

**PERSONAL INFORMATION**



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**Keywords:** Leadership, strategic focus, shared vision, analytical thinking, professionalism, networking, partnership, diplomacy, responsibility, efficiency, people management, innovations, entrepreneurship, growth, new technologies, culture, reputation, inspiration, motivation, passion for the arts, happiness.

**Key Qualifications :**

- Insightful professional experience in business and nonprofit strategies, strategic development, business planning, entrepreneurship and innovations, financing and fundraising, capacity building, and the new technologies as a coach, consultant, manager and educator internationally.
- Extensive consulting on complex local and international projects on strategy, policy, management and entrepreneurship at international, national and local levels for diverse types of organisations. Proven capacity in strategizing, decision-making, planning, monitoring and reporting.
- Field experience in over 60 countries with different economic and social conditions, working with business and nonprofit organisations, startups, public institutions and educational organisations in Europe, Central Asia, Asia, the Caucasus and North America.
- Professional experience at senior level as a leader and manager, working with different types of multinational teams, recognized institutions and organizations. Strong leadership, motivation, negotiation and advocacy skills. Leading diverse teams and motivating stakeholders around a shared vision.
- Very good knowledge and understanding of the diverse context in which culture operates in different countries. Considering international policies and instruments in coaching and consulting work, together with specificities of the local development.
- Very good knowledge and understanding of European current issues and international policies and instruments in the field of culture and the philanthropic sector, implemented and promoted by the European Commission, UNESCO, European Cultural Foundation (ECF) and Council of Europe.
- Extensive professional coaching internationally, with diverse clients from business, nonprofit and governmental sector on: business models, strategies, startups, organizational change, online tools, professional development, motivation, and other areas.
- Considerable track records as keynote speaker, facilitator, workshop leader and moderator internationally. Extensive experience as Board member of prominent international associations and networks. Excellent representation, communication and public speaking skills.
- Strong abilities to build strategic alliances and fundraise from multiple sources.

- Professional experience in knowledge-sharing platforms and online portals, especially related to culture, arts, international cultural cooperation and networking.
- Extensive experience in lecturing internationally, leading training teams and educational courses and training modules on diverse subject matters in cultural policy and management
- Proven networking skills, recognized team-orientated leadership skills, collaborative and motivating behavior. High reputation in the arts, culture, creative industries and the philanthropic sector internationally.
- Substantial and ongoing volunteer work for cultural and social causes.
- Academic education (BA, MA, PhD levels).
- Professional language competence in English, Russian and French. Mother tongue: Bulgarian.

### **Current Positions**

- Consultant, coach, educator and researcher in strategy, organizational policy, management, and entrepreneurship, with a focus on, but not limited to arts, culture and creative industries internationally (since 2003)
- Lecturer, Center for Cultural Planning and Development, University of British Columbia (online workshops (since 2014)
- Consultant and Evaluator on projects, European Commission Erasmus+ and Horizon2020 programmes (since 2015)
- Regular Visiting Professor, National Academy of Theatre and Film Studies, Sofia (since 2013)
- Regular Visiting Professor, UNESCO Chair of Cultural Policy and Management, University of Arts, Belgrade (since 2002)
- Co-Founder and Co-director, Agency for Professional Development and Adaptation APRA, Sofia, Bulgaria (since 2003)

### **Educational Background**

- Professional Diploma in Management, The Open University - [www.open.ac.uk/](http://www.open.ac.uk/), London (2000)
- Professional Certificate in Management, The Open University, London (2000)
- PhD in Economics, University of National and World Economy/Institute of Labor Studies, Sofia – [www.unwe.acad.bg](http://www.unwe.acad.bg). Visiting researcher at Ruskin College, Oxford, UK - [www.ruskin.ac.uk](http://www.ruskin.ac.uk) (PhD thesis “Organisation and Management of the Performing Arts”, defense: 1992)
- Master in Economics (Industrial Management) (Higher Education Diploma), University of National and World Economy, Sofia. GPA-excellent 5.81/6 (where 6=100%), Magna Cum Laude (1980-1985)
- Minor in Journalism, University of National and World Economy, Sofia (1980-1985)

### **Completed post-graduate and professional training courses and modules (certificates)**

- Cultural Institutions in Transitions, Salzburg Global Seminar - [www.salzburgglobal.org](http://www.salzburgglobal.org) (2004)
- Summer Academy of Philanthropy, London School of Economics - [www.lse.ac.uk](http://www.lse.ac.uk), London, UK (2002)
- Targeted training for tutoring in Management, Marketing and Financial Analysis for Managers, Open University, London (1998)
- Euro-Mediterranean Campus of Cultural Cooperation, European Universities Summer School, Barcelona (1998)
- Competition Policy for the Economists, Training module for university professors, Trinity College - [www.tcd.ie](http://www.tcd.ie), Dublin, Ireland (1997)
- Accounting for Managers, Open University, London/School of Management, Sofia (1997)

- Business Evaluators of Fine Arts, Immovable Properties and Cultural Heritage, Agency for Business Evaluators, Sofia (1997).
- Management Resources for the Market and Customers and Clients Relations (distance learning module), Open University, London/School of Management, Sofia (1996)
- Building and Sustaining Democracies: The Role of Non-Governmental Organizations, Salzburg Global Seminar, (1995)
- Managing Changes (distance learning module), Open University, London/New Bulgarian University, School of Management, Sofia (1995)
- Effective Management (distance learning module), Open University, London/New Bulgarian University, School of Management, Sofia (1994)
- Cultural Diversity and Arts Management Education, Training course for teaching staff, The Amsterdam Summer University - [www.amsu.edu](http://www.amsu.edu), Amsterdam, the Netherlands (1994)
- The Privatization Process and the Management of Restructuring, TEMPUS Program, Athens, Greece/Sofia, Bulgaria (1993)

### **Awards, Honors and Fellowships**

- Dragan Klaić Excellence in Lecturing Award, UNESCO Chair in Cultural Policy and Management at University of Arts, Belgrade and Dragan Klaić Foundation - <https://www.culturalmanagement.ac.rs/en/news/article/announcing-the-second-winner-of-the-dragan-klaic-lecturer-award> , 2015
- FULBRIGHT fellowship in Economics – [www.fulbright.org](http://www.fulbright.org), 2000
- Fellowship Grant by the Japan Foundation, residency at the Chukyo University, Nagoya, Japan - <http://www.jpff.go.jp/e/>, 1996
- Salzburg Global Seminar Fellow for the sessions: Cultural Institutions in Transition, Museums in the 21<sup>st</sup> Century; Building and Sustaining Democracies: The role of Non-Governmental Organizations, Salzburg, Austria - [www.schloss-leopoldskron.com](http://www.schloss-leopoldskron.com), 1995-2002
- RSS (research support scheme) grant, NISPAcee fellowship for a visiting lecturer in the three Baltic countries (Lithuania, Latvia, Estonia), 1998-1999
- Project Research Grant by NATO (North Atlantic Treaty Organization): Non-Governmental Democratic Institutions Post-Doctoral Fellowship Program - <http://www.nsf.gov/pubs/2002/nsf02178/nsf02178.htm> 1992-1993
- National Endowment of Arts/Open Society Institute Grant for visiting researcher at the University of California, Los Angeles, 1993
- Fellowship Grant by the Webb Memorial Trust for attending Comparative Industrial Relations program and undertaking PhD research at Ruskin College, Oxford, UK - <http://www.webbmemorialtrust.org.uk/>, 1991

