

International Conference

# CULTURAL DEVELOPMENT AND THE FUTURE OF CULTURAL POLICY

(ARSUM 25)



University "Mediterranean" Podgorica  
presented in partnership with Cultural Trends

15 – 16 April 2025  
Kotor, MONTENEGRO



**R**ecent cultural policy developments in East European have taken place within the shift into a digital and globalised political economy and culture. In the second half of the twentieth century, this process of policy development can be analyzed through the lens of modernity and a process of modernization which, rather than being disrupted by authoritarian state socialist regimes was, in contrast, intensively pursued (Rindzevičiūtė, 2021). This has led the countries of the former Yugoslavia, including Montenegro, to follow Western policy processes and to adopt similar instruments and systems in their own policy frameworks (REF). Alongside the policy transfer process as a direct application of instruments and tools, many Balkan countries have also experienced multi-decade long processes of “soft” or “indirect” policy transfer through the active processes of Europeanisation exercised mainly via the EU pre-accession (IPA) instruments (2006).

These processes of cultural development have taken place alongside various international programs to create new and diverse forms of cultural diplomacy, cultural exchange and models of international cultural cooperation. Yet the ways in which these cultural policies function across institutional, political and social paradigms has received little attention. As Outhwaite and Ray (2005) discuss in their work on social theory, whilst it may be the case that ‘we are all postcommunist now’, this is not the ideological demobilization of what Habermas called ‘the exhaustion of utopian energies’, but rather the sense that the EU – and Europe more broadly – have been radically and irrevocably transformed by what the processes of European integration and development. This conference provides an opportunity to critically reflect on these themes and processes of policy development and transfer and to find optimal frameworks for strengthening and directing future cultural policy.

By highlighting the developmental issues of the Balkan regions and engaging in dialogue with cultural policy discourse in Western Europe and further afield, the conference aims to introduce a broader form of joint reassessment of the principles underpinning the current European cultural policy environment. To bring academics, funders, policymakers, artists and managers into a broader dialogue, the conference is designed as a multi-disciplinary platform and includes a number of sessions addressing topics of concern to the sector. This includes a specific focus on the tension between organizational culture (within the bounds of the institution) and the broader civic ambitions necessary for any future articulation of cultural policy.

# culture

## CONFERENCE THEMES:

- European cultural policy development
- Models and methods of cultural policy transfer
- International cultural cooperation and policy development
- Cultural diplomacy and cultural exchange
- The role of cultural value(s) in policymaking
- Organizational culture, managerial ideology and the dominance of instrumental values
- Creativity and Innovation in the service of organizational change
- Cultural awareness (cross-cultural competence)
- Cross-cultural narratives in cultural policy
- Global vs. Local: experiencing globalization through policy
- Cultural democracy and social justice
- Power, public management and cultural policies
- Development of cultural institutions and governance of culture
- Subsidy for the arts and public financing alternatives
- Cultural worker, status of the artist and socioeconomic conditions of culture
- The role of civil society organizations in the cultural life of societies
- The future of cultural policy

## International Conference

# CULTURAL DEVELOPMENT AND THE FUTURE OF CULTURAL POLICY

*Creative Hub, Old Town, Kotor  
15–16 April 2025*

## DAY 1

**09:30**

*Registration*

**10:00**

**Opening and welcoming words**

**Dr Andjela Jaksic – Stojanovic,  
Minister of Education, Science and Innovation,  
Government of Montenegro**

**10:30**

## **This is the way the world ends: The Future of Culture and the Arts**

The first panel discussion concentrates on the question what does the future hold when it comes to cultural policy? The topic will be discussed from the aspect of values and the cultural sector's ability to adapt and innovate.

