



MOOC

MANAGING THE ARTS:

CULTURAL ORGANIZATIONS IN

TRANSITION

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PRESS RELEASE

THE ONLINE COURSE FOR CULTURAL MANAGERS “MOOC – MANAGING THE ARTS” ENTERS THE SECOND ROUND

Effective immediately, cultural managers and those interested in cultural work can register for the free online course “Managing the Arts – Cultural Organizations in Transition”. Chris Dercon, Director der Tate Modern Gallery London, will guide participants through video lectures specially produced for the course and through case studies of cultural institutions in Bangkok, Berlin, Budapest and Lagos. The international “Mentored Open Online Course” (MOOC) was jointly developed by the Goethe-Institut and the Leuphana University of Lüneburg as an interdisciplinary continuing training programme and was first successfully conducted in 2015.

The worldwide demand for qualified personnel in cultural institutions is great, yet the opportunities for training and advanced training in the area of cultural management are limited. The Goethe-Institut has responded to this situation with the online course “Managing the Arts: Cultural Organizations in Transition”, developed in cooperation with the Leuphana University of Lüneburg. Between 17 March and 13 April, cultural workers, artists and students from around the world can register for the course free of charge. Beginning on 14 April, Chris Dercon then will guide participants through the various phases of the three-month course. Up to 1,000 participants will have the opportunity to work in small mentored groups and, upon successful completion of the course, to receive a certificate of credit points (5 ECTS) recognized throughout Europe. In addition, up to 10,000 further participants can take part in the course on a flexible basis, for which they can receive a statement of accomplishment.

“Managing the Arts: Cultural Organizations in Transition” is a development of the 2015 online course “Managing the Arts: Marketing for Cultural Organizations”, in which more than 17,000 people from 176 countries took part. This pilot course won the European Comenius EduMedia Award in the category of “Digital Multimedia Product”. The present course takes up the question of how cultural institutions can make use of technological, cultural and economic processes of change for their own work.

The participants will work together in small interdisciplinary groups on four video case studies of international cultural institutions: the Centre for Contemporary Art in Lagos, the Trafó House of Contemporary Arts in Budapest, the Bangkok Art & Culture Centre and the HAU Hebbel am Ufer in Berlin. On-the-ground cultural managers will give reports in interviews about how they have been able to use digital transformations and changed funding and social structures for their own work.

The case studies are complemented by 75 video lectures given by international cultural studies scholars and speakers. These include Arjo Klamer of the Erasmus University of Rotterdam, Nishant Shah of the Leuphana University of Lüneburg, the Singaporean artist Ong Keng Sen and the British-Ghanaian cultural manager and curator Yemisi Mokuolu. All videos are subtitled in German, English and Arabic; the course language is English. Joachim Bernauer, Head of the Cultural Department of the Goethe-Institut, on the focus of this year’s online course: “In our second MOOC for cultural management, we are particularly interested in extra-European perspectives: What can cultural work achieve in crisis regions? How do cultural institutions work in countries with low levels of public cultural funding?”

Interventions of experienced experts, a digital reader, live webinars and thematic bibliographies of related literature round off the course. Experienced mentors will provide individual support for the participants’ work groups and give in-depth feedback on their work results.

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The Digital School of the Leuphana University of Lüneburg has been implementing its concept of Mentored Open Online Courses in various online learning formats since 2012. The services of the Digital School are based on the collaborative, problem-based approach to learning and on the targeted supervision of participants. This fosters academic exchange within the learning community and an intensive learning experience for all concerned.

Those interested can register for the course at www.goethe.de/mooc.

The Mentored Open Online Course "Managing the Arts: Cultural Organizations in Transition" is a project of the Goethe-Institut and the Digital School of the Leuphana University of Lüneburg. The project is sponsored by the Alumniportal Deutschland.