### **Completed Research and Consulting**

- Mobility Funding Guides: Bulgaria, On-the-move & Culture360 publication (2018)
- Establishment of a new MA program in Arts Management (partnership between four local universities), Dushanbe, Tajikistan, Consulting and Research (2015-2016)
- International Entrepreneurship in the Arts, Research work for writing the book (June 2014-March 2016)
- In Search of a New Business Model, Video Pool Media Arts Centre, Winnipeg, Manitoba (<http://www.videopool.org>), (March-April 2015)

- Towards a new Strategic Plan for Arts, Culture and Creative Industries, City of Zagreb, Croatia, October 2014- February 2015)
- Development of Arts Management Education and Training in Tajikistan, Feasibility study, situational analysis and action plan, Open Society Foundations, Assistance Foundation Tajikistan (<http://soros.tj/tj/>) (October-November 2014)
- Strategic management and capacity building of selected organizations in the creative industries sector from Central Asia, Open Society Institute / Open Society Foundations ([www.soros.org](http://www.soros.org)), (January-2014)
- Project evaluation, Erasmus + programme: Capacity building [http://ec.europa.eu/programmes/erasmus-plus/index\\_en.htm](http://ec.europa.eu/programmes/erasmus-plus/index_en.htm) (April-May 2014)
- Incorporating Sustainability into Strategies and Management Functions of Arts Organizations in Canada (Research), David O'Brien Centre for Sustainable Enterprise (<http://johnmolson.concordia.ca/en/faculty-research/research-centres/david-obrien-centre-for-sustainable-enterprise>), 2013
- Culture and the Structural Funds in Bulgaria (Research study), European Commission and European Expert Network on Culture ([www.eenc.info](http://www.eenc.info)), 2012
- Cultural Participation in Education and Lifelong Learning (Research), Access to Culture Platform (<http://www.access-to-culture.eu>), 2012
- Strategic Planning Framework and Directions of Development (Research and consulting), Canadian Arts Presenting Association (CAPACOA) ([www.capacoa.ca](http://www.capacoa.ca)), 2011
- Inventory of Resources on Intercultural Dialogue: Part II (Research), Rainbow Platform Europe and Culture Action Europe (<http://www.intercultural-europe.org>), 2011
- Survey and Evaluation on the Usability and Users' satisfaction of the Young Cultural Policy Research Forum (Research), LabforCulture , (<http://www.labforculture.org/en/content/view/full/64105>), 2011
- SEASdock: External Evaluation, Targeted Survey and Online Tool Development (Research and consulting), Intercult (<http://www.seas.se/>), 2010-2011
- Climate change: Artists respond (Collaborative research study), LabforCulture-European Cultural Foundation (<http://www.labforculture.org/en/home/contents/climate-change-artists-respond>), 2010
- Feasibility Study and Business Plan for a Web-based Arts and Culture Regional Calendar ([www.maxguide.org](http://www.maxguide.org)) (Research and consulting), Metro Vancouver ([www.metrovancouver.org](http://www.metrovancouver.org)) , 2010
- Feasibility Study and Strategic Plan on E-learning Education in International Context for Countries in Transition (Research and consulting), European Cultural Foundation ([www.eurocult.org](http://www.eurocult.org)), 2010
- The Power of Arts, Culture and Creativity to Transform Post-Industrial Urban Spaces, Research Paper (Research and consulting), Musagetes Foundation, Canada – [www.musagetes.ca](http://www.musagetes.ca), 2009
- Social Entrepreneurship (Collaborative research study), the European Cultural Foundation (<http://www.labforculture.org/en/resources-for-research/contents/research-in-focus/social-entrepreneurship>), 2009
- Access of Young People to Culture (Research study). A study initiated by the European Commission, in cooperation with Interarts, Barcelona ([www.interarts.net](http://www.interarts.net)), 2009
- Developing and Revitalizing Rural Communities through Arts and Creativity: An International Literature Review and Inventory of Resources (Collaborative research), Centre for Expertise in Culture and Communities, Simon Fraser University, Vancouver, ([http://creativecity.ca/index.php?option=com\\_content&task=view&id=239&Itemid=218](http://creativecity.ca/index.php?option=com_content&task=view&id=239&Itemid=218)), 2009

- The Impact of European Capitals of Culture on the Local Independent Cultural Sector (Collaborative research), European Cultural Foundation (<http://www.labforculture.org/en/resources-for-research/contents/research-in-focus/european-capitals-of-culture>), 2009
- Feasibility Study and Strategy for Setting up a New Body on Roma Arts and Culture (Feasibility study and research), Soros Foundation ([www.soros.org](http://www.soros.org)), 2009
- Inventory of Resources on Intercultural Dialogue: Part I (Research), Rainbow Platform Europe and Culture Action Europe (<http://www.intercultural-europe.org>), 2008
- Culture and Sustainability: Building the Linkages from the Ground Up, Centre of Expertise on Culture and Communities, Simon Fraser University, Vancouver (Research project) ([www.cultureandcommunities.ca/](http://www.cultureandcommunities.ca/)), 2008
- Development of the Business case for E-cultural Dialogue of the Canadian Heritage, Feasibility study), commissioned by NIVA ([www.niva.com](http://www.niva.com)), 2008
- Virtual Culture and Its Impact on Cultural Tourism, The case of Bulgaria, Culturelink (Research), 2008
- Social Impact Study and Gender Equality Report, Related Strategy and Action Plan (Feasibility study). Canadian International Development Agency (CIDA) and HVNetworks (<http://www.hvninc.com>), 2007
- Definitions and Conceptual Issues, related to Social Impact of Culture, Cultural Consumption and Participation for Improving Statistical Indicators for Creative Industries in Asia-Pacific region (Research study). UNESCO Institute of Statistics, Montreal, Canada ([www.uis.unesco.org](http://www.uis.unesco.org)), 2004-2005
- Towards the development of a multi-disciplinary Asia-Europe Cultural Portal: Cultural Information Resources in Europe-a Selective Examination (Research study and consulting), Asia-Europe Foundation, Singapore ( <http://www.culture360.org>), 2005
- Cultural Cooperation in Europe on the Web: An Overview of Existing Information Tools and Mechanisms in Preparation for a European Cultural Cooperation Portal (Feasibility study and research, incl. marketing strategy), European Cultural Foundation, Amsterdam ( [www.eurocult.org](http://www.eurocult.org)), 2004
- Financing Cultural Practices in South-East Europe (Research study) ECUMest, Dijon/Romania, 2003
- Cultural Cooperation in Europe: The Case of Bulgaria (Research study). Interarts, Barcelona/European Commission, 2003
- Assessment of the Soros Centers for Contemporary Arts: Current State and Perspectives (Internal research), Open Society Institute, Budapest, 2002
- Consulting in establishment of the UNESCO Chair in Cultural Management, Vilnius, Lithuania (Feasibility study and consulting) UNESCO, 1999
- Privatization of culture: Comparative Analysis of Arts Sectors in Selected Central and Eastern European Countries (Research, supported under the RSS of OSI), 1997
- Public-Private Sector Cooperation as Part of the Cultural Policy in Japan: current situation and perspectives (Research study), Chukyo University, Nagoya, Japan, 1995
- Democracy in Arts Organisations. Forms of Creative Employees' Participation in Arts Management. The Experience in Selected Countries and Possibilities for Its Application in Bulgaria (Research study, supported by the NATO Democratic Fellowship Program, Brussels, Belgium), 1993

