**REINVENTING MENTORSHIP IN ARTS MANAGEMENT (REMAM)**
**2020-1-EE01-KA203-078003**

**Learning, Teaching, Training Activity (LTTA)**
**31st of May – 4th of June 2021**
**10.00-14.00 CEST/ 11.00-15.00 EEST**

**Zoom link (the same for all 5 days, as a recurring meeting):**

**https://eamt-ee.zoom.us/j/95020724588?pwd=SXBTb1hRRmdQMUtIR2ZsMWs5WDNxUT09**

**Meeting ID: 950 2072 4588; Passcode: 157173**

REMAM is the Erasmus+ strategic partnership project that aims to co-create a new comprehensive understanding of **cultural management mentorship** as a framework for **professional life-long learning as well as part of academic education**. Its focus is on establishing and maintaining a sustainable interaction between students, potential employers and field practitioners, simultaneously renewing the understanding of mentoring and creating a novel way for "mentorage" that allows co-creation of knowledge.

In order to connect the existing knowledge on mentorship as discipline with cultural management practice field, the teachers/trainers/researchers have 1 learning session on building the connection with practitioners community, matchmaking and to learn about gaps in existing liaisons between curricula and practice. The learning session will take place virtually because of the covid pandemic. The LTT2 consists of different formats through which the new knowledge will be gained and learned in order to provide input for future needs of the field, and foresights how the new mentorship model should be built to fit the needs of practice and the community of practitioners. The participants will consist of lecturers from partner institutions as well as local actors.

**Session 1: Presentations and deep analysis of the cases**
**Facilitated by Annuka, EMTA**

Structure of presentations:
1. A simple diagram of key steps in the program
2. A simplified overview of program's methodology (including the structure of mentor-mentee meetings and the main themes of the educational program)
3. Clearly stated target group - who are the mentees (sector, age/social group, etc.)?
4. The profile of mentors in the case: where do they come from (sector, experience, etc), what are their competences and approaches to mentorship.
5. Personal VS professional development
6. Task-oriented VS wider professional development
7. The role and responsibilities of program's coordinator/facilitator
8. Program's wider impact on the ecosystem at large

See the whole explanation here.

Presentations are conducted by researchers of cases, followed by comments of the commentators of cases. It is necessary that all researchers take part in the first day of the LTTA. There are no external guests in this session. There is no reporter for this session.

(Break time 11.30 – 12.15 CEST; 12.30-13.15 EEST)

13.45 CEST / 14.45 EEST – Video presentation „Creative Mentorship"

**Session 2: Online relationships, interactions and learning**
**Facilitated by Joonas, (NT) + Ine, Nathalie (UA)**

In a society where geographical boundaries are fading and where we are also confronted with the impact of global pandemics, more and more experiences are being offered virtually. As a substitute for live encounters or as an addition to it. One of these fields in which virtual experiences have been offered already for a long time, is education, although this process has been sped up considerably over the last year. However not every element of classic education can be easily transferred to the digital world. One of these elements is mentorship and on-site learning.

To get an idea of the possibilities of virtual mentorship, the REMAM partners invite practitioners for a panel discussion. We are looking for an answer to the following questions: is it possible to experience a valuable, in-depth mentorship relationship within an online environment? How can we ensure that mentor and mentee can build a personal relationship of trust that is crucial within these types of projects? What are the obstacles/opportunities in setting up a virtual mentoring program? What are the major differences with a program where participants can meet live face to face? We will discuss these topics with practitioners from the professional and educational field with different degrees of experience in the field of online mentorship. Within this conversation the REMAM partners can share their experiences and reflect on their case studies.

Reporter: Dragana, Creative Mentorship

(Break time 11.30 – 12.15 CEST; 12.30-13.15 EEST)

**June 1st, 12.15 – 13.45 CEST / 13.15 – 14.45 EEST**

**Session 3: International comparative perspective among the partners**
**Facilitated by Annick (UA)**

In this session, we want to take time to have an in-depth discussion about our own partner organizations. Through a panel of our partners and with the continuation of the research in mind, we want to identify the differences within our own partner organizations and thus define different forms of mentorship.

How are these different types shaped by the context of the organization? What are the key factors for valuable mentorship? What goals and outcomes are expected in these various kinds of mentorship? Which form of mentorship will we include within the model that will be developed through this research? In this panel partners can contribute from their own experience, but also from their findings in the case studies.

