhne (Fachverband Kulturmanagement, Weimar/Jena)

Marcin Poprawski (Institute for Cultural Studies Poznan/Poland)

Stefan Stoyanov (Deputy Culture Mayor of Plovdiv/Bulgaria)

**Convenor:** Leonie Hodkevitch (freelance writer, university lecturer and cultural producer, Vienna/Austria)

**ROOM 3****Thematic Forum 2: Grass roots initiatives and other bottom-up policies as alternative pathways to an integrated cultural policy**

The forum deals with civic action, engagement and mobilization beyond governmental cultural policies. It discusses how cultural managers and politicians likewise can support and incorporate alternative modes of participation and funding.

**Speakers:** Alexander Koch (New Patrons, Berlin)

Serra Özhan-Yüksel (Anadolu Kültür, Istanbul/Turkey)

Illah van Oijen (Project Stara Triznica, Bratislava/Slovakia)

Vesselina Sarieva (Sariev Gallery, Plovdiv/Bulgaria)

**Convenor:** Gernot Wolfram (Macromedia University for Media and Communication, Berlin)

**12:30 – 14:00 Lunch break**

**14:00 – 16:00 Parallel thematic forums on cultural management**

**ROOM 2****Thematic Forum 3: Cultural marketing and cultural tourism**

This forum will discuss the potentials (appeal and economic success) and the challenges (eventification, gentrification) of cultural site marketing while presenting and comparing the methods of citizen involvement and the links between governmental and non-governmental initiatives.

**Speakers:** Nuri M. Çolakoğlu (Dogan Media International, Istanbul/Turkey)

Vladimir Palibrk (Cultural Innovators Network, Belgrad/Serbia)

**ROOM 3**

Martin Schwegmann (Actors of Urban Change, Berlin)  
Rarița Zbranca (AltArt Foundation, Cluj/Romania)

**Convenor:** Christian Rost (author and geographer, Kreatives Leipzig e.V., Leipzig)

**Thematic Forum 4: Cultural and creative industries**

The forum deals with interfaces and interferences between cultural management and cultural policy in the field of cultural industries and creative economy.

**Speakers:** Marc Gegenfurtner (Department of Culture, Munich)

Zdeňka Kujová (Creative Centre Brno/Czech Republic)

Ragnar Siil (Ministry of Culture, Tallinn/Estonia)

**Convenor:** Wibke Behrens (coordinator of neue Gesellschaft für bildende Kunst (nGbK), Berlin)

**16:00 – 16:30 Coffee break**

**16:30 – 17:30 Closing plenum with representatives from the four thematic forums**

**ROOM 1**

**Convenor:** Patrick S. Föhl



**PATRICK S.  
FÖHL**

**Dr Patrick S. Föhl** acquired his PhD in arts management and has a degree in cultural work. In 2005 he founded the Network for Cultural Consulting ([www.netzwerk-kulturberatung.de](http://www.netzwerk-kulturberatung.de)). Since 2006 he has also been the head of the Regional Governance research group in the Cultural Work Program at the University of Applied Sciences Potsdam ([www.regional-governance-kultur.de](http://www.regional-governance-kultur.de)). In both positions he conducts various cultural planning projects. He has worked for different cultural institutions (e.g. Jewish Museum Berlin, Klassik Stiftung Weimar) since 1996. He is guest lecturer and speaker at various universities, colleges and institutions at home and abroad and academic director of the Ulm Danube School for Arts Management. He has published extensively in the field of arts management and cultural policy. He has been on the board of the Fachverband Kulturmanagement since 2013.