### **Consulting: Key Clients**

- EU Eastern Partnership Culture & Creativity Programme - <https://www.culturepartnership.eu/en>
- Open Society Foundations, Assistance Foundation Tajikistan - <http://soros.tj/tj/>
- UNESCO Section of Diversity of Cultural Expressions - <http://en.unesco.org/creativity/>
- UNESCO Institute of Statistics - [www.uis.unesco.org](http://www.uis.unesco.org)
- International Council of Museums ICOM - <http://icom.museum/>
- European Commission - [http://ec.europa.eu/index\\_en.htm](http://ec.europa.eu/index_en.htm)
- Platform for Intercultural Europe - <http://www.intercultural-europe.org/>
- Video Pool Media Art Centre, Winnipeg, Manitoba – [www.videopool.org](http://www.videopool.org)
- International Network for Contemporary Performing Arts IETM – [www.ietm.org](http://www.ietm.org)
- National Cultural Institute of Panama - <http://ufdc.ufl.edu/inac>
- Canadian Arts Presenters Association CAPACO – [www.capaco.ca](http://www.capaco.ca)
- Centre for Expertise in Culture and Communities, Simon Fraser University, Vancouver – [www.cultureandcommunities.ca](http://www.cultureandcommunities.ca)
- Greater Vancouver Regional District (Metro Vancouver) - [www.metrovancouver.org](http://www.metrovancouver.org)
- Department of Canadian Heritage - [www.pch.gc.ca/index-eng.cfm](http://www.pch.gc.ca/index-eng.cfm)
- European Cultural Foundation – [www.eurocult.org](http://www.eurocult.org)
- Open Society Foundations (Soros Foundation, New York/Budapest) - [www.soros.org](http://www.soros.org)
- LabforCulture – [www.labforculture.org](http://www.labforculture.org)
- European Network of Cultural Administration Training Centers (ENCATC)- [www.encatc.org](http://www.encatc.org)
- European Expert Network on Culture (EENC) - <http://www.eenc.info/tag/cultural-consultancy/>
- Interarts – [www.interarts.net](http://www.interarts.net)
- Culture Action Europe – [www.cultureactioneurope.org](http://www.cultureactioneurope.org)
- Intercult - <http://www.intercult.se/>
- Asia-Europe Foundation – [www.asef.org](http://www.asef.org)
- Observatory of Cultural Economics, Bulgaria
- Central Asia Arts Academy
- National Soros Foundations in Central and Eastern Europe – [www.soros.org](http://www.soros.org)

### **Service to the Profession: Membership in Association and Networks**

#### **Current:**

- Board Member, Representative for Canada, International Institute for Gastronomy, Culture, Arts and Tourism IGCAT ([www.igcat.com](http://www.igcat.com), 2016 \_\_ \_\_)
- Advisory Committee Member, Creative Cultural Alliance (<https://www.ccalliance.eu/advisory/>, 2016 \_\_)
- Member, Association of Arts Administration Educators ([www.artsadministration.org](http://www.artsadministration.org)), 2012 \_\_ \_\_
- Member, European Association of Cultural Researchers (<http://www.ecures.org>), 2014 \_\_)
- Member, European Expert Network on Culture ([www.eenc.info](http://www.eenc.info)), 2011 \_\_ \_\_
- Member of Alumni Society of Salzburg Global Seminar ([www.SalzburgGlobal.org](http://www.SalzburgGlobal.org)), 1995 \_\_ \_\_
- Member, European Network On Cultural Management and Policy ENCATC ([www.encatc.org](http://www.encatc.org)), 1994 \_\_ \_\_

#### **Former:**

- Board Member, Arts Consultants Canada, 2008-2018
- Member, International Association of Canadian Studies (<http://www.cecanstud.cz/>), 2009-2014
- Member, Women Executive Network Canada (<http://www.wxnetwork.com/>), 2009-2014

- Member, Diversite Artistique Montréal (DAM) ([www.diversiteartistique.org/](http://www.diversiteartistique.org/)), 2010-2016
- Member, International Remarque Forum Network, USA (<http://www.nyu.edu/pages/remarque/program.html>), 1999-2010
- Member, Culture Montreal ([www.culturemontreal.ca](http://www.culturemontreal.ca)), 2007-2013
- Board Member, Arts Consultants Canada (<http://www.artsconsultants.ca/>), 2008-2011
- Board Member, Advisory Board, Regional Public Foundation "Open Siberia", Novosibirsk, Russia (<http://www.opensib.ru/>), 2003- 2008
- Board Member, International Advisory Board of EUCLID International, UK (<http://www.euclid.info/uk/>), 2004-2006
- Vice President, Canadian Cultural Research Network, 2004-2006
- Vice-President, European Network of Cultural Administration Training Centers (ENCATC) (<http://www.encatc.org/>), 1996-2000
- Board Member, Cultural Information and Research Centers Liaison in Europe (CIRCLE) ([www.circle-network.org](http://www.circle-network.org)), 1998-2002
- Board Member, Fitzcarraldo Foundation, Turin, Italy (<http://www.fitzcarraldo.it/>), 2000-2007
- Board Member, Editorial Board of the European Journal of Cultural Policy, Warwick University, UK (<http://www.tandf.co.uk/journals/titles/10286632.asp>), 1998-2005
- Member, Association for Cultural Economics International (<http://www.acei.neu.edu/>), 1996-2000
- Member, International Federation of Theatre Research (<http://www.firt-iftr.org/>), 1995-2000

#### **Work Experience: Academic**

- Lecturer on Strategies and Strategic Management in Creative Industries, McGill University, Desautels School of Management, MBA Program: Courses on Strategic Management in Creative Industries and Strategic Management (Organisational Policy) [www.mcgill.ca/desautels](http://www.mcgill.ca/desautels) (2013-2016)
- Lecturer, Arts management program, Centennial College, Toronto : Courses on Issues in the Arts, Institutional Management and Leadership in the Arts: <http://www.centennialcollege.ca/programs-courses/full-time/arts-management/> (2015-2016)
- Associated Researcher, David O'Brien Centre for Sustainable Enterprise - <http://johnmolson.concordia.ca/en/faculty-research/research-centres/david-obrien-centre-for-sustainable-enterprise> (2011-2013)
- Assistant Professor in Entrepreneurship, Management Department, John Molson School of Business, Concordia University – [www.johnmolson.concordia.ca](http://www.johnmolson.concordia.ca) (June 2010-August 2013)
- Regular Visiting Professor, Department of Cultural Policy and Management, City University, London: Lectures on strategy, policy, management and marketing in the arts, culture, creative industries and nonprofit sectors – [www.city.ac.uk/cpm](http://www.city.ac.uk/cpm) (1998-2009)
- Tutor and Mentor, International Policy Fellowship Program, Open Society Institute, Budapest - <http://www.policy.hu/ipf/> (2002-2004)
- Chair, Department of Social and Cultural Management and Economics (full-time), University of National and World Economy, Sofia - <http://www.unwe.acad.bg/?lang=en> (1997-2000)
- Associate Professor (full-time), Department of Social and Cultural Management and Economics, University of National and World Economy, Sofia (1994-2000)
- Key Trainer, PHARE program for strengthening human resource capacity in Romania and Bulgaria: Modules on Management, Project Management, Economics and Marketing (1998-2000)