**Key note speakers:**

**The Future of Cultural Policy**

Dr Steven Hadley, Editor-in-Chief, Cultural Trends UK

**The Future of Audiences**

Anne Torreggiani, Audience Agency, UK

**The Future of Cultural Value**

Dr Ben Walmsley, Dean of Cultural Engagement at the University of Leeds, UK

MODERATOR: Natasa Kraljevic

(Room 1, 1st Floor, Creative hub)

**12:30**

**LUNCH BREAK**

14:00

**SESSION I** (Room 1, 1st Floor, Creative hub)

Haykuhi Muradyan

**“Shifting Paradigms: The Evolution of EU–Armenia Cultural Policies from Independence to the Present”**

Sarina Bakic

**Cultural Democracy as a Path to Social Justice: Rethinking Participation and Representation in Post-Conflict Societies of the Balkans**

Janez Kolar, Tamara Besednjak Valič, Erika Dzajic Ursic, Urša Lamut,

**Regional resilience and potentials – experiences from core and peripheral regions**

Aleksandra Uzelac, Dea Vidovic

**Case study CULTURELINK: Re-examining network`s legacy as inspiration for transformative cultural policies**

MODERATOR: Jelena Drobac

15:30

**SESSION II** (Room 1, 1st Floor, Creative hub)

Jelena Drobac

**The Invisible Creator: Graphic Designer as cultural worker in former Yugoslavia**

Nikola Latkovic

**Design procurement: Navigating in the ocean of risks in public domain**

Andrej Raspor, Bojan Rojko, Ajda Srdić, Darko Lacmanović

**Price as a limiting factor in Concert Attendance**

MODERATOR: Lejla Zejnilovic

15:30

**ADDITIONAL PROGRAM** (Room 3, 3rd Floor, Creative hub)

**UNIMEDITERAN ERASMUS  
CBHE PROJECT PROMOTION**

IoT – Eco



DiLanEdu-WB



Digitcreshe



Cred4Teach



VirtuEu



16:30

**COFFEE BREAK**

16:45

### SESSION III

(Room 1, 1st Floor, Creative hub)

Liudmyla Fedoriaka

**The Nashe-Shakespeare Relationships as a Means of Literary and Language Development**

Olena Lilova, Tamara Jovovic

**Shakespeare in Contemporary Montenegrin Theatre**

Ana Ferri

**Ludovic Paskvalic: a poets role in impacting cultural heritage and tourism**

Zana Knezevic

**Incorporating Cultural Understanding into English Language Classrooms Through COIL projects**

MODERATOR: Ivana Vukcevic

### SESSION IV

(Room 2, 2nd Floor, Creative hub)

Mirela Alhasani

**Reframing Linguistic Identity and Cultural Policy: The Bulgarian-North Macedonian Dispute in the context of Europeanization**

Marta Materska Samek, Joanna Santera-Szeliga, Paulina Borkiewicz, Joanna Kotlarz, Malgorzata Domin

**Myopia of Audiovisual policy in post-communist countries ‘the case of Poland**

Lejla Zejnilovic, Vesna Tripkovic

**Framing and the EU`s Cultural Policy: A corpus-based analysis of the EU`s strategic framework through the lens of dominant frames**

MODERATOR: Ljiljana Radulovic

18:30

**ADDITIONAL PROGRAM** (Room 3, 3rd Floor, Creative hub)

**PROMOTION OF THE BOOK: “ZBOGOM NOVINE” BY BRANO MANDIC, WRITER**

SPEAKERS:

Brano Mandic, author & Petar Garic, musician

20:00

### DINNER

Hotel Cattaro, Trg od oruzja  
Old Town Kotor

## DAY 2

10:30

### Welcome and Introduction

**Dr Tamara Vujovic, Minister of Culture and Media,  
Government of Montenegro**

## The Quest for Emancipatory Cultural Policy Making in Transitional Countries

The first panel discussion of the second day concentrates on the landscape of cultural policy-making in transitional countries, focusing on the quest to transform policy into a communal good, fostering more profound interconnections between the cultural sector, cultural agencies, actors, and decision-makers.