**Patrick Föhl will be the convenor of the keynote dialogue and of the closing plenum.**



**BIRGIT  
MANDEL**

**Prof Birgit Mandel** holds a degree as cultural educator and is professor of cultural education and cultural management at the University of Hildesheim. She worked in public relations for various arts programmes and institutions in Berlin, such as the Berlin Festival, the Berlin cultural senate, the theatre Bar jeder Vernunft, and the limited liability company Wissenschaft im Dialog. Alongside this work, she worked part-time since 1993 at the University of Hildesheim and since 2008 has been a professor there at the Institute for Cultural Policy and director of the Bachelor's course of study in cultural sciences and aesthetic practice as well as the Master's course in cultural education. She is a member of the board of the German-language Vereinigung für Kulturmanagement in Forschung und Lehre, board member of the Kulturpolitische Gesellschaft, supervisory board member of the Kulturprojekte Berlin in the Berlin cultural senate, curatorial member of the Commerzbank Foundation; she is on the advisory board of the first academic publication series in Cultural Education of Kopäda-Verlag Munich and on the academic advisory board of the Kulturagenten project by the Federal Cultural Foundation and the Stiftung Mercator.



© Roland Brinkmann

## NORBERT SIEVERS

**Dr Norbert Sievers** is the chief executive officer of the Kulturpolitische Gesellschaft and director of the Institut für Kulturpolitik, managing director of the Fonds Soziokultur, board member of the Haus der Kultur and permanent guest in the Cultural Committee of the German Conference of Cities. He studied sociology in Bielefeld. The main topics of his work are in the areas of the Kulturpolitischer Bundeskongress (Federal Congress of Cultural Policy), culture and cultural promotion in NRW, socioculture, systems of cultural policy, networking and association work.



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## ENZIO WETZEL

**Enzo Wetzel** was born in Stuttgart in 1960, is married and has three children. The trained carpenter majored in philology of the Christian Orient, Jewish studies and cultural anthropology at the University of Munich and completed training as a moderator and facilitator. After working in an architectural office and as a tour guide in the Middle East, he began working as a teacher for the Goethe-Institut in Munich, then as a lecturer at Ain Shams University in Cairo. From 2000 until 2005 he was director of cultural programme work at the Goethe-Institut there. On his return to Germany, Wetzel was responsible for the Science and Current Affairs Division, then he worked on the overall strategy of the Goethe-Institut in the Strategy and Evaluation Department. Since October 2011, he has been the director of the newly established Culture and Development Division.



© Boris Enev

## LEONIE HODKEVITCH

**Leonie Hodkevitch** is a cultural producer, writer, journalist and docent for cultural management, intercultural communication, and social inclusion. She is in demand on lecturers' boards across Europe including the University of Vienna, Diplomatic Academy, Austrian Foreign Ministry, Austrian Federal Ministry for Culture and Education, Goethe-Institut, University for Applied Arts Vienna, Cultural Department of Italy, Estonian Academy of Music and Theatre, University of Arts Belgrade and private enterprises. Leonie is a correspondent for CEE and SEE for several European daily newspapers and has published two collections of short stories and a novel, which received major interest for her innovative writing style. She is a member of the board of the Architecture Center Sofia that she co-founded to establish social inclusion and sustainable urban development in Bulgaria. As one of her main goals, Leonie initiates projects on a European and lately transatlantic level and is involved in contributing to democracy and diversity.

**Leonie Hodkevitch will be the convenor of the thematic forum 1.**



## GERNOT WOLFRAM

**Prof Gernot Wolfram** studied German philology, rhetoric and communication sciences in Tübingen and Berlin. He has lived in Berlin since 1997, is Professor of Arts Management at the MHMK University of Berlin and Professor of Cultural Studies at the FH Kufstein (Tyrol). He has produced numerous publications in the fields of intercultural exchange, international arts management and discourses of otherness. He has belonged to team Europe of the European Commission in Germany since 2009 as an expert for cultural projects. In 2012 he published the book *Kulturmanagement und Europäische Kulturarbeit* (Cultural Management and European Cultural Projects) in Germany. In 2014, together with Raphaela Henze, he will publish the book *Exporting Cultures - The Role of European Arts in an Globalized World* (Springer). Moreover, Gernot Wolfram is the scientific coordinator of the International Kufstein Summer School of Arts Management in Epidavros, Greece.