- Regular Visiting Professor, MA in Cultural and Media Management, International Center of Culture and Management ICCM, Salzburg, Austria: Modules on Non-profit Management, Cultural Marketing and Fundraising for the Arts - [http://www.postgraduate.at/MBA/Studium/MBA\\_International\\_Arts\\_Management\\_53.htm](http://www.postgraduate.at/MBA/Studium/MBA_International_Arts_Management_53.htm) (1997-1999)
- Regular Visiting Professor, International MA in Cultural Policy and Management, ECUMest and Ministry of Culture of France, Dijon, France/Bucharest, Romania: Modules on Cultural Marketing and Fundraising (1996-2000)
- Academic Director, Arts Management Program, New Bulgarian University, Sofia – [www.nbu.bg](http://www.nbu.bg) (1996-1999)
- Regular Visiting Professor, MA in Arts Management and Professional Diploma in Arts Management, ARTLAB/Fitscarraldo Foundation, Turin - [www.fitzcarraldo.it/en](http://www.fitzcarraldo.it/en) , Italy: Modules on Non-profit Marketing (1996-1999)
- Tutor and lecturer (part-time), the Open University, London / School of Management, Sofia: Modules on Effective Management, Project Management and Marketing - [www.open.ac.uk/](http://www.open.ac.uk/) (1995-1999)
- Assistant Professor (full time), Department of Social and Cultural Management, University of National and World Economy, Sofia, Bulgaria (1994-1996)

#### **Work Experience: Visiting Professor, Lead Trainer and Senior Expert**

- Visiting Trainer, The Development Platform for the Performing Arts, Copenhagen, Denmark, [www.udviklingsplatformen.dk/en](http://www.udviklingsplatformen.dk/en), (September, 2018)
- Visiting Lecturer, Culture Backstage International Training Program, Berlin, Germany, <https://creature.paris/culture-backstage/> (September, 2018)
- Visiting Professor, Sibelius Academy, Uniarts, Finland, Lectures on Strategic Management in the Arts, <http://www.uniarts.fi/en/siba> (February 2018)
- Lead Trainer and Consultant, Intensive Academy “Entrepreneurship and Innovations in the Arts and Creative Industries” , National Academy of Fine Arts, Sofia, Bulgaria (2017-2018)
- Visiting Professor, Digital Technologies in the Arts and Creative Industries, Culture Dialogue and Fund of the First President of Republic of Kazakhstan (November, 2017)
- Visiting Professor, Module on Strategies and Entrepreneurship in the Arts and Creative Industries, Lithuanian National Academy for Music and Theatre, Vilnius (October 2016, 2017 and 2018)
- Key Consultant, Trainer and Coach, UniCult2020 Summer School, The International Arts and Cultural Management and Policy Program, University of Rijeka, Croatia (July 2016, July 2017)
- Key Trainer, Cultural Entrepreneurship in the 21<sup>st</sup> Century, European Capital of Culture Project, Timisoara, Romania (July 2017)
- Senior Expert and Trainer, Implementation of UNESCO Convention on Diversity of Cultural Expressions in Central Asian Countries, Almaty, Kazakhstan (July, 2017)
- Senior Trainer, Atelier for Youth Festival Managers, Bulgarian Festival Association: Audiences: On the crossroad between Cultural Policy and Market Opportunities, Varna, Bulgaria, August 2017
- Senior Expert and Lead Trainer, EU Eastern Partnership Program: Training of Trainers seminars: Belarus, Moldova, Azerbaijan (May-July 2017)
- Visiting Professor, Arthink South Asia Fellowship Program, Modules on Cultural Policy and Strategic Management [www.arthinksouthasia.org](http://www.arthinksouthasia.org) (New Delhi, India, May 2017)



- Senior Expert, EU Eastern Partnership Program: Crossovers and Fundraising: Belarus, Moldova, Ukraine, Azerbaijan, Armenia & Georgia (September-November 2016)
- Key trainer, module on Start-up Your Creative Business, Project “Bridging Gaps for Inclusive Civic Engagement”, Lviv, Ukraine, <http://www.kultura.org.ua/?p=1207&lang=en> (October, 2016)
- Visiting Professor, Entrepreneurship and Innovation in the Arts and Creative Industries, Master Program in Cultural Management, Plovdiv State University, Bulgaria, <http://km.logos.uni-plovdiv.net/en> (June 2016)
- Invited presentations on international entrepreneurship in the arts, Music Business Program, Trebas Institute, Montreal – [www.trebas.com](http://www.trebas.com) (September-December, 2016)
- Key Senior Expert and Trainer, Eastern Partnership Culture and Creativity Program, module on Fundraising, Financing and Crossovers, Azerbaijan, Armenia, Georgia, Moldova, Belarus and Ukraine, <https://www.culturepartnership.eu> (September-November, 2016)
- Key Consultant and Trainer, Summer School on Arts Management: Innovative Approaches and Creative Collaboration, Dushanbe, Tajikistan (August 2016)
- Visiting Professor, Strategic Management and Entrepreneurship in the Arts, Arts Management Program, Klaipeda State University of Applied Science, Lithuania, [www.kvk.lt](http://www.kvk.lt) (May, 2016)
- Key Trainer, Training of Trainers program on cultural management, partnership project between three universities and the Soros Foundation, Dushanbe, Tajikistan, <http://soros.tj/tj/> (October 2014, May and November 2015)
- Visiting Professor, Strategic management and entrepreneurship in the arts and creative industries, National Cultural Institute, Panama, <http://ufdc.ufl.edu/inac> (April 2014)
- Trainer, Strategic management and entrepreneurship in the arts and creative industries, Didor International Film Festival, Dushanbe, Tajikistan (February, 2014).
- Lead Trainer, EuroEast – Eastern Partnership Programme, Cultural Policy Exchange Workshop Cycle, [www.euroeastculture.eu](http://www.euroeastculture.eu): seminars in Chisinau, Georgia; Gori, Georgia; Alushta, Ukraine (April, July and November, 2013)
- Visiting Professor, Strategies in Creative Industries, University of National and World Economy, Sofia, Bulgaria (February 2013)
- Visiting Professor, Entrepreneurship and Business Planning, OKOM Institute of Industrial Relations and Management (February 2012).
- Invited presentations on Financing, Entrepreneurship and Project Management, Music Business Program, Trebas Institute, Montreal – [www.trebas.com](http://www.trebas.com) (2009-2012)
- Master Class on Entrepreneurship and Strategy, University of National and World Economy, Department of Media and Public Communications, Sofia (June, 2011)
- Key Trainer and Senior Consultant, Strategic Cultural Planning for the City of Lviv and Strategic Thinking and Doing for Cultural Managers, Ukraine. Modules on: Strategy, Management, Marketing, Lobbying and Advocacy – [http://www.kultura.org.ua/?lang\\_id=3](http://www.kultura.org.ua/?lang_id=3) (2009-2010)
- Key Trainer and Senior Consultant, Reinforcing Moldova's Development Capacities by Strengthening its Cultural Sector, MATRA/European Cultural Foundation/Soros Foundation Moldova, Multi-annual project. Modules on: Strategic Planning, Creative Industries, Cultural Policy, Project Management, Marketing, Fundraising, Human Resource Management - <http://www.eurocult.org/we-advocate/Capacity-Development/Capacity-Development-Projects/> (2008-2010)
- Key Trainer and Senior Consultant, Cultural Development in Kaliningrad, Russia, European Cultural Foundation/Transit, Russia. Multi-annual project. Modules on: Strategy, Cultural Policy,

Project Management, Marketing, Financial Management and Fundraising, Human Resource Management - <http://www.eurocult.org/uploads/docs/1179.pdf> (2005-2007)

