



| **Date & Time** | 18 June 2021, 12:00-5:30pm (Korean Standard Time)

| **Hosted by** |  **Korean Society of Arts and Cultural Management**

| **Sponsored by** |  **National Research Foundation of Korea**  **korea Arts management service**

## Opening Remarks

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I am very pleased to host the 2021 International Conference on International Perspectives on Arts and Cultural Management Research and Education in the COVID-19 Era. This conference is hosted by the Korean Society of Arts and Cultural Management and generously sponsored by the National Research Foundation of Korea and the Korean Arts Management Service. The worldwide impact of the COVID-19 pandemic has inflicted incalculable damage on the social, political, economic, and cultural realms. The arts and cultural sector has been particularly hard hit. However, humanity is resilient; we have survived and overcome many challenges. As dire as the situation is in the arts and cultural sector, we have a unique opportunity to shape the arts in the post-pandemic world for a new and better normal. Today, we will hear the foremost thinkers in our field share their visions for overcoming the COVID-19 pandemic and rebuilding the arts and cultural sector worldwide.

We welcome all of you from around the world.

**Seungwan Ryu**

President of the Korean Society of Arts and Cultural Management  
(KOSACM)

Professor at department of arts and cultural management,  
Chung-Ang University, KOREA

# Program

## Plenary Session

### 12:00 Chasing Resilience: Cultivating the Arts Post-COVID 19

Margaret Wyszomirski, Ph.D.

Professor Emerita, Dept. of Arts Administration, Education, and Policy, The Ohio State University, USA

Discussant: **Youngaah Koh, Ph.D.**, Assistant professor, Dept. of Arts Management, Miami University, USA

## Sessions

### Session 1 Managing Arts in Times of Constant Crisis: The Latin American Perspective

12:45

Javier Hernandez, Ph.D.

Director, Business Administration Department, Universidad del Sagrado Corazón, Porto Rico

Discussant: **Nakyung Rhee, Ph.D.**, Researcher, National Assembly of State Arts Agency, USA

### Session 2 Culture and Tourism Industries Development in the Post-COVID-19 Era

13:30

Chengzhong Wu, Ph.D.

Professor, University of International Business and Economics, China

Discussant: **EunJin Huh, Ph.D.**, Visiting professor, Dept. of Arts and Cultural Management, Hongik University, Korea

### Session 3 "We are on our knees": Transforming Arts and Cultural Management in Crises, An Australian Perspective

14:00

Ruth Rentschler, Ph.D.

Professor, Arts and Cultural Leadership, University of South Australia

Discussant: **Boram Lee, Ph.D.**, Senior Lecturer, Arts and Cultural Leadership, University of South Australia

### Session 4 Cultural Professionals' Education and Cultural Ecosystems' Transfigurations: Stories from Finland and Poland

15:00

Marcin Poprawski, Ph.D.

Senior Lecturer, HUMAK University of Applied Sciences, Finland  
Director, Regional Culture Observatory, AMU University of Poznan, Poland

### Session 5 Audience Development, Cultural Policy, and Cultural Democracy

15:20

Steven Hadley, Ph.D.

Research Fellow, National University Ireland Galway, Ireland  
Associate Lecturer, Leuphana University of Lüneburg, Germany

### Session 6 The Show Must Go On?: The Transformation of the Italian Art Sector During and After COVID-19

15:40

Chiara Carolina Donelli, Ph.D.

Research Fellow, Public and Cultural Management, Università degli studi di Parma, Italy

Discussants **Jin Woo Lee, Ph.D.**, Research Professor, Centre for Arts & Cultural Management, Kyung Hee University, Korea  
**Helwon Won, Ph.D.**, Research Fellow, ISA - UMR 5316 Litt&Arts, Université Grenoble Alpes, France  
**MinKyung Kim, Ph.D.**, Research Fellow, Busan Development Institute, Korea

Round Table Moderator **WoongJo Chang, Ph.D.**, Associate professor, Dept. of Arts and Cultural Management, Hongik University, Korea

16:30

Discussants **Insul Kim, Ph.D.**, Associate Professor, The Catholic University, Korea  
**Kwon Hong, Ph.D.**, Associate Professor, School of drama, Korea National University of Arts, Korea  
**Minha Lee, Ph.D.**, Assistant Professor, Dept. of ICT Engineering, Chung-Ang University, Korea  
**Shin-Eul Park, Ph.D.**, Professor, Dept. of Museum Management and Cultural Policy, Kyunghee University, Korea  
**Youngdeok Seo, Ph.D.**, Associate Professor, Dept. of Entertainment Business, Chugye University of the arts, Korea

# 프로그램

\* 동시통역 서비스가 제공됩니다.