**Gernot Wolfram will be the convenor of the thematic forum 2.**





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## CHRISTIAN ROST

**Christian Rost** studied human and physical geography with references to urban and regional development / urban ecology. He works as a moderator in a district of Leipzig and is active in neighbourhood management there as well; he also volunteers for a socio-cultural centre in his home city. Christian is an expert in urban governance and participation processes in urban development.

Prior to working on his PhD in the field of urban and regional development he worked as CEO of the Federal Competence Center for Cultural and Creative Industries in Germany.

**Christian Rost will be the convenor of the thematic forum 3.**



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## WIBKE BEHRENS

**Wibke Behrens** is a coordinator at nGbK – Neue Gesellschaft für Bildende Kunst/New Society for Visual Arts, Berlin. She also works as a consultant and systemic coach in the areas of cultural management, strategy development, communication and cultural politics. Wibke Behrens studied art history, design history and cultural and critical theory.

**Wibke Behrens will be the convenor of the thematic forum 4.**



**NURI M.  
ÇOLAKOĞLU**

**Nuri M. Çolakoğlu** is a journalist and broadcaster. He also serves on the boards of several cultural educational institutions such as the IKSİ (Istanbul Arts and Culture Foundation), Istanbul Modern (contemporary art museum), Contemporary Istanbul (arts fair), Robert College Istanbul, Paley Media Center New York. During the bid process and until 2009 he served as the chairman of the board of Istanbul European Cultural Capital of 2010.



**IRINA  
HALINA  
CORNIȘTEANU**

**Irina Halina Cornișteanu** was born in 1979, studied acting at the National Academy of Theatrical Arts and Cinematography and performed between 1999 and 2008. In 2006, she joined the management team of Bucharest's City Hall Arts and Culture Centre, a public institution that implements local cultural policy and organizes the cultural agenda of Romania's capital: music, theatre and street-theatre festivals. It is also responsible for international cultural exchange and participation of Bucharest's representative artists in major cultural events abroad. In 2012, she joined the Romanian Cultural Institute's team, a public institution that internationally promotes Romanian culture. The General Department for Foreign Affairs of the Romanian Cultural Institute implements strategies for cultural diplomacy, coordinates notable events abroad and takes part in all the projects that the European Union National Institutes for Culture cluster in Romania (EUNIC) organizes in Bucharest.



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## MARC GEGENFURTNER

**Marc Gegenfurtner** studied literature and philosophy. He worked in various cultural sectors, including theatre, publishing and journalism. He was also a political adviser in Berlin. He has been chief of staff in the City of Munich's Department of Arts and Culture since 2007. Since the cultural and creative industries are among the latest political cross-sectional aims in Munich, he coordinates the development of new strategies in governing this sensitive field. In addition he is leader of the latest cultural project: a centre for creativity in Munich. The guideline in dealing with creative industries here is to focus primarily on the artists and the creatives.



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## IMKE GRIMMER

**Imke Grimmer** studied cultural anthropology, French and Arabic and has worked internationally in the field of adult education. She is working at the Goethe-Institut Division of Culture and Development coordinating the cultural management program worldwide since 2007.



## STEFFEN HÖHNE

**Prof Steffen Höhne** studied German philology, history and political science at Heinrich Heine University Düsseldorf (1987-1992). Between 1992 and 1996 he worked as a DAAD lecturer at Charles University in Prague (Katedra Germanistiki), and then as assistant professor at Friedrich Schiller University Jena. Over his career he was guest professor and lecturer in Oxford, Mississippi, Odense, Denmark and in Finland, at Charles University and the UMA Prague, Witten/Herdecke University, Université d'Evry-Val-d'Esonne in Paris and Université Paul-Valéry Montpellier III. He wrote his habilitation treatise on German-Czech relations in the Age of Restoration. He has been professor for cultural management and for Cultural Studies of Central-Eastern Europe (Habsburg Studies) at the Liszt School of Music Weimar and Friedrich Schiller University Jena since 2000.