- Master Class on Strategic Development and International Cultural Cooperation, with local public administrators, Skegness, UK (October 2009)
- Master Class on Strategic Management, with senior cultural management and administrators, Istanbul, Turkey - <http://www.seas.se/cityscape/index.php> (March 2009)
- Visiting Professor, Non-profit Economics and Financial Strategies in the Creative Industries and the Non-profit sector, University of Tirana, Albania (January 2004)
- Visiting Professor, Module on Philanthropy in Central and Eastern Europe, MA in Philanthropy, Bologna, Italy (December 2003)
- Key trainer, Seminar on Management and Marketing, with directors and managers from Central Asian countries Bishkek, Kyrgyzstan (October 2003)
- Key trainer, Training of Trainers' seminar on Human Resource Management, Academy of Arts and Culture, Ulaanbaatar, Mongolia (December 2002)
- Key trainer, Training of Trainers seminar on Cultural Policy and Arts Marketing, Open Society Institute, Baku, Azerbaijan (April 2002)
- Trainer, Seminar on Museum Management and marketing for directors of museums, regional branch of the Soros foundation, Novosibirsk, Russia (April 2002)
- Trainer, Training of Trainers seminar on Non-profit Management and Fundraising, with senior managers, Reykjavik, Iceland (June 2001)
- Trainer, Training of Trainers seminar on Cultural Policy, Management and Marketing, Academy of Arts and Culture, Ulaanbaatar, Mongolia (September 2001)
- Trainer, Seminar on Cultural Management and Marketing with directors of cultural institutions, Kiev, Ukraine (February 2001)
- Visiting Professor, Dartington College of Arts, Totness, Devon, UK: Modules on Cultural Policy and Management in Central and Eastern Europe - [www.dartington.ac.uk](http://www.dartington.ac.uk) (May 2000)
- Trainer, Seminar on cultural marketing for local cultural administrators and managers, National Center for Training in Cultural Management, Vilnius, Lithuania (April 2000)
- Visiting Professor, Sibelius Academy, Helsinki, Finland. Module on Management and Policies in the Cultural and Nonprofit sectors - [www.siba.fi/eng](http://www.siba.fi/eng) (March 2000)
- Visiting Professor, University of Cambridge, UK. Lecture on Culture and Economics on the Balkans - [www.cam.ac.uk](http://www.cam.ac.uk) (September 1999)
- Visiting Professor, Central European University Summer Course "Innovative Cultural Policies and Management in the Countries in Transition", Budapest, Hungary. Modules on Marketing Non-profit Organizations and Fundraising for the Arts - [www.ceu.hu](http://www.ceu.hu) (August 1999)
- Trainer, Session on Privatization of Culture, the European Diploma in Cultural Project Management, Marcel Hicter Foundation, Brussels - <http://www.fondation-hicter.org/uk/Forma/Diplome%20/Diplome.html> (July 1999)
- Visiting Professor, University of Jyväskylä, Finland. Module on Cultural Policy and Management in the Transition Countries - <https://www.jyu.fi/en/> (November 1999)
- Visiting Professor, Summer Academy for Young Theatre Producers, National Academy of Theatre, Moscow, Russia. Modules on Management and Marketing in the cultural and non-profit sectors (May 1997)
- Visiting Professor, National Academy of Theatre. Module on Cultural Marketing (July 1996)
- Visiting Professor, Seminar on Cultural Economics, University of Belgrade, Yugoslavia (September 1996)

- Visiting Professor, Seminar on Cultural Management and Marketing, University of Belgrade, Yugoslavia (March 1995)
- Visiting Professor, Seminar on Cultural Marketing in Central and Eastern Europe, University of Bilbao, Program on Leisure Studies, Bilbao, Spain (February 1995)
- Research Group Leader on Cultural Marketing, Summer School of Cultural Policy and Management, University of Warwick, UK- <http://www2.warwick.ac.uk/> (September 1994)

### **Courses Taught**

- Strategic Management and Strategic Planning (incl. in the arts, creative industries and the nonprofit sector)
- Entrepreneurship and Innovation in the Arts and Creative Industries
- Arts Management
- Cultural Policy and Planning: an International Perspective
- Cultural Economics
- International Cultural Cooperation and Networking
- Cultural Organizations in the Digital Realm
- Management and Leadership in the Arts and Culture Sector
- Cultural Diversity, Implementation of 2005 UNESCO Convention
- Marketing (incl. in the arts, culture and the nonprofit sector)
- Financing, Fundraising and Sponsorship in the Arts and Creative Industries
- Business in the Arts
- Project Management in the Arts

### **Work Experience: Senior Management**

- Moderator of Young Cultural Policy Researchers Forum (part-time), Laboratory for European Cultural Cooperation, [www.labforculture.org](http://www.labforculture.org) (2009-2011)
- Website Manager, Chief Editor and Senior Consultant (part-time), Laboratory for European Cultural Cooperation, European Cultural Foundation, [www.culturalfoundation.eu](http://www.culturalfoundation.eu), [www.labforculture.org](http://www.labforculture.org) (2005-2008)
- Member of the Editorial Committee (part-time), Canadian Cultural Observatory, Department of Canadian Heritage, Ottawa, Canada, [www.culturescope.ca](http://www.culturescope.ca) (2003-2004)
- Project Manager (part-time), Gateway to Cultural Cooperation (an online project, incorporating search engine, supported by the European Commission DG Education and Culture, initiated by the European Cultural Foundation (2005-2006)
- Director (full-time), Arts and Culture Network Program, Soros Foundations' Network (the Open Society Institute Headquarter, Budapest, [www.osi.hu](http://www.osi.hu) (2000-2003)
- Manager, Free Theatre Company, Sofia, Bulgaria (1994-1998)
- Founder and Director, Balkan Arts Foundation, Sofia, Bulgaria (1992-1996)
- Assistant, Economic and Commercial Department (full-time), Embassy of the Republic of Turkey, Sofia, Bulgaria (1992-1993)

### **Publications**

#### **Books**

- Varbanova, L. (2016) International Entrepreneurship in the Arts. Routledge (Taylor & Francis), London/ New York , translated also in Polish language

- Varbanova, L. (2013). *Strategic Management in the Arts*. Routledge (Taylor & Francis), London/New York
- Varbanova, L. (2010). *Strategic Planning for Learning Organizations in the Cultural Sector*. Chisinau: European Cultural Foundation/Soros Foundation.
- Varbanova, L. , Dragojevic, S. (2004). *Cultural Policy and Management in Central Asia: Training Series (2004)*. Almaty: UNESCO.
- Varbanova, L. (1997). *Arts Management*. Sofia: University of National and World Economy Publishing House "Stopanstvo".
- Varbanova, L. (1998). *Human Resource Management Textbook*. Plovdiv: Plovdiv University Publishing House.
- Varbanova, L. (1997). *Sponsorship and Donations in the Arts*. Sofia: University of National and World Economy Publishing House "Stopanstvo".