사회 : 장용조 (홍익대학교 문화예술경영학과 교수)

## Plenary Session

12:00	포스트 코로나19 시대, 문화예술경영에서의 회복력 추구 Margaret Wyszomirski, Ph.D. 미국 Ohio State University 예술경영교육 정책학과 명예교수 토론 : 고영아 (미국 Miami University 예술경영학과 교수)
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## Sessions

Session 1 12:45	끊임없는 위기 상황에서의 예술 경영: 라틴 아메리카의 관점 Javier Hernandez, Ph.D. 푸에르토리코 Universidad del Sagrado Corazón 경영학과 교수 토론 : 이나경 (미국 National Assembly of State Arts Agency 연구원)
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Session 2 13:30	포스트 코로나19 시기 문화관광 산업의 발전 방향 Chengzhong Wu, Ph.D. 중국对外经济贸易大学 행정학부 교수 / 문화산업연구소 소장 토론 : 허은진 (홍익대학교 문화예술경영학과 초빙교수)
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Session 3 14:00	'우리는 지치고 있습니다': 위기 상황에서 문화예술경영의 변화 Ruth Rentschler, Ph.D. 호주 University of South Australia 문화예술리더십전공 교수 토론 : 이보람 (호주 University of South Australia 교수)
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Session 4 15:00	문화 전문가 교육과 문화 생태계의 변화: 핀란드와 폴란드의 사례를 중심으로 Marcin Poprawski, Ph.D. 핀란드 HUMAK University of Applied Sciences 교수 폴란드 AMU University of Poznan, Regional Culture Observatory 소장
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Session 5 15:20	관객 개발, 문화 정책과 문화 민주주의 Steven Hadley, Ph.D. 독일 Leuphana University of Lüneburg 교수 아일랜드 National University Ireland Galway 연구원
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Session 6 15:40	우리의 일은 계속되어야 합니다: 코로나 시대와 이후의 이탈리아 예술계의 변화 Chiara Carolina Donelli, Ph.D. 이탈리아 Università degli studi di Parma 연구원 토론 : 이진우 (경희대학교 문화예술경영연구소 연구교수) 원혜원 (프랑스 Université Grenoble Alpes 연구원) 김민경 (부산연구원 연구위원)
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Round Table 16:30	모데레이터 장용조 (홍익대학교 문화예술경영학과 교수) 토론자 김인설 (가톨릭대학교 공연예술문화학과 교수) 박신의 (경희대학교 문화예술경영학과 교수) 서영덕 (추계예술대학교 엔터테인먼트비즈니스학과 교수) 이민하 (중앙대학교 창의ICT대학 교수) 홍기원 (한국예술종합학교 연극원 교수)
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# Plenary Session

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## Chasing Resilience: Cultivating the Arts Post-COVID 19

**Margaret Wyszomirski Ph.D.**

Professor Emerita,  
Dept. of Arts Administration, Education, and Policy,  
The Ohio State University, USA

The 14-month shutdown cycle of the COVID-19 pandemic that started in March of 2020 and then began reopening in May of 2021 imposed multiple shocks on global society. These shocks rippled healthcare and the economy, to education and the arts and culture. Contested politics and equity-based calls for social justice further disturbed this period. The next 4 to 6 additional months will see what organizations survive and reveal the problems they will face trying to bounce-back, whether to the status quo ante or some other adaptation. In these circumstances, resilience is a much sought-after capacity, for individuals, organization, complex systems, or communities. This presentation is concerned with reviewing the many meanings, dimensions and goals of the concept of resilience as a framework for understanding the challenges facing arts and cultural organizations, primarily of the nonprofit type by focusing on a nested pair of case examples. First, the case of New York City, an undisputed national cultural hub—provides a vantage point into the character and dimensions of the pandemic shocks, along with initial federal, state and city level relief efforts targeting the arts. Within this frame, is a mini-case of the organizational impact these same shocks have had on the largest nonprofit arts organization in the country—the Metropolitan Opera. This approach allows us to ask further questions about what kind of resilience is being sought from various members of the creative sector ecology—survival, restoration, adaptation, sustainability or thriving to transformation. Key dimensions of Organizational Resilience Capacity—Latitude,

Resistance, Precariousness, and Panarchy are introduced. Added aspects of organizational analysis are also identified including operational and relational resilience. Employing resilience theory to examine the status and challenges of the arts sector in the Pandemic and post-pandemic context can help practitioners, scholars and policy-makers in many countries and communities to raise questions to help inform planning and action as the cultural ecology and its individual artists, arts organizations, and creative industries seek to “bounce-back” from the shocks of COVID-19.