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## PRZEMYSŁAW KIELISZEWSKI

**Dr Przemysław Kieliszewski** holds a PhD in the humanities. He is a lawyer and assistant professor at the Institute of Cultural Studies of Adam Mickiewicz University of Poznań; a manager of artists and cultural projects in Poland and abroad. He is the co-creator of the Polish Guitar Academy and was its director from 1998 till 2012. He has also been a director of music theatre in Poznań since January 2013. He represented non-governmental organizations in the competitive committee for the affairs of culture on behalf of the President of Poznań (2006-2010). He also contributed research for the Marshall Office of Wielkopolska Region (2006-2007), the Ministry of Culture and National Heritage, and the Adam Mickiewicz Institute in Warsaw (2008). He conducts professional trainings in the field of cultural management for city councils and local governments. He is the author of the dissertation *Cultural Policy in view of the development of civil society in Poland*, and other publications and reports on this subject.



## ALEXANDER KOCH

**Alexander Koch** studied visual arts in Dresden and Leipzig (1994-99) and taught at the Leipzig Art Academy until 2005. He has worked as a curator and editor on various exhibitions and publications. The dropping out of art and the societal significance of artistic practices have been main concerns in his theoretical writings. In 2003 he co-founded the Galerie Jocelyn Wolff in Paris, and in 2008 he co-founded KOW, a Berlin based gallery renowned for its specialization in socially oriented art. Since 2008 he has been the co-initiator and chairman of the New Patrons programme in Germany, which he also initiated in Africa in 2013.



## ZDEŇKA KUJOVÁ

© Petr Kacírek

**Zdeňka Kujová** studied theatre and culture management at JAMU Brno, focusing on supporting culture, grants and culture politics. As a freelancer she works on projects from various art branches and is interested in supporting young artists, funding art, culture and cinematography.

Since 2007 she has run the arts and culture NGO “REPT”, where she produced many theatre plays, exhibitions and festivals. She also participated in Professor Ctibor Turba’s new circus project and, with director Dusan D. Parizek, she cooperated in the Prague chamber theatre. She gained experience in film and television projects, for example at Czech Television Brno and FMK UTB Zlin. After completing an internship at the Czech centre in Berlin, she studied cultural management at the FHS Potsdam and received a scholarship for cultural managers from Central and Eastern Europe and was placed as project manager in the creative centre Baumwollspinnerei Leipzig. Recently Zdenka has been working as the project manager of the Creative Centre Brno.



© Zora Paulinová

## ILLAH VAN OIJEN

**Illah van Oijen** Illah van Oijen is a Dutch photographer and has been working on the topic of the public space since her arrival in Slovakia in 2005. With her Human Landscapes project, which resulted in the books *Bratislava, mesto na mieru* (2007) and *Kosice, Dživost v srdci* (2011), she maps and comments on the current state of the public space in Slovakia's cities. Presently she is working on a new book on the city of Zilina. In 2008-2010 she was a cultural advisor for the Embassy of The Netherlands, responsible for the festival *Re: Made in Holland*. The topic of public space is also taken up in various aspects of her work as an activist with her project *Beat the Billboard* and - since 2011 - as the co-founder and programme manager for the NGO Punkt at the popular pop-up street market Dobry Trh. In the past year she has been active as one of the 11 members of the NGO Alliancia Stara Trznica, a civil initiative that was formed to force the city council to revitalize and reconstruct Bratislava's beautiful old market hall. After the NGO was permitted to rent the building in summer of 2013, she became one of the daily staff of the old market hall, responsible for the local food market and communal activities.



## SERRA ÖZHAN- YÜKSEL

**Serra Özhan-Yüksel** is a project coordinator in the fields of arts and culture and a curator. She received a degree in sociology from Koç University, Istanbul and an MA in Contemporary Art Theory from Goldsmiths College, University of London, where she specialized in the subject of 'Geographies' under the tutorial of Prof Irit Rogoff.

'Reciprocal Visit' in Depo Istanbul and 'Diverçity-Learning from Istanbul' at CCA in Warsaw are among her curatorial projects.