We would like to start with a short round of introductions from our own organizations. There might be a few things we already know about each other's organizations, but especially because we have a new partner since a few months, we think it would be nice to take the time for this. Further in the session, we would like to have a discussion about the differences between our own organizations. Since our programs come from different contexts, it will be interesting to compare how mentorship is functioning in these different organizations. We will talk about this comparison with the topics discussed further during the LTTA in mind. This session can help us, as partners, to get a clearer picture of what we

find important in mentorship, what definition of mentorship we will use in further research and how we can fit our aimed model into different context

Reporter: Nathalie, UA

13.45 CEST / 14.45 EEST - Video presentation, University of Antwerpen

<mark>June 2nd, 10 – 11.30 CEST / 11 – 12.30 EEST</mark>

**Session 4: "Let me frame it!" : Needs of students and young professionals in arts management that mentorship could support**

This is an interactive session in which students and young professionals in arts management discuss their positions and needs, imagining the future personal - professional landscapes. The topics and questions raised will form an agenda for the mentorship programme that will be proposed as an integral part of the arts management education. Participants will benefit from personal reflection on their own development, and exchange of perspectives from other cultures and positions: Serbia, Spain, Estonia, Latvia and Belgium.

The session will be organised online, on miro board (https://miro.com/signup/). The participants are required to open a free miro account before the start of the workshop. A high level of participation is required from all participants.

**Facilitated by Daša, Creative Mentorship**

Invited participants: Students of the final year of undergraduate studies of Management and Production in Theatre, Radio and Culture, Faculty of Dramatic Arts, Belgrade; Master students of UNESCO Chair for Cultural policy and management, University of Arts, Belgrade.

**Reporter: Hannele (NT)**

(Break time 11.30 – 12.15 CEST; 12.30-13.15 EEST)

<mark>June 2nd, 12.15 - 13.45 CEST / 13.15 - 14.45 EEST</mark>

**Session 5: Knowledge management and transfer methodologies (academic VS non-academic mentorship)**

**Facilitated by EAMT**

Aim of the session is to explore what is the role of mentorship from the perspective of knowledge transfer in different communities of practice, focussing on the dialogue between cultural and creative industry practitioners and academia on cultural management. During this session we will discover the relationships of academic and practice knowledge. We highlight the role of mentors in these relationships.

> What is academic knowledge?
> What is practical knowledge?
> What are the gaps?
> How they can be bridged?
> What role has mentorship in this - a "bridge", a "train" to cross the bridge, or constructors of the bridge...

12.15 ( 13.15) Welcoming words - EAMT
12.17 -12.35  ( 13.35) Keynote "Knowledge management as a tool for bridging academia and practice". Kristina Kuznetsova-Bogdanovitš, PhD student of Sibelius Academy, Finland, cultural management lecturer

13.35 - 13.45 Discussion on the role of mentor and knowledge management in
Bridging the gap, in breakout rooms (using MURAL). How can we contextualize the aspects Kristina pointed out to our practice:

-   knowledge transfer in learning organisation / expert organisation

13.45 - 14.00 Summary of discussions - EAMT

14.00 - 14.05 Break

14.05 - 14.20 Expert's comments.

14.20 - 14.45 Questions and answers. Brief wrap up of the session. Questions to be discussed further in the future. Aspects to keep in mind in our model/book/app. Summary.

Guests:
**Kristina Kuznetsova - Bogdanovitš**, PhD student, Sibelius Academy Finland, Cultural management lecturer.

Expert: **Ülle Susi**, Estonian Chamber of Mentors. more than  10 years of  experience and coach,  represents the association of  professional mentor.  Ülle supports EAMT to define the mentorship and is here today to bring out aspects to keep in mind from the professional mentorship point of  view.

Expert is to discuss based on the previous presentation and group work on multiple dimensions of knowledge. It would be good to discuss dimensions covered in curricula vs dimensions covered in hidden curricula, like behaviours, attitudes, mindset, values. The expert could connect these to the role of mentor. Controversies of academic knowledge vs community of practice (tacit) knowledge mediated by mentor.