MOOC MANAGING THE ARTS: CULTURAL ORGANIZATIONS IN TRANSITION

Developed by the Goethe-Institut in cooperation with Leuphana University of Lüneburg, the Mentored Open Online Course (MOOC) is a further development of the MOOC "Managing the Arts: Marketing for Cultural Organizations", which was awarded the "Comenius EduMedia Seal 2015" for exemplary educational media. It will be available worldwide for interdisciplinary further training of cultural managers. Chris Dercon, Director of the Tate Modern in London and designated director of Volksbühne Berlin, will guide the course. Participants will join a global network to discuss and share with academics, cultural professionals, artists, students, experts, journalists and cultural policy-makers. With specially produced video case studies about cultural institutions in Bangkok, Berlin, Budapest and Lagos, the MOOC builds a bridge between academics and the practical demands of cultural management. Those who complete the course successfully can obtain a certificate (5 ECTS) for their home university.

Requirements

Participation in the course is open to all. Specific professional or formal training is not required. Participants should master the English language and have a computer with Internet access. Participation is free of charge.

Target group

The MOOC offers prospective cultural managers insights into practical work and gives experienced cultural professionals the opportunity for reflection and networking. Students will be able to draw up concepts in the fields of cultural management and marketing in a dialogue with cultural professionals from around the world and gain university credits.

Benefits for participants

- Practical orientation
- Interdisciplinary
- International network
- Academic qualifications
- Work at your own pace
- Free of costs

Course structure

The online course is divided up into six phases, which will be conducted by Chris Dercon. In an interactive online learning environment, video contributions by selected academics and experts convey the core terminology of cultural marketing and management. A comprehensive digital reader with academic articles forms the theoretical framework. In small interdisciplinary groups, the participants will work on one assignment per course phase in which they will discuss the knowledge they have acquired and apply it to actual case studies. The groups will have personally supervising mentors as well as the entire learning community at their disposal for feedback and expert support via the online platform. Cultural professionals from four renowned cultural institutions in Lagos, Budapest, Bangkok and Berlin offer a look at the challenges they face. Interviews and on-site impressions put tasks and strategies of how to handle change concerning cultural marketing, project management, audience loyalty, sustainability, digitization and finance in concrete terms.

We will hear from the Centre for Contemporary Art in Lagos, which, as a centre for the development, presentation and discussion of contemporary visual art, pays special attention to photography, film, video, performance and installation art. In Budapest, the Trafó House of Contemporary Arts has made a name for itself with international productions in dance, theatre, literature and music. And we will gain insights into the Thai cultural scene via the Bangkok Art & Culture Centre (BACC), a venue for art, music, theatre,



film, design and events in the centre of Bangkok. The Berlin HAU Hebbel am Ufer with its three venues for young, experimental theatre is the participant institution from Germany.

Evaluation and course assessments

Participants will regularly receive feedback on the quality of their work, both from fellow students (peer review) and from academic teaching staff, their mentors and instructors. Students who complete the course successfully have the opportunity to obtain a certificate from Leuphana University of Lüneburg with credit points recognized throughout Europe (5 ECTS) that they can transfer to their home university.

Content of studies

The overarching objective of the online course is to convey decisive skills in reflection and performance for practicing and prospective cultural managers. The MOOC is structured in six phases, each of which has a thematic focus:

1. Placing arts and cultural organizations in context

Global changes have impacts on local conditions for cultural work. What transformations do cultural organizations today face – and how could they use these challenges? Right at the beginning of the course, participants will discuss this internationally relevant question.

2. Markets, marketing and the changing notions of art and culture practices

Cultural institutions must increasingly position themselves in the light of market-based expectations. Can this work when art venues at the same time are supposed to be places for experiment, freedom and criticism? How these demands can be met while also addressing the transformation of social and cultural systems is the subject of this learning phase.

3. Marketing cultural projects and managing artistic processes

To guide artistic processes and simultaneously make creativity possible is the central challenge

of cultural management. The focus of this phase of the course falls on the key qualification of “communication” and on strategies that can bring about successful cultural management.