Her latest article titled *Hospitality and Precariousness* is published in the two-volume book project *Maps of Precariousness* (2012) by the Sociology Department of Milan University.

Since April 2011 she has been working with Anadolu Kültür as project coordinator for the TANDEM Cultural Managers Exchange Turkey-European Union programme.



## VLADIMIR PALIBRK

**Vladimir Palibrk** is an independent curator and researcher based in Pančevo, Serbia. He is involved in production, management and curating in the fields of comics, street art, experimental music and contemporary arts in ELEKTRIKA art association and Cultural Innovators Network project. His fascination for alternative comics started with the first blossoming of the Serbian comic scene in the mid-1990s. Back then, comics and short films were part of a strong alternative scene that opposed the official, regime-promoted culture. His latest project is a comic anthology called *Distorted Mirror*. The anthology collects the work of 50 authors from around the world who describe their dreams in which famous persons appear. *Distorted Mirror* is an attempt to deal with questions about the emancipation of the collective and individual subconscious from the contents imposed by media, historical-socio-political contexts and popular culture. When it comes to dealing with socio-political issues, it has proven that comics as free media are a very thankful ground for any kind of free and critical expression. He is currently a Master's student at the Theory of Dramatic Arts and Media Department of the Faculty of Dramatic Arts in Belgrade.



## MARCIN POPRAWSKI

**Dr Marcin Poprawski** is assistant professor for the Institute of Cultural Studies at Adam Mickiewicz University of Poznan (PL), co-founder and coordinator of ROK AMU Culture Observatory research centre; PhD in humanities, musicologist, manager of cultural institutions and projects, a lecturer at the European University Viadrina in Frankfurt Oder (D) since 2006; member of research teams, international think-tanks, co-author of scientific expert reports and projects, mastermind of many professional trainings and research tools for public cultural sector; co-operator in the Union of Polish Cities, since 2013 a member of the board of ENCATC European Network of Cultural Administration Training Centres. His research interests include cultural policies, aesthetics in management studies, cultural branding, art management, intercultural management, and music aesthetics. He honed his professional skills during an internship in the Centre for Cultural Policy Studies, University of Warwick (UK) and within the project Teaching Cultural Policies held at Central European University in Budapest. Marcin Poprawski is the author and editor of many publications in the research fields of cultural science, management studies and aesthetics, he is also co-founder and director of the Polish Guitar Academy Festival.



## VESSELINA SARIEVA

**Vesselina Sarieva** was born in Plovdiv, Bulgaria in 1979. Since 2004 she has been working together with Katrin Sarieva on creating and developing cultural policies based on three platforms – Sariev Gallery (after 2010, Sariev Contemporary), Open Arts foundation and a place for information and meetings called artnewscafe, Plovdiv. Some notable projects and initiatives by these organizations are the Night of Museums and Galleries – Plovdiv (2005-2011), the educational course Introduction to Contemporary Art (2011-2012), the City and Public Spaces platform (2012), Collectors' Forum (2011), Otets Paisiy festival (2009-2013), a monthly artnewscafe bulletin (since 2008), as well as Project 0, A City Arbour and the Alternative Map of Plovdiv.



## MARTIN SCHWEGMANN

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**Dr. Martin Schwegmann**, is Programme Officer for Robert Bosch Stiftung and MitOst e.V. in the Actors of Urban Change programme:

Urban Development through Cultural Activities and Cross-Sector Collaboration in Europe. He has a background as architect and urban researcher, focusing on collaborative planning and civil society organizations.