**Reporter: Kai, EAMT.**

**13.45 CEST / 14.45 EEST - Video presentation**

**June 3rd, 10 - 11.30 CEST / 11 - 13.30 EEST**

**Session 6: Diversity and inclusion within and through mentorship**

**Facilitated by Tatjana, Creative Mentorship and Anna, EAMT**

Different social groups have different obstacles from full participation in cultural production and decision making in cultural sectors: people with disabilities, distant and rural communities, families with low income, children, young and elderly, women, migrants and asylum seekers, national minorities, neurodivergent professionals etc. What are the threats to diversity and inclusion in cultural organisations from their point of view?

How can mentorship contribute to improving diversity, accessibility, inclusion and equity in arts management? How can mentorship programs ensure these same values in their own structures, procedures, participants groups and methodologies? What should mentors, as well as program managers have in mind in order for mentoring (programs) to be sharing these values and promoting these principles in the cultural sector as a whole?

Guest: Marina Lukić, Project Coordinator of the "Belgrade Open School", Mentoring program for Youth with Disabilities

**Reporter: Inne, UA**

(Break time 11.30 – 12.15 CEST; 12.30-13.15 EEST)

**June 3rd, 12.15 - 13.45 CEST / 13.15 - 14.45 EEST**

**Session 7: Employers view of mentoring in organisations**

Mentoring mostly focuses on the mentor-mentee relation, but what are the benefits of a mentoring program/system to the employer whose people are involved in mentoring.

How can mentoring help to improve personal and organisational growth? What are the obstacles and key issues for building a mentoring system? During this discussion we study these questions through cases of theatres who have been unconsciously using mentoring as a tool for years but might not have a mentoring system in place.

Facilitation:
Hannele (NT), participation of Vita (LAC)

Guests / participants:
Leonarda Ķestere - (LAC, Latvia), a cultural policy expert, producer and manager of national and international art projects

Rasa Bugavičute - Pēce (LAC, Latvia), a dramatist and a writer

Bojana Kovačević (CM), National Theatre in Sombor, General Manager

Reporter: Tatjana (CM)

13.45 CEST / 14.45 EEST -  Video presentation "Music Estonia"

**June 4th, 10am - 11.30 CEST / 11 - 12.30 EEST**

**Session 8: Market related session: entrepreneurs, business ecosystem, investors etc.**

According to the description of the employment, training entrepreneurial and business milieu for CCIs, the creation of business ecosystems appears to be a key element for the success of creative activity oriented to the market.

**Facilitated by Beatriz Plaza, María Sáiz, Ibon Aranburu and Victoria Ateca**

Guest: Mr. Xabier Otxandiano, Councillor for Economics Development, Trade and Employment at Bilbao City Council.

[Presentation of the project of Zorrotzaurre in the context of the New European Bauhaus](#)

Entrepreneurs and their vision of creative ecosystems

THE EKO LAB is a space for transparent and creative conversations around fashion. Institutions, fashion brands and independent designers are offered the opportunity to share innovative and creative solutions through a 'LAB of ideas' to some of the urgent social and environmental challenges the fashion industry is currently experiencing. In this sense, THE EKO LAB follows the principles of sustainability, circular economy and equity, promoting the value of the glocal and respecting the times of creation.

**Jon Icazuriaga,** Professor in Entrepreneurship and mentor of the PAIDEIA Foundation Programme for Entrepreneurship in Music. Consultant and independent advisor for companies, foundations and organizations (strategic and financial analysis, business plans, financial training, investment search), consultant and mentor for start-ups, and professor of business strategy, finance, entrepreneurship and cultural markets in Business Schools and Universities.

Reporter: Annukka, EMTA

(Break time 11.30 – 12.15 CEST; 12.30-13.15 EEST)


==**June 4th, 12.15 - 13.45 pm CEST / 13.15 - 14.45 EEST**==

**Summary session: Reporting and discussing intersections between these topics**

**Technical facilitation in Miro: Daša, Creative Mentorship**

Only partners participate. Necessary that all reporters take part. Individual 5 minutes long **oral** presentations by all reporters (45 min in total), after which, free joint discussion.

A report is a short summary of the session, with a few questions that emerged, and are relevant for the REMAM outputs (the mentorship model, the policy paper, the app).

13.45 CEST / 14.45 EEST - Video presentation: Bilbao