4. Leveraging social capital for organizational growth

To remain competitive amidst the growing number of leisure activities, cultural managers must address culturally interested target groups. What strategies are helpful in order to gain a future audience? And who, apart from the audience, are other important stakeholders in cultural institutions and how can they be integrated into our work?

5. Co-creating and shaping digital brands

The brand development of an institution should take place through participation and dialogue; it should tell stories and speak to emotions. This brings with it risks as well as opportunities. Here the participants will reflect on how “cultural participation” is possible while at the same time exercising control over the trademark of a cultural institution.

6. Crafting sustainable artistic practices and programs

How can cultural institutions respond to current technical and social challenges? How can artistic activity be made sustainable? In the concluding phase of the course, participants develop strategies for real cultural institutions.



CASE STUDIES

The unique quality of this online course by the Goethe-Institut and the Leuphana University of Lüneburg is the direct practical relevance of the topics covered. Experienced stakeholders, cultural managers and artists have their say and describe their daily challenges working in four arts organizations. In addition, peer learning and discussion within an international, heterogeneous learning community foster an intensive learning experience.

Bangkok Art & Culture Centre (BACC), Thailand

A quiet spot in the commercial heart of the city, the BACC is like a blend of the snail shell architecture of the Guggenheim Museum and a socio-ecologically curated shopping mall. The venue with programmes for the visual arts, music, theatre, film, design and other cultural events is an inviting and uncomplicated magnet for young and old.

The BACC arose from lengthy political efforts of private artists' organizations to create a public cultural institution in Bangkok. The house is currently experiencing such dynamic growth that it requires constant renegotiation of its own identity and increasing professionalization.



Luckana Kunavichayanont, director: "For the city, BACC is an experiment how we could go about funding ourselves by designing the space like this: To have a combination of commercial spaces and gallery spaces with other facilities like a theatre and an auditorium."



Pichaya Suphavanij, director of exhibitions: "We have to develop the audience for arts as well, meaning people who really understand art or who feel that art is something that is accessible to them and that it's part of their life." More information is available at en.bacc.or.th/.

HAU Hebbel am Ufer Berlin, Germany

More than ten years ago, the fusion of three independent theatres created an experimental theatre with strong international ties in Berlin-Kreuzberg. The growing focuses are dance and performance. The house is receiving new stimuli under the direction of Annemie Vanackere.



Annemie Vanackere, managing director: "There is another way of being successful. And that is when artists say, 'we love to work with you'. That is a very different way of getting feedback on our organization." More information is available at www.hebbel-am-ufer.de/.



Trafó House of Contemporary Arts in Budapest, Hungary

The House of Contemporary Arts is housed in a former electrical substation in a working neighbourhood of the twin city. After the fall of the Communist regime, the Trafó House of Contemporary Arts became a place where new political freedom was manifested in artistic innovations. A production site for alternative Hungarian and innovative international staged works of all genres evolved here. Since then, the arts scene has changed a great deal and the house needs to realign itself. Trafó stands for high demands on the portrayal of socially relevant topics, the aesthetic sensitization of young people and support for independent young artists.



György Szabó, managing director: "Trafó has to make connections – build bridges – between contemporary art and society. We are a mediator."

More information is available at trafo.hu/en-US/.

Centre for Contemporary Art (CCA) in Lagos, Nigeria

Situated in the middle of the West African metropolis, this institution enables the creation of a network of artists for the development, presentation and discussion of contemporary art. The CCA contextualizes and links local, regional and international art discourses. Independence and sustainability are special challenges for the privately funded institution with a strong art education focus.



Jude Anogwih, curator: "It's not about the drawing, but it's about how your drawing relates to your experience and to the contextual space or environment in which it's being made. That is what makes art from Nigeria, particularly from Lagos, quite interesting and different."



Bisi Silva, director: "We believe every single person that comes into CCA has an opinion. They don't have to be art historians, art critics, artists. Everybody has an opinion and in that way we actually also learn from those kinds of people who just walk in and want to see what's going on."

