

# Marginalized Voices in Arts Governance: Rethinking Power, Representation and Policy Perspective from The Routledge Companion to Governance in the Arts World

## Seminar Series of the Young Researchers Project

**Prof. Annick Schramme**  
University of Antwerp

**Dr. Alberto Monti**  
Università di Genova and  
ASK Center Bocconi University

**Dr. Milena Stefanović**  
University of Arts in Belgrade

Tuesday 3 June 2025  
11:00

Campus San Giobbe  
Aula Saraceno - Fondamenta  
S. Giobbe, 707 - Venezia

Zoom Link:  
<https://bit.ly/4jX6oF0>

ID: 826 5683 3028  
Passcode: 9m14xw



Spoke Leader

Affiliates



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### Abstract:

Governance in the arts is often framed through normative models prioritizing traditional notions of leadership, control, and institutional efficiency. Conventional debates on governance in the arts still lean on corporate-derived, Anglo-American models that privilege managerial efficiency, hierarchical leadership, and narrowly framed accountability. Yet the cultural field is now traversed by intersecting crises, social inequality, ecological collapse, democratic backsliding, and the entrenchment of colonial legacies, which expose the limits of those paradigms and demand new imaginaries. This seminar convenes three scholars whose contributions to *The Routledge Companion to Governance in the Arts World* collectively unsettle “one-size-fits-all” prescriptions and foreground alternative loci of agency.

### Speakers:

**Prof. Annick Schramme**  
University of Antwerp

Draws on a decade of multi-site comparative research to contrast board structures across Europe, Latin America and Asia. She argues that board composition—particularly the presence or absence of artists, community representatives and under-represented groups—shapes the very definition of organisational purpose. Schramme interrogates diversity and inclusion not as static quotas but as dynamic, negotiated practices that can redistribute agenda-setting power inside institutions.

**Dr. Alberto Monti**  
Università di Genova and  
ASK Center Bocconi University

Shifts the focus from the boardroom to the public sphere, analysing organisations that derive legitimacy from external accountability: citizen-led collectives, activist archives and artist-run spaces advancing social justice. His case studies trace how these entities craft governance mechanisms—rotating mandates, open assemblies, distributed financial oversight—that align artistic production with broader struggles for equality and ecological repair.

**Dr. Milena Stefanović**  
University of Arts in Belgrade

Provides a live snapshot of Serbia's ongoing, student-driven protests (November 2024 – present). She shows how cultural actors within the movement are pioneering horizontal decision-making, rapid digital deliberation and coalition-building across ethnic and disciplinary lines. Situating these practices within the Western Balkan governance landscape, Stefanović argues that the arts can catalyse re-democratisation even under competitive-authoritarian regimes.

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### Programme:

#### Welcome & Framing the Debate

**Fabrizio Panozzo**, iNEST Spoke 6 Leader iNEST and  
**Chiara Carolina Donelli**, P.I. Young Researchers Spoke  
6, University Ca' Foscari of Venice.

#### What do we understand by “cultural governance”?

Speaker: **Annick Schramme**, University of Antwerp

Reflection on the composition of the board and the principle of diversity and inclusivity and the relation with the external stakeholders and how to involve them in your organisation.

#### Governance as Accountability to Society

Speaker: **Alberto Monti**, Università di Genova and  
ASK Center Bocconi University

The Authors propose a reflection on the interplay of accountability and governance of cultural organizations, considering the similarities and differences that regulations and larger institutional frameworks have in how such NPOs provide information about whom and for what an organization is held accountable. They compare what we know about profit organizations and call for a shift to the mainstream approach to the topic of non-financial disclosure.

#### From Cultural Institutions to the Streets: Governance Lessons from Serbia's Student Protests

Speaker: **Milena Stefanović**, University of Arts  
in Belgrade

Stefanović first maps governance patterns in Serbian arts organisations—echoing those across the Western Balkans—highlighting hybrid public