## Chapters

- Varbanova, L. (2014). *Sustainability Aspects of Cultural Entrepreneurship*, In: *Cultural Policy and Management Yearbook*, Istanbul Biligi University Press, pp.94-102.
- Varbanova, L. (2012). *Raising Awareness about Sustainability in the Cultural Management Practice*. In: *Anthology of Essays, Journal of the Institute of Theatre, Film Radio and Television*, University of Arts, Belgrade, pp. 205-214.
- Andreeva, D.; Tomova, B. & Varbanova, L. (2009). *Cultural Tourism Goes Virtual: Audience Development in Southeast European Countries: The case of Bulgaria*. In: Jelinicic, Daniela (Ed.), *Cultural Tourism Goes Virtual*. Zagreb: Institute for International Relations, pp. 53-69
- Varbanova, L. (2008). *The Online Power of Users and Money: Can Culture Gain?*. In: Uzelac, A. & Cvjeticanin, B. (Eds.), *Digital Culture: The Changing Dynamics*. Zagreb: Institute of International Relations, pp. 167-180.
- Varbanova, L. (2008). *My Daily Portion of Cultural Diversity*. In: *Managing Diversity? Art And (The Art Of) Organisational Change*. Amsterdam: The European Cultural Foundation, pp. 90-93
- Varbanova, L. (2007). *Our Creative Cities Online*. In: Svob-Dokic, N. (Ed.). *The Creative City: Crossing Visions and New Realities in the Region*. Zagreb: Institute of International Relations. Pp. 9-18.
- Varbanova, L. (2005). *Mind the Financial Gap! Rethinking State Funding for Culture in South-East Europe*. In: Weeda, H.; Suteu, C. & Smithyjsen, C. (Eds.), *The Arts, Politics and Change: Participative Cultural Policy Making in South-East Europe*. Amsterdam: Boekman studies/European Cultural Foundation/ECUMEST Association. Pp. 122-135.
- Varbanova, L. (2005). *Managing Information Flow through Cultural Portals*. In: Svob-Dokic, N. (Ed.). *The Emerging Creative Industries in Southeastern Europe*, Zagreb: Institute for International Relations, pp. 157-167.
- Varbanova, L. (2005). *What Contribution can Cultural Educational Policy and Practice make to Social, Economic and Cultural Competencies of Our Nations?*. In: *Catalyst Conference Discussion Papers*. Liverpool. pp. 52-60
- Varbanova, L. (2003). *Financing Cultural Practices in South-Eastern Europe*. In: *Policies for Culture Publication Series*. Bucharest: ECUMEST Association/European Cultural Foundation, pp. 2-12.
- Varbanova, L. (2001). *Challenges and Opportunities in Fundraising through Networking*. In: *The Role of the Arts in Process of Social Change*. Bucharest: Arts and Education network, pp.13-21.

- Varbanova, L. (2000). Performing Arts Market. In: Lulanski, P. & Velikov, N. (Eds.), Market and Non-Market Defects in the Socio-Cultural Sphere. University of National and World Economy Publishing House, pp.114-135
- Schwarz, I. & Varbanova, L. (2000). Linking Cultural Management to Local Development: the Role of Trans-national Cultural Networks. In: INCLUDE - The Cultural Management as Key Agent for Local Development. Barcelona: Interarts. Pp. 42-55.
- Dimitrova, A, & Varbanova, L. (2000). Pluriculturalty: On the Margin between the Cultural Policy and Educational Practice. In: Baier-Allen, S. & Cucic, L. (Eds.). The Challenges of Pluriculturalty in Europe. Baden-Baden: Nomos Verlagsgesellschaft. pp. 171-182.
- Varbanova, L. (2000). Breaking Down Barriers. In: Chronicle. Amsterdam Summer University. Pp. 60-67
- Varbanova, L. (1998). Teaching Public Management in Bulgaria. In: Teaching of Public Management. SIGMA/ University of Ottawa, pp. 91-95
- Varbanova, L. (1997). The New Role of Cultural Administration in the Emerging Democracies (1997). Professionalization of Public Servants in Central and Eastern Europe, SIGMA/University of Ottawa
- Varbanova, L. (1997). Non-profit Organisations and Sponsorship Relations. In: NGO Management Handbook, Sofia. pp. 30-42
- Varbanova, L. (1997). Arts Marketing in the Post-Totalitarian Societies. In: Socio-Cultural Market: Challenges of the Transition. Sofia: University of National and World Economy Publishing House "Stopanstvo", pp. 125-135.
- Varbanova, L. (1994). Programming and Marketing. In: Cultural Policy and Management in the United Kingdom, University of Warwick, pp. 55-65.

#### **Refereed Journal Articles**

- Varbanova, L. (2007). The European Union Enlargement Process: Culture in between National Policies and European Priorities. The Journal of Arts Management, Law and Society, May, 2007
- Varbanova, L. (2004). The Enlargement as Seen in Bulgaria. Culture International Journal. Dec2003-Jan2004, pp.13 – 21.
- Varbanova, L. (2002). Is there any Social Cohesion in the Bulgarian Multicultural Society? Making Connections: Culture and Social Cohesion in the New Millennium, Canadian Journal of Communication, No:2&3, p.153\_162.
- Varbanova, L. (2001). Cultural Policy in Bulgaria: Finding the Way. Cultural Policies Journal, No:132, pp.4-5
- Varbanova, L. (2000). Balkans and Tolerance. Theatre Journal, No:5&6, pp.6-10
- Varbanova, L. (1998). Education and Training in Arts Management and Cultural Administration in Central and Eastern Europe. National Cultural Policy Debate, Institute of Cultural Studies Journal, pp.72-79.
- Varbanova, L. (1997). International and National Networking. College Education Journal, June/1997
- Varbanova, L. (1996). Theoretical Aspects of the Economics of the Performing Arts in the Developed Countries. The Economic Journal of the Bulgarian Academy of Sciences, 03/1996, pp. 75-83.
- Varbanova, L. & Lulanski, P. (1995). The Culture of Sofia – on the Crossroad between Paradoxes and Optimism. European Journal of Cultural Policy, No:2, pp 22-37.
- Varbanova, L. (1995). Regional Cultural Policy Aspects in the Transition Period. The Economics Journal, No:8, p.38-43.

### Invited Keynote Addresses

- International Forum “Creative Ukraine”, Kiev, Ukraine, <http://creativeukraine.org.ua/> (November, 2018)
- Innovation and Intrapreneurship in Museum Management as a Catalyst for Economic and Social Development, VI International ICOM Forum “Historico-Cultural Heritage as a Source of Socio-Cultural Development”, Republic of Khakassia, Russia (June, 2016)
- From Creative to Entrepreneurial Mindset: keynote speech, Yes Montreal Annual Conference "Business Skills for Creative Souls", Montreal (March 2015)
- Cultural Networking: Sustainable Strategies and Innovative Actions. ENCATC Annual conference, Helsinki, Finland (October 2011)
- Artists on the Coast: Between Global Challenges, Local Solutions and Tourists’ Expectations. CityScope International Conference, SEAS project. Skegness, UK (October 2009)
- Local Cultural Strategies: Challenges and Solutions. International Conference on Capacity building for Local Cultural Development, Kaliningrad, Russia (November 2007)
- Symposium on Cultural Tourism, Culture and Heritage Institute, Centennial College, Toronto, Canada (June 2007)
- Visions for Cultural Development in Moldova, International Conference, Chisinau, Moldova (June 2007)
- Analysis of Methodologies Used by Cultural Observatories and Statistical Centers: Guidelines for Trainers and Researchers. ENCATC International workshop, Bilbao, Spain (September 2005)
- Catalyst Conference on Cultural Learning and Cultural Entitlement, Liverpool and Manchester (September 2005).
- Cultural Policy Research in the Countries of South-East Europe: Setbacks and Prospects. Policies for Culture Conference, Belgrade, Serbia (October 2004)
- Keynote opening. Salzburg Seminars session: Cultural Institutions in Transition: Making the Case for Culture, Salzburg, Austria (March 2004)
- Keynote opening. International Conference on Cultural Management Education and Training, ENCATC, Torino, Italy (July 2003)
- Cultural Policy and Financing: an International Overview. International Forum, Arts Council of Mongolia, Ulaanbaatar (June 2003)
- Cultural Cooperation with South-East Europe: Challenges and Perspectives. Crossing Perspectives: Cultural Cooperation with South Eastern Europe, European Cultural Foundation, Amsterdam (June 2003)
- Privatization in the Cultural Sector. Members of South-East European Parliaments’ Meeting, East West Institute, Belgrade, Serbia (September 2003)
- Strategic Approach to Networking. AAE and ENCATC International Conference, Turin, Italy (June 2003)
- Closing Speech. Second World Summit on the Arts and Culture, International Federation of Arts Councils and Cultural Agencies (IFACCA), Singapore – <http://www.ifacca.org/gallery/set/2003-world-summit-on-arts/> (November 2003)
- Strategic Approach to Networking. Arts for Social Change International Conference, Budapest, Hungary (October 2000)
- Performing Arts Management: Dilemmas and Perspectives. International Symposium on Arts Management of Association of Cultural Economics International, Tokyo, Japan (May 1999)