© Estonian Ministry of Culture

## RAGNAR SIIL

**Ragnar Siil** has been working at the Estonian Ministry of Culture since 2005 and is currently Undersecretary for the Arts. Previously he was responsible for strategic planning and creative industries. In his position he was the main architect of the creative industries policy in Estonia for the period 2007-2013. Ragnar Siil is co-chairing the EU Expert Group on Cultural and Creative Industries, which is preparing a good practice manual on internationalisation and export strategies for CCIs. Ragnar Siil is also a member of the European Creative Industries Alliance. Ragnar Siil belongs to boards of directors of several Estonian theatres and educational institutions, as well as to the advisory boards of many Europe-wide creative platforms. He has been involved in creative industries development initiatives in Latvia, Slovakia, Macedonia, Croatia, the Czech Republic, Mongolia, Georgia, Iceland, Russia and many other countries.



© Municipality Plovdiv

## STEFAN STOYANOV

**Stefan Stoyanov** has been deputy mayor of Plovdiv since November 2011 and is responsible for culture, education, tourism, innovations, business development and European policies. He was born in the city of Plovdiv in 1982. He finished his secondary education in the 91st German Language School in Sofia and then received a degree in Bulgarian Philology from St. Kliment Ohridski Sofia University. During his studies he worked as a journalist and editor. From 2005 until his inauguration as a deputy mayor he was engaged in private business and worked in the development and promotion of online media, media monitoring and analysis, advertising and PR campaigns.



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## RARIȚA ZBRANCA

**Rarița Zbranca** is cultural manager and facilitator, based in Cluj, Romania. Her main area of interest is the role of culture for social and urban development. She is director of AltArt Foundation ([www.altart.org](http://www.altart.org)) and president of Fabrica de Pensule ([www.fabricadepensule.ro](http://www.fabricadepensule.ro)), an independent collective space for contemporary arts. She is contributing to the work of “A Soul for Europe” initiative ([www.asoulforeurope.eu](http://www.asoulforeurope.eu)), the Balkan Express network and Cluj-Napoca 2021 European Capital of Culture Association ([www.clujnapoca2021.eu](http://www.clujnapoca2021.eu)). She studied Photo-Video-Digital Image at the University of Arts and Design Cluj and Media&Communication at Babes-Bolyai University Cluj.



## Goethe-Institut

The Goethe-Institut is the Federal Republic of Germany's cultural institution operational worldwide. We promote the study of German abroad and encourage international cultural exchange. We also foster knowledge about Germany by providing information on its culture, society and politics. With our network of Goethe-Instituts, Goethe Centres, cultural societies, reading rooms and exam and language learning centres we have played a central role in the cultural and educational policies of Germany for over 60 years. With its Culture and Development initiative, the Goethe-Institut employs specific consulting and training programmes to promote institutions and stakeholders from culture, the media and society, in particular in countries involved in development cooperation. The programmes aim to provide professional qualifications, to advise and support the formation of regional networks and create cultural and social platforms. Since 2009, the Goethe-Institut has been organizing training programs in cultural management for cultural managers worldwide. Cultural policy plays a significant role in these programmes - as a topic and as the broader context of cultural management.

**[www.goethe.de/development](http://www.goethe.de/development)**

# Fachverband Kulturmanagement

## **Association of Cultural Management (Fachverband Kulturmanagement)**

The Association of Cultural Management in Germany, Austria and Switzerland wants to open its discourses to the non-German speaking scientific community as well and invites academics in cultural management to contribute (in English) to the next conference and annual publication of the Fachverband. This conference will be held from January 16th to 18th in Kufstein/Austria on “Cultural funding”.

The Association of Cultural Management for Germany, Austria and Switzerland is a professional network of academic lecturers and researchers for the German-speaking community. It was founded in 2007 to represent and advance the discipline of cultural management in research and teaching.