More information is available at www.ccala-gos.org/.



THE MOOC IN BRIEF

Dates

Beginning of registration: 17 March 2016

Course begin: 14 April 2016

Course end: 14 Juli 2016

Figures

Speakers: 20

Cultural institutions: 4

Group size of each team: 5 maximum

Course phases and assignments: 6

Total length of the teaching videos: 11 hours

Number of teaching videos: 160

Time required for certificate: 150 hours

SHORT BIOGRAPHIES

MOOC Moderator



Chris Dercon is an art historian, a documentary filmmaker and cultural producer. In April 2011, he was appointed Director of Tate Modern in London and is designated Director of Volksbühne Berlin from 2017. He was decorated with Officier dans l'Ordre National des Arts & Lettres on 4 July 2012. Previously, he was Director of Haus der Kunst in Munich, the Boijmans Van Beuningen Museum in Rotterdam and Witte de With – Center for Contemporary Art in Rotterdam, as well as Program Director of the Institute of Contemporary Art P.S.1, a branch of the Museum of Modern Art (MoMA) in New York. His current interest lies particularly in reflecting about the future of the museum.

Academic Directors

Prof. Dr. Nishant Shah, Professor at the ICAM– Institute of Culture and Aesthetics of Digital Media, Lüneburg, Germany, founder and Director of Research for the Bangalore-based Centre for Internet and Society, India

Bhavani Esapathi, published Writer & Public Speaker on cultural innovation and digital technology, has worked with organizations such as The British Council, The V&A and various other cultural spaces

Speakers

Annett Baumast (Ph. D.), sustainability expert, founder and CEO of baumast. kultur & nachhaltigkeit, Lenzburg, Switzerland

Prof Gesa Birnkraut, chair for Strategic Management at the Osnabrück University of Applied Science, Germany, founder and managing partner at the consulting company BIRNKRAUT|PARTNER



Hilary Carty, visiting professor at Kufstein University of Applied Sciences in Austria and consultant at Co-Creatives Consulting Ltd, UK

Patrick S. Föhl (Ph. D.), founder and director of the Network for Cultural Consulting since 2004 and academic director of the Ulm Danube School for Arts Management, Germany

Adalet R. Garmiany, chief executive & founder of ArtRole, develops international cultural exchanges with the Middle East. Culture manager, curator, artist and writer.

Natasha Ginwala, independent curator, researcher and writer, curatorial advisor for documenta 14, Athens and Kassel, curator of Contour Biennale 8, Mechelen

Stephanie Hankey, curator and art & cultural historian, knowledge manager at Fraunhofer Institute for Media Communication, head of Museum für Neue Kunst, ZKM Karlsruhe

Péter Inkei, former deputy to the Minister for Culture of Hungary, director of the Budapest Observatory: Regional Observatory on Financing Culture in East-Central Europe, Hungary

Sacha Kagan (Ph. D.), founding coordinator at Cultura21 International and research associate at the Institute of Sociology and Cultural Organization of Leuphana University, Lüneburg, Germany

Yemisi Mokuolu, independent producer and creative industries developer, "Naija Street Stories" film training and production programme, Nigeria

Ong Keng Sen, Festival Director of the Singapore International Festival of Arts since 2014, Prince Claus Foundation Jury, Amsterdam, was awarded the Fukuoka Asian Arts and Culture Prize 2010

Prof Volker Kirchberg, professor for Cultural Distribution and Cultural Organization in Applied Cultural Sciences of Leuphana University of Lüneburg, Germany

Prof Arjo Klamer, professor of Economics of Art and Culture and chair in the field of cultural eco-

nomics at Erasmus University, Rotterdam, The Netherlands

Prof Birgit Mandel, professor and manager at the Department of Cultural Policy in the area of Cultural Management and Communication at the University of Hildesheim, Germany

