Table of Content

0. Introduction and Main Research Questions	11
1. Theoretical Introduction: Key Factors Influencing the Practice of Arts/Cultural Managers in National and International Contexts	15
1.1 Definitions, Missions, and Role Models of Arts/Cultural Managers	15
1.2. The Impact of Internationalization on Cultural Systems	22
1.3 The Impact of Internationalization on Arts/Cultural Management	26
1.4 The Influence of National Cultural Governance Structures on	
Arts/Cultural Management	35
2. Empirical Results of the Expert Interviews and the	
Online Survey of Arts/Cultural Managers Worldwide	47
2.1 Profile of the Experts and the Respondents of the Online Survey.	
Employment Sectors and Working Fields; Education;	
International Experience	47
2.2 The Notion of Arts/Cultural Management and	
the Self Definition as Professional in the Field	55
2.3 Globalisation of Arts/Cultural Management	62
2.4 Influencing Factors on Working Styles in Arts/Cultural management	65
2.5 Benefits and Challenges of International Cooperation in the	
Cultural Sector	71
2.6 Competences for Working in International/Intercultural Contexts	79
2.7 Training for (international) Arts/Cultural management	82
2.8 Political Impact of Arts/Cultural Managers and	
National Cultural Policy Aims	85
2.9 Effects of Internationalization on National Cultural Systems and on	
Arts/Cultural Management	90
2.10 Future Challenges and Perspectives for Arts/Cultural Management	
in national as well as in international and Intercultural Contexts	93
2.11 An Overall Look at Major Differences in Assessments among	
World Regions	96
2.12 Summary of the Main Findings	97
3. International Training and Exchange Programs for	
Arts/Cultural Management	103
3.1 Case Study "MOOC: Managing the Arts" –	
an Online Training Program by the Goethe Institut	106

3.2 Case Study "Tandem" - Evaluation of an Exchange Program for	
Arts/Cultural Managers by the European Cultural Foundation and	
MitOst e.V.	116
3.3 Implications for Future Training Programs in National and	
International Arts/Cultural Management	136
4. Summaries of Selected Interviews with Experts on	
International Arts/Cultural Management (Training) in	
Different Parts of the World	143
- Jamila Al-Youssef (Arabic countries and Germany): Creating	
Collective Identities in a Globalized World. Challenges of	
Transcultural Arts/Cultural Management	145
- Prof. Dr. Gesa Birnkraut (Kulturkonzepte Hamburg and	
University Osnabrück, Germany): Arts/Cultural Management	
Training in International Contexts	155
- Nico Degenkolb (Goethe Institut Munich, Germany):	
The Support of "Cultural Innovators" in Times of Social Upheaval as	
a Main Objective of Arts/Cultural Management Programs	162
- Prof. Dr. Patricia Dewey Lambert (University of Oregon, USA):	
Balancing Transcultural Influences with the Expression of	
Local Cultural Identities	168
- Prof. Dr. Dragićević Šešić (Eastern/Central Europe, University of	
Arts Belgrad): Opening New Horizons and Developmental Perspectives	
through Collaboration: Educating New Generations of Arts/Cultural	
Managers	173