### Key note speaker:

Dr Ana Zuvela, Institute for Development and International Relations (IRMO), Croatia

MODERATOR: Natasa Kraljevic  
(Room 1, 1st Floor, Creative hub)

12:30

### LUNCH BREAK

14:00

### SESSION V (Room 1, 1st Floor, Creative hub)

Tamara B. Valič, Janez Kolar, Urša Lamut, Alenka Pandiloska Jurak

### Cultural Dimensions challenging Innovation and Digitalization performance in the Danube Region: Regional Development Perspective

Urša Lamut, Aleksandra Govedarica, Nataša Kraljević, Darko Lacmanović, Predrag Ljubotina, Andrej Raspor, Bojan Rojko, Ajda Srdić

### Cultural Development in Rural Areas: Case of Slovenia and Montenegro

Anaïs Theviot

### Transfers of supposed “good” practices from the United States to France to renovate cultural services through big data Analysis of the trajectories of “smugglers” and implicit negotiations

MODERATOR: Vesna Tripkovic–Samardzic

15:15

**SESSION VI** (Room 1, 1st Floor, Creative hub)

Evica Taseska Karanfilova

**A change that we need: perspectives for redefining institutional cultural organization in North Macedonia**

Edin Jašarović, Ema Alihodžić

**Cultural policy trends in algorithm of surveillance capitalism**

Katarzyna Kopec, Marta Materska-Samek, Joanna Slaga, Zaneta Zeglen

**Innovations on peripheries: between siloses of culture and science**

Ljiljana Radulovic

**Balancing Globalization and Local Identity: A Policy Framework for Small Nations**

MODERATOR: Tamara Jovovic

16:30

**COFFEE BREAK**

16:45

**SESSION VII**

(Room 1, 1st Floor, Creat.hub)

Sylwia Wrona, Marta Materska-Samek, Agnieszka Szostak, Joanna Kotlarz

**Real-world Labs as an Agent of Change: A case study of a Public Institution**

Irena Petrusić, Nikša

Grgurević, Aleksandar Vuletić, Ivana Savić

**Use of Artificial Intelligence in Preserving Intangible Cultural Heritage of Boka Kotorska: Trends in Digitalization of Tradition**

Milena Kavaric, Ivana

Vukcevic

**Fast food, fast change: Burger King's impact on Montenegrin lifestyle and eating habits**

MODERATOR:

Milena Dragutinovic

**SESSION VIII** / PhD candidates

(Room 2, 2nd Floor, Creative hub)

Danka Stijepovic / **National Parks and Cultural Heritage as Instruments of Cultural Diplomacy**

Jelena Marta Glisic / **From Practice to Policy: The Role of Tacit Knowledge in Shaping Art Education and Cultural Leadership**

Trish O'Grady / **How does the relationship between Scottish local authorities and culture trusts impact how arts and culture are supported**

Sonja Ilic / **The Role of Storytelling in promoting social cohesion: The case of the Montenegrin Parliament**

Danilo Burzanović, Matija Miljanić / **Manga beyond Soft Power: Decentralized Influence and Transnational Fandom in the Western Balkans**

Dusan Medin / **What Public Policies on Cultural Heritage do we need?**

MODERATOR: Maja Delibasic



18:30

**ADDITIONAL PROGRAM** (Room 3, 3rd Floor, Creative hub)

**PROMOTION OF THE BOOK:  
"REGINA JELENA" BY MARIJA SARAP**

Translation project of students of Specialist Studies, Faculty of Foreign Languages, University "Mediterranean" Podgorica under the mentorship of prof. dr Dragana Čurović

**SPEAKERS:**

Marija Sarap, author,

Prof. dr Olena Lilova, Dean Of The Faculty Of Foreign Languages  
Students

20:00

**ADDITIONAL PROGRAM**

(Glass Gallery, Center of Culture, Old Town, Kotor)