**MARGARET JANE WYSZOMIRSKI Ph.D.** is now Emerita Professor at the Ohio State University. She was Director of the Graduate Program in Arts Policy and Arts Administration at the Ohio State University from 1998 thru 2017. She was Professor in the Department of Arts Administration, Education and Policy at the Ohio State University and an affiliated faculty member of the John Glenn School of Public Affairs at OSU between 1988 and 2021. From 1995-8, she was Director of the Graduate Public Policy Program at Georgetown University in Washington, DC. In 1990, she was staff director for the Independent Commission on the NEA. Between 1991 and 1993, she was Director of the Office of Policy Planning, Research and Budget at the NEA. She has received research grants from the Ford Foundation, The Pew Trusts, and the Aspen Institute. She is currently a member of the editorial boards of the *Journal of Arts Management, Law and Society* and of *ARTIVATE: A Journal of Arts Entrepreneurship*.

# Session 1

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## Managing Arts in Times of Constant Crisis: The Latin American Perspective

**Javier Hernandez Ph.D.**

Director,  
Business Administration Department,  
Universidad del Sagrado Corazón, Porto Rico

The crisis that caused the COVID19 pandemic has had great impacts on the arts and cultural sector. However, in the case of Puerto Rico, the state of emergency has been practically continuous since 2017, including hurricanes, earthquakes, economic and political crisis. In this context, the role of the arts and culture continues to evolve, including its practices, priorities, profile of its leaders and formal education for the sector. In this presentation, this new profile of these leaders will be discussed, as well as related research, projects to support the sector, new business models and their impact on education for management and entrepreneurship in the arts.



**Javier J. Hernandez Acosta, PhD, MBA** is Assistant Professor and director of the Business Department at Universidad del Sagrado Corazón. He was Cultural Advisor of the Commission for Cultural Development (CODECU) and a member of the Advisory Council for the Creative Industries in Puerto Rico (2014-2018). He has published in several books and academic journals on topics related to entrepreneurship, cultural policies and arts management. He is the author of the book *Emprendimiento Creativo*. He has presented research and conferences in over 15 countries.

## Session 2

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# Culture and Tourism Industries Development in the Post-COVID-19 Era

**Chengzhong Wu Ph.D.**

Director, National Culture and Tourism Research Base of UIBE  
Professor/Director, Culture and Leisure Industries Research Center  
University of International Business and Economics, China

The culture and tourism industries are severely affected by COVID-19 in 2020 at the global level. This presentation focuses on the context of China, aiming to analyze the operating pressures and response strategies of exhibition industry, publishing industry, performing art industry, film industry, tourism and leisure industry. Opportunities and suggestions for the development of culture and tourism industries in the post-epidemic era are discussed as well.



**Wu Chengzhong, Ph.D.** is a professor and the director for Department of Cultural Industry Management in School of Government at University of International Business and Economics, China. He is also the director of National culture and Tourism Research Base of UIBE. He is the executive director of the China Cultural Industry Management Professional Committee and the executive director of the China Regional Tourism Development Professional Committee. He is the membership of the expert Committee of Ministry of Culture and Tourism of China. His research interests include cultural policy, cultural industry, cultural economics, cultural planning, leisure and tourism management.

## Session 3

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### **‘We are on our knees:’**

#### **Transforming Arts and Cultural Management during crises The case of Adelaide Festival**

**Ruth Rentschler Ph.D.**

**Professor,  
Arts and Cultural Leadership, University of South Australia**

This paper examines the role of governance in transforming a major city festival during crises, as an important but neglected domain in arts management research. Using an interpretive approach to a longitudinal case study, it analyzes 40 annual reports produced by the Adelaide Festival (1960-2021), the first Australian city festival; related media articles; and 54 festival sector interviews. Three major crises emerged by analyzing more than 60 years of festival data, uncovering the role of governance in crisis and survival. Each crisis is characterized by board, stakeholder and government responses, with different levels of accountability and legitimacy challenges that transform the festival. Findings reveal tensions in relationships between board, staff and external stakeholders, with the need for artistic voices to be balanced within a world dominated by ‘business’ notions, in which money has primacy. Had Adelaide Festival not survived the first two crises, completing redesigning strategy, structure and funding, it is arguable that it would not have survived the COVID-19 global pandemic.