- Contribution of Culture to the Local Economy. Culture and Activities International Conference, Debrecen, Hungary (October 1999)
- Fundraising in Central and Eastern Europe, University of National and World Economy, Sofia, Bulgaria (November 1999)
- Performing Arts Management in Post-totalitarian Societies. International Theatre Conference, Nagoya, Japan (July 1993)

### **Conference Presentations and Public Lectures**

- Strategic Management and International Entrepreneurship in the Arts, Open lecture, Sibelius Academy (February, 2018)
- Digital Technologies for Arts Projects, Cultural Dialogue in partnership with local universities and the Kazakhstan, Almaty (November, 2017)
- International Entrepreneurship in the Arts, Book launch, public presentations, Indigo bookshop, Montreal (February, 2017)
- Diversify Your Financing, Yes Montreal Annual Conference "Business Skills for Creative Souls", Montreal (March 2017)
- Unexpected partnership: New spaces for creation and creativity, Long table, IFACCA 7<sup>th</sup> World Summit on Arts and Culture: "At the Crossroad? Cultural Leadership in the 21<sup>st</sup> Century", Valletta, Malta (October, 2016)
- International Entrepreneurship and Innovations in the Arts: International Perspective, Kiev, Ukraine (September, 2016)
- Creative Industries in the European Union: Why and How the EU cares?, Globalization Forum, McGill University, Montreal, Canada - <https://www.facebook.com/events/1665805997000500/> (February 2016)
- Arts, Culture and the NGO sector in 21<sup>st</sup> century: In search of new strategies, entrepreneurial models and innovative approaches, Tajik State National University, Dushanbe, Tajikistan (October 2014)
- Strategic Management and Entrepreneurship in the Nonprofit Sector. Bir Duino, Kyrgyzstan - <http://birduino.kg/en> (March 2014)
- Strategic Management and Entrepreneurship in the Arts, Center of Contemporary Arts, Lviv, Ukraine (October 2013)
- Strategic Approaches and Entrepreneurial Projects in Creative Industries. University of National and World Economy, Sofia, [www.unwe.bg/en](http://www.unwe.bg/en) (February 2013)
- Invited presentation on Innovations and Entrepreneurship in the arts, University of National and World Economy, OKOM Institute and Observatory of Cultural Economics, Sofia, [www.unwe.bg/en/](http://www.unwe.bg/en/) (October, 2011)
- Managing Diversity and Social Cohesion: The Canadian Experience. International Conference of the Association of Central European Canadianists - <http://www.cecanstud.cz>, Sofia, Bulgaria (October, 2009)
- Cultural Diversity and Arts Management Practice. Cultural Warming, IETM Annual Meeting, Panel on cultural diversity, Montreal, Canada – <http://www.ietm.org> (June 2007)
- Cultural Versus National Borders. Europe Now/Europe Next, Budapest, Hungary - <http://www.europe.culturebase.net/> (February 2007)
- Varbanova, L. (June 2006). Transforming Communities through Culture. Creative City Network Conference, Toronto, Canada -<http://www.creativecity.ca> (June 2006)
- Whose Culture is it? Trans-generation Approaches to Culture, CIRCLE round table, Barcelona, Spain -<http://www.circle-network.org> (December 2004)

- Strategies in the Cultural Sector. International Conference on Cultural Policy and Arts Production, University of Arts, Belgrade, Serbia (September 2004)
- Cultural Policies and Cultural Development in Southeastern Europe: New Realities and Challenges, CULTURELINK/IMO, Zagreb- <http://www.culturelink.hr> (September 2004)
- Comparative Approach to Cultural Policy Issues. International Conference on Cultural Policy Research, Montreal, Canada (August 2004)
- Towards Establishment of a European Portal for Cultural Cooperation. Sharing Cultures: A Contribution to Cultural Policies for Europe, European Cultural Foundation, Amsterdam (July 2004)
- The Role and Responsibilities of Managers in the field of Performing Arts: Marketing Dilemmas. International Society of Performing Arts (ISPA) Annual Conference, London, UK – <http://www.ispa.org> (December 2003)
- Civil Society Sector in Central and Eastern Europe: In Search of Changes. Advancing Cultural Diversity Globally: The Role of Civil Society, International Network of Cultural Diversity - <http://www.imo.hr/node/805>, Opatija, Croatia (October 2003)
- Lotteries in Support of the Arts in Central and Eastern Europe. Gambling on Culture: State Lotteries as a Source of Funding for Culture – the Arts and Heritage, CIRCLE International Round Table, Roma, Italy (October 2003)
- Immigration of Artists: Challenges and Trends. Gaining from Migration, International Metropolis Conference, Vienna, Austria, Invitation by the Canadian Cultural Heritage (September 2003).
- Performing Arts Markets in Eastern Europe. 13<sup>th</sup> International Conference of the International Artists' Managers' Association IAMA, London, UK – <http://www.iamaworld.com> (September 2003)
- Multicultural Aspects of the Bulgarian Society. International conference and colloquium 'Canada: Global Model for a Multicultural State', University of Alberta, Edmonton, Canada (September 2002)
- The Impact of EU Enlargement on the Countries in Transition. International conference "Bigger, Better, Beautiful-EU enlargement process", Budapest, Hungary – <http://www.budobs.org/pdf/BBB%20Full%20Report%202002.pdf> (February 2002)
- Multiculturalism: Is it Part of the Cultural Policy in Central and Eastern Europe? International Round Table "Culture and Social Cohesion" organized by CIRCLE and CCRN, Edmonton, Canada (June 2000)
- Cultural Management Training in Eastern Europe: International Cooperation and Local Challenges. International Conference on Cultural Management, University of Bologna, Italy (May 1999)
- Varbanova, L. European Integration: Impact of Cultural Cooperation for Central and Eastern Europe. International Conference on European Integration, Protestant Academy, Tutzin, Germany (May 1999)
- Forum meeting, White Oak Plantation, Florida, USA – <http://remarque.as.nyu.edu> (November 1998)
- Privatization of Culture in the Countries in Transition: Mechanisms, Outcomes, Challenges. International conference on Privatization of Culture, Amsterdam, the Netherlands (June 1998)
- The Changing Profile of Cultural Administrators in Central and Eastern Europe. International seminar on Public Administration, NISPA, Tallinn, Estonia (May 1997)
- Emerging Cultural Managers in Central and Eastern Europe. International conference "Management Tasks in the Process of Cultural Integration in Europe", Vienna, Austria (October 1996)