Its main goals are:

- Networking between academic researchers and lecturers
- Strengthening cultural management as an accepted academic discipline by theoretical and methodological foundation of the field, promoting and systematizing research activities in the field

- Promoting discussions on goals and role models of cultural management

Since then the Fachverband für Kulturmanagement has published five annual publications (yearbook and journal for cultural management, transcript Verlag Bielefeld) and organised six conferences and a couple of workshops. Topics included:

Research in Cultural Management (2008)  
Role models of the Cultural Manager (2009)  
Theories for Cultural Management (2010)  
Cultural Policy and Cultural Management (2011)  
Audience Development and Audience Research (2012)  
Cultural Management and the Arts (2013)

Board members are:

Prof. Dr. Birgit Mandel, Universität Hildesheim (president of the Fachverband)  
Prof. Dr. Sigrid Bekmeyer-Feuerhahn/Leuphana Universität Lüneburg,  
Dr. Patrick Föhl/Netzwerk für Kulturberatung Berlin,  
Prof. Dr. Steffen Höhne/Hochschule für Musik Weimar,  
Dr. Rolf Keller/Universität Basel,  
Prof. Dr. Verena Theissl/Fachhochschule Kufstein,  
Prof. Dr. Martin Tröndle/Zeppelin University Friedrichshafen

**[www.fachverband-kulturmanagement.org](http://www.fachverband-kulturmanagement.org)**



Kulturpolitische Gesellschaft e.V.

## Kulturpolitische Gesellschaft

*“We are committed to cultural policy that is publicly answerable and actively shaped at all institutional levels and that calls for individuality and social responsibility, freedom and human dignity for all people.” (Kulturpolitische Gesellschaft website, [www.kupoge.de](http://www.kupoge.de))*

The Kulturpolitische Gesellschaft is a nationwide association for the development of cultural policy. It was founded in Hamburg in 1976 and has had its headquarters in the Federal City of Bonn since 1996. The association’s founding and initial development were led by the motive of harnessing the political reforms of the 1970s (“Dare More Democracy”) for the cultural sphere. The structural weakness of the cultural sector was also pivotal for the founders’ initiative. Due to the federalist structure of the distribution of powers and the system of divisions there was no general dialogue and hardly any programmatic debates that could have lent cultural policy as a whole a profile. The aim was to address this shortcoming by forming an independent forum as a neutral entity complementing the spheres of interest of cultural policy, cultural management and the cultural scene.

The Kulturpolitische Gesellschaft is thus not a professional interest group and bound to no party, church or trade union. Its members see themselves as a cultural-policy working group committed to modern and democratic cultural policy so that the arts and culture receive adequate advancement in society. For more than twenty years it has been working towards the development of cultural equal opportunities as well as for new forms and places of cultural (self-) representation and encounters to enable the emergence and secure a pluralist support structure for art-producing and art-mediating institutions. The Kulturpolitische Gesellschaft is thus an innovation agency for new cultural policy programmes and concepts, sponsoring structures and funding models. This is evident not least in its current commitment to concept-oriented cultural policy.

**[www.kupoge.de](http://www.kupoge.de)**

### **Caspar Ludwig Opländer Stiftung**

The Caspar Ludwig Opländer Foundation, which was established in January 2011, is the major shareholder of WILO SE, one of the world's leading manufacturers of pumps and pump systems with headquarters in Dortmund. The foundation supports projects worldwide in the fields of science, education, culture and sports. In the field of education and culture, the foundation supports projects dealing with international understanding and the empowering of young talents.

**[www.oplaender-stiftung.de](http://www.oplaender-stiftung.de)**

### **European Cultural Foundation (ECF)**

ECF is an independent foundation based in the Netherlands and has been operating for 60 years. By collaborating with creative intellectuals and artists from all over the world, ECF has been a staunch supporter of culture in Europe. We initiate and support cultural exchange and creative expression across wider Europe. We share and connect knowledge across the European cultural sector, and campaign for the arts on all levels of political decision-making. We link policy and practice, to act as catalysts for artistic and cultural expression and to have a concrete impact on European cultural policies and strategies. The unifying power of culture is an essential component in the creation of the open, inclusive and democratic society that is indispensable for Europe.