**Ruth Rentschler OAM** (BA Hons Melbourne PhD Monash) is Head, School of Management and Professor Arts & Cultural Leadership, University of South Australia. She has published widely on business issues in the context of the arts, in top journals, with her keen interest in social entrepreneurship, and the cultural and creative industries. She has held leadership roles in universities, business, government and non-profits.

## Session 4

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# Cultural professionals' education and cultural ecosystems' 'transfigurations'

– stories from Finland and Poland

**Marcin Poprawski Ph.D.**

Senior Lecturer,  
HUMAK University of Applied Sciences, Finland  
Director, Regional Culture Observatory,  
AMU University of Poznan, Poland

The presentation will highlight the key challenges of cultural professionals' (namely cultural managers, cultural producers) that were catalyzed by the global pandemic time in 2020 and 2021. The special focus of the speech is to characterize them in the context of the local cultural ecosystems in Northern and Central Europe illustrated by examples from Poland and Finland. Extra attention will be given to the role of universities and other life-long-learning providers as organizations responding to expected trends, the urgency of sustainability values and needs in regards to cultural managers' competencies and skills as well as their roles in balancing their work environments.



**Marcin Poprawski Ph.D.** is a researcher, expert, and teacher in the field of Cultural Management and Cultural Studies. He works as a senior lecturer at HUMAK University of Applied Sciences (Finland) and at the Adam Mickiewicz University of Poznan - Institute of Cultural Studies - Faculty of Anthropology and Cultural Studies (Poland). He is a director of AMU Regional Culture Observatory research centre in Poznan, director of the AMU Audience Development Postgraduate Diploma Program. He is an expert of the Association of Polish Cities. The territory of his research, teaching, publications, and expert activities is: (a) cultural policies and local cultural ecosystems, (b) audience engagement, (c) arts management & creative entrepreneurship, (d) festival management, (e) organizational cultures, symbolism and aesthetics in art, heritage, and creative organizations, (f) cultural management and sustainability values.

## Session 5

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# Audience Development, Cultural Policy, and Cultural Democracy

**Steven Hadley Ph.D.**

Research Fellow,

National University Ireland Galway, Ireland

Associate Lecturer,

Leuphana University of Lüneburg, Germany

The relationship between ideas of audience development and cultural policy undergoes significant change in the context of a funding and policy approach based on cultural democracy. Using examples from Europe, this paper will discuss the potential implications of cultural democracy and how we might reconsider, and reconfigure, the relationship between the audience and the arts.



**Steven Hadley Ph.D.** is an academic, consultant and researcher working internationally in arts management, cultural policy and audience engagement. He is currently a Research Fellow at National University of Ireland Galway and Visiting Lecturer at Leuphana University of Lüneburg (Germany) and has held research posts at the universities of Sheffield, Bradford, and Leeds. Steven is an Associate Consultant with The Audience Agency and sits on the Steering Committee of the Cultural Research Network and the Editorial Boards of both Cultural Trends and the European Journal of Cultural Management and Policy. He has lectured, taught, and delivered training in over fifteen countries and works as a consultant for a wide range of cultural organizations. His recent published work has focused on cultural democracy, audience engagement and cultural leadership.

## Session 6

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# The Show Must Go On?: The Transformation of the Italian Art Sector During and After COVID-19

**Chiara Carolina Donelli Ph.D.**

Research Fellow,  
Public and Cultural Management,  
Università degli studi di Parma, Italy

There is no doubt that the creative industries in Italy are of national significance and top of mind for international cultural tourists who visit Italy. This was the case until the turbulence events of COVID-19 reached Italy (As one of the first country after China). The cultural sector (museum, foundation, opera and artists) has find innovative and creative way to recovery and resets. The outcomes of which outcomes in creative organizations have focused on digitization and how it leads to innovation; radicalization and how it leads to restructuring; and glocalism and how it leads to a re-consideration of why, who and what it serves in the community.



**Chiara Carolina Donelli, Ph.D.** is a research Fellow at Department of Management and Economics of University of Parma, Italy. She had combined academic work with field work as consultant and project manager in several arts organizations, including Collezione Maramotti and Max Mara Art Museum. Her research interests include non-profit organization, collaborative governance, leadership, philanthropy, performance management in non-profit organizations, cultural sector and performing art organizations.



<b>Organizing Committee Chair</b>	WoongJo Chang, Ph.D.
<b>Organizing Committee Members</b>	Seungwan Ryu, Ph.D. Youngdeok Seo, Ph.D. Shin-Eui Park, Ph.D.
<b>Organizing Committee secretary</b>	Dohee Kim, MA Soohye Jang, MFA Jukyeong Lee, MA

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