- Cultural Management Training in Central and Eastern Europe. International Conference on Cultural Management, organized by the Ministry of Culture of Spain, Valencia, Spain (February 1996)
- Performing Arts Management in Eastern Europe: Changing Realities and Future Perspectives. XI World Congress of the International Federation of Theatre Researches, Moscow, Russia (June 2004)

### **Invited Research Talks and Workshops**

- International Conference "Culture, Sustainability, and Place: Innovative Approaches for Tourism Development, Ponta Delgada, Azores (October, 2017)
- International Entrepreneurship in the Arts, Research session, ENCATC Annual Conference "Cultural Management Education in Risk Societies-Towards a Paradigm and Policy Shift?", Valencia, Spain (October, 2016)
- International Entrepreneurship and Innovation in the Arts: Specificity, Strategies & Trends, On-the-Move International Network, Brussels, Belgium (June 2016)
- Using the case method in arts management education, Association of Arts Administration Educators, Annual Conference, Montreal (May 2014) - <http://2014aaaannualconference.sched.org/>
- Annual meeting of the European Network of Cultural Administration Training Centers, Antwerp, Belgium (November 2013)
- Implementation of UNESCO Convention on Diversity of Cultural Expressions, Ministerial Meeting for EU neighboring countries and the Caucasus, Lviv, Ukraine (October 2013)
- European Network of Cultural Administration Training Centres General Assembly, London, UK (September, 2012) - <http://www.encatc.org/pages/index.php?id=246>
- Young cultural policy researchers forum, Helsinki, Finland (October 2011) - <http://www.encatc.org/pages/index.php?id=83>
- Young cultural policy researchers forum, Lyon, France - <http://www.encatc.org/pages/index.php?id=83> (October 2008)
- Stimulating Young Researchers in the field of Cultural Policy. ENCATC Annual Conference and Young researchers forum, Lyon, France (October 2008) - <http://www.encatc.org/pages/index.php?id=83>
- Gathering Online Resources on Intercultural Dialogue. Rainbow Platform for Intercultural Dialogue meeting, Brussels, Belgium (June 2008) – [www.intercultural-europe.org/](http://www.intercultural-europe.org/)
- Sustainability Education in Canada, working group meeting, McConnell Family Foundation Montreal, Canada (June 2008) – [www.mcconnellfoundation.ca](http://www.mcconnellfoundation.ca)
- The Creative Construct: Building for Culture and Creativity Symposium, Ottawa, Canada (May 2008) – <http://www.symposium2008.ca/e/index.html>
- Contribution of Culture to Local Economy. International Forum on the Creative Economy, Conference Board of Canada, Ottawa, Canada (March, 2008) – [http://www.conferenceboard.ca/topics/education/symposia/creative\\_economy.aspx](http://www.conferenceboard.ca/topics/education/symposia/creative_economy.aspx)
- Cultural Cooperation in Europe Online: LabforCulture Portal. Let's talk European: Towards a European public sphere, media summit, Prague, Czech Republic (June, 2007) – <http://www.signandsight.com/static/MediaSummitPrague.pdf>
- Teaching Management and Strategy in the Cultural Sector. Training of Trainers for Capacity Building for Cultural Policy in Turkey, Bilgi University Istanbul (April, 2007)
- Facing Diversity and Multiculturalism in Arts Management Training. Competence in Diversity, Diversity in Competence, ENCATC international workshop, Bratislava, Slovakia (May, 2006).

- Cultural Policy Models in Central Asia. Cultural Diversity of Central Asia, UNESCO Round Table and Festival, Paris, France (May, 2005).
- In Search of New Models of Cooperation. IFACCA/ISSEC Research Workshop “Looking for New Connections”, Montreal, Canada (August, 2004).
- Varbanova, L. (May 2003). Local Cultural Strategy in South-East Europe: Building on Practice and Experience. International Conference, Policies for Culture, Bucharest, Romania (May 2003)
- From Theatre Policy to Artistic Practice. Informal European Theatre Meeting, Annual Assembly, Budapest, Hungary (May, 2003)
- Strategic Approaches to Cultural Cooperation on the Balkans. International Experts meeting on the project “Enlargement of Minds”, European Cultural Foundation, Amsterdam, the Netherlands (June, 2003)
- Changing Realities: Use of Online Technologies in Arts Management Practice. International Conference on e-culture, CIRCLE-CULTURELINK, Zagreb, Croatia (April, 2003)
- Round table of experts on current situation in arts management training in Europe, Boekman foundation, Amsterdam (March, 2003).
- Strategic Approaches to Local Development in the Balkans. Policies for Culture Regional Debates on Local Cultural Strategies, Bucharest, Romania (May, 2003).
- Cultural Policy: in Search of a Model. Conference on Balkan Cultural Policy, Ohrid, Macedonia (June, 2003)
- In Search of an Efficient Model for Supporting the Arts. International Round Table on Comparative Cultural Policies, Ulaanbaatar, Mongolia (June, 2003)
- Legislative Changes in the cultural sector in Central Asia. International round table “Comparative Cultural Policies in Central Asia”, Almaty, Kazakhstan (December 2002)
- International Panel Discussion on EU Accession and the Role of Culture, European Forum of Arts and Heritage. Ljubljana, Slovenia (November 2002)
- Policy Colloquium Culture in the Future Architecture of Europe, organized by the European Cultural Foundation and European Forum of Arts and Heritage, Brussels, Belgium (October 2002)
- Volunteering in Central and Eastern Europe: Issues and Solutions. Volunteerism in the Arts, CIRCLE Round Table, Newcastle, UK (June 2001)
- Cultural Cooperation Policies and Practices in Central and Eastern Europe. International Cultural Cooperation Policies Whose Agenda is it Anyway”, Krakow, Poland (June 1999)
- Labour-Management Contract System in the Performing Arts. International workshop on Labour Market in the Arts, Helsinki, Finland (September 1996)
- Projects in the Arts as Tools for International Cooperation. International Seminar on Mediterranean Cultural Co-operation, Barcelona, Spain (September 1996)
- Crossing Borders and Artistic Mobility: Challenges for Easter Europe. Shortcut Europe Project, Copenhagen, Denmark (September 1996)
- Emerging Arts Management Education in Bulgaria. International Seminar on Arts Management Training and Education. Council of Europe, Strasbourg, France (April 1994)

#### **Refereed Conference Proceedings**

- Varbanova, L. (2000). Arts and Culture Network Program of OSI-an Important Member of the Foundations’ Family in Central and Eastern Europe. In: Culture-Social Cohesion-Civil Society. Vienna: CIRCLE seminar.
- Varbanova, L. (1996). Training Artists in Arts Management-Current Situation and Trends in Central and Eastern Europe. In: Proceedings of the International Symposium on Cultural Economics, Tokyo.

- Varbanova, L. (1999). The Training Needs in Cultural Management in Central and Eastern Europe. In: Arts Administration and Cultural Management Training in Eastern European Countries. Strasbourg: ENCATC/Council of Europe.
- Varbanova, L. (1993). Performing Arts Management in the Post-Totalitarian Society . In: Proceedings of the International Conference on Theatre Management in Nagoya, Japan, 14-18 July/1993.