**[www.culturalfoundation.eu](http://www.culturalfoundation.eu)**

## Robert Bosch **Stiftung**

### **Robert Bosch Stiftung**

The Robert Bosch Stiftung is one of the major German foundations associated with a private company. Established in 1964, it represents the philanthropic endeavors of Robert Bosch (1861-1942), focussing on the fields of science, health, international relations, education, society, and culture. Since 2002 the Robert Bosch Stiftung has been implementing funding programmes for cultural managers in partnership with other organizations. The programmes aim to foster cooperation structures and intercultural competence of cultural producers throughout Europe. Over 200 persons and over 100 cultural institutions from more than 20 countries have been supported within these funding programmes and are today part of the The Robert Bosch Cultural Managers Network founded in 2013 as the initiative of the programme's alumni.

**[www.bosch-stiftung.de](http://www.bosch-stiftung.de)**

**[www.kulturmanager.bosch-stiftung.de](http://www.kulturmanager.bosch-stiftung.de)**



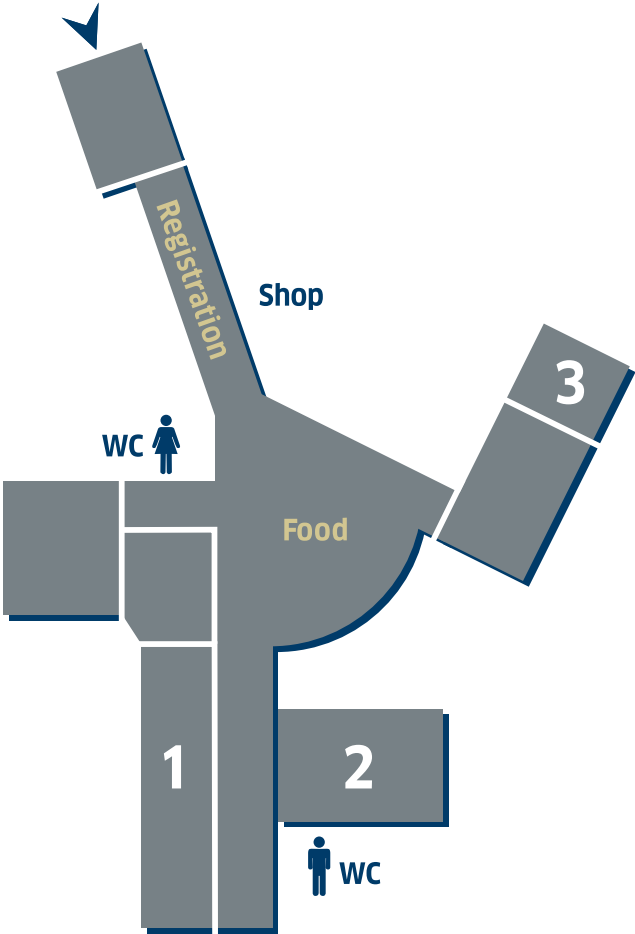
## Stiftung Mercator

### **Stiftung Mercator**

Stiftung Mercator is one of Germany's largest foundations. It initiates and funds projects that promote better educational opportunities in schools and universities. In the spirit of Gerhard Mercator, it supports initiatives that embody the idea of open-mindedness and tolerance through intercultural encounters, encouraging the sharing of knowledge and culture. The foundation provides a platform for new ideas to enable people – regardless of their national, cultural or social background – to develop their personality, become involved in society and make the most of the opportunities available to them. In this sense it is committed to inspiring ideas. Stiftung Mercator takes an entrepreneurial, international and professional approach to its work. It has a particular affinity with the Ruhr area, the home of its founding family.

**[www.stiftung-mercator.de/en](http://www.stiftung-mercator.de/en)**

# ROOM PLAN





# NOTES

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# NOTES

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Responsible  
Enzio Wetzel, head of the Culture and Development  
Division ([wetzel@goethe.de](mailto:wetzel@goethe.de))

Conference project team  
Nico Degenkolb, Imke Grimmer, Ella Gwiasda, Nadja Kersten, Marina May, Enzio Wetzel

Consultants  
Patrick Föhl (Netzwerk für Kulturberatung)

Design  
Nicoletta Edwards, [www.grafikstueberl.com](http://www.grafikstueberl.com)

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