Prof Oliver Scheytt, professor for cultural policy and cultural infrastructure at the Institute for Culture and Media Management, part of the Academy for Music and Theatre in Hamburg, Germany

Gabriëlle Schleijpen, director of the Dutch Art Institute (DAI) and head and curator-in-chief at the Studium Generale Rietveld Academie in Amsterdam, The Netherlands

Carsten Siebert, Barenboim-Said Academy, expertise in developing cultural programs and establishing cultural organizations

Percy Yip Tong, artistic director and owner of CYPER PRODUKTION, founded in 1986, trainer in cultural management for Goethe-Institut in Africa

Interview partners at the participating cultural institutions (selection)

Jude Anogwih, curator at the Centre for Contemporary Art in Lagos, Nigeria

Luckana Kunavichayanont, director of the Bangkok Art & Culture Centre (BACC) in Bangkok, Thailand

Bisi Silva, director of the Centre for Contemporary Art in Lagos, Nigeria

Pichaya Suphavanij, director of exhibitions at the Bangkok Art & Culture Centre (BACC) in Bangkok, Thailand

György Szabó, managing director of the Trafó House of Contemporary Arts Budapest, Hungary

Annemie Vanackere, managing director of the HAU Hebbel am Ufer, Berlin, Germany

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ORGANIZERS

Goethe-Institut

Germany's cultural institute, active worldwide, promotes knowledge of the German language abroad, fosters international cultural cooperation and conveys a comprehensive image of Germany. In times of new global challenges, the work of the Goethe-Institut aims at deepening understanding between cultures and strengthening the standing of Germany in the world. The Goethe-Institut presently operates 160 institutes worldwide. An overview of other programmes offered in the field of cultural management can be found at www.goethe.de/culturemanagement/.

Leuphana University of Lüneburg – Leuphana Digital School

Leuphana Digital School is the provider of Leuphana University's online education formats. Unlike other Massive Open Online Courses (MOOC), the approach taken by Leuphana University is characterized by intensive support for participants and the focus on a methodology of collaborative, problem-based learning. The Digital School therefore calls its programme Mentored Open Online Courses and has already used its educational concept in a number of different online courses and blended learning formats, some of which were designed in co-operation with corporations and other universities. After successfully completing the Digital School course, participants will have the opportunity to obtain a certificate from the Leuphana University of Lüneburg (5 ECTS). More information is available at digital.leuphana.com/.



SUPPORTERS

Alumniportal Deutschland

The Alumniportal Deutschland is an online community for anyone who has studied, researched, worked, trained or taken a German course either in Germany or at a German institution abroad. The portal offers "Germany alumni" the opportunity to share information, to expand their network of contacts, enhance their skills and intensify their links to Germany. The portal is a social network with topics ranging from the arts, society, education, science and research, employment and careers to the German language and alumni networks.

The Alumniportal Deutschland is a joint project by German organizations active in development policy, economic, cultural and academic cooperation. www.alumniportal-deutschland.org/

sebis, TU München

The Chair for Software Engineering for Business Information Systems at the Technical University of Munich (sebis), held by Prof. Dr. Florian Matthes, is responsible for research and teaching on topics and technologies that drive the digital transformation of business and society. Among the focal points of the Chair are Social Software Engineering, Enterprise Architecture Management and Service Platforms and Eco-Systems. Further information available at <https://www.matthes.in.tum.de/>

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TECHNICAL REALIZATION

Candena GmbH

Candena is a platform and solutions provider for online educational and training programmes such as Massive Open Online Courses. As a provider of technical solutions for the field of social education, Candena has already conducted many successful projects with Leuphana University. More information available at candena.com/de/

VIDEO CONTENT

Bilderfest GmbH

Munich based Bilderfest GmbH is specialized on giving new forms of expression to subjects of knowledge. With concepts, realization and post production out of one hand, each project is brought to life with journalistic expertise and impressive picture language. More information available at www.bilderfest.de/