**OPENING OF THE STUDENT EXHIBITION  
"MILLION MILLION OF FOUL LITTLE LOVEKINS  
/ MILION MILIONA MALIH LJUBAVI"**

**CURATORS:**

Professors Marija Dzoganovic & Balsa Gobovic

**JAZZ CONCERT:**

**Marija Bozovic & Stefan Bjeletic**

**culture**

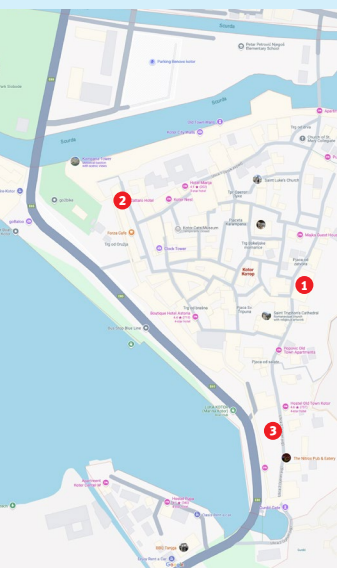




University “Mediterranean” Podgorica is an institution of Higher Education distinctive in its approach to education and teaching and its commitment to creating a better world. With its new directions of development: a) developing horizontal cooperation by strengthening relations with the community in which it operates, b) strengthening international cooperation, through the internationalization strategy, c) active work of the University Ethics Committee d) the adoption of the Gender Equality Plan in 2022, the University strives to create a safe community with quality education. Renowned for immediately relevant research and innovation, the University has widely recognized expertise in information technologies, visual arts, tourism, hotel management, business, law, and foreign languages. Since its foundation in 2006, it has been committed to enhancing the quality of studies in a systematic and organized manner to be modern, flexible, comparable, competitive, and efficient. With the main focus - on investing in young people & strengthening their leadership and decision-making capacities through different educational programs, the University is very active in exercising student and staff mobility through the various programs: ERASMUS + KA107, EM EUROWEB +, EMSUBEAM, CEEPUS free mover, as well as through more than 50 bilateral agreements with Universities and Faculties worldwide. [www.unimediterran.net](http://www.unimediterran.net)



Cultural Trends a peer-reviewed international journal (AHCI and SSCI), provides in-depth analysis of the cultural sector and cultural policy. It offers timely investigations into key issues in the arts, culture and creative sectors, and critically engages with ongoing policy debates from interdisciplinary and international perspectives. The journal champions methodological rigour and is keen to comment on evidence used for policy making, but it values quantitative and qualitative approaches equally. It serves as a platform to reach a broad audience and research communities worldwide and communicate with both cultural practitioners and policymakers.



## ADDITIONAL INFORMATION

**Creative Hub, former prison in the Old Town:** The Museum of the Prison in Kotor, also known as the “Old Prison” and “Austro-Hungarian Prison,” is located within a well-preserved prison complex dating back to the mid-19th century, built during the Austro-Hungarian rule in the region, designed by the Dalmatian architect Marko Bencon. The three-story building, painted in the characteristic yellow colour by which Austrian prisons were recognized, is made of stone and brick composing thick walls, with windows protected by wrought iron grilles. On the facade, there is a plaque erected in honor of sailors who led a rebellion against the Austro-Hungarian fleet in 1918. During World War II, it served as a collection center for Italian occupiers who sent captured civilians from here to camps in Bar, Croatia, Hungary, Albania, and Italy. The prison ceased operations in the early 1990s, after 150 years. By the initiative of the Ministry of Culture of Montenegro, with the support of regional ministries of culture, the prison was repurposed into a museum and a creative and artistic center with possibilities for artist residencies. Through careful conservation and innovative solutions, the restoration was completed, and the old prison building in Kotor was repurposed, creating a safe and inspiring interior adapted for artist residencies and exhibitions intended for visitors.



**Kotor Old Town** is one of Montenegro’s most photogenic, fascinating, and popular attractions. Every year visitors from all around the globe come to see this UNESCO World Heritage site on the shore of the Bay of Kotor, , Montenegro. Kotor’s cobbled streets and narrow alleyways offer a glimpse into its 2,000-year history. The cafes full of locals enjoying coffee in the sun and lively atmosphere give you an insight into Kotor’s modern culture. The old town – that is the most famous part of Kotor, where the Kotor history, culture, and tradition are being preserved. The old town of Kotor has a great number of monuments of the medieval architecture: churches, cathedrals, palaces, and museums. Its beauty is complemented with the multitude of narrow streets, squares, and markets. The old town of Kotor stands out also by the great number of stylishly made gates, palaces of the wealthy families, and a great number of stairs. The old nucleus of Kotor today is considered to be the best preserved medieval urban entity in the Mediterranean. The largest and the most impressive are, by all means, city bulwarks which surround the town.



### VENUES:

- 1 Creative hub
- 2 Hotel Cattaro
- 3 Glass Gallery

# culture

SUPPORTED BY



Ministry  
of Culture and Media



Ministry of Education,  
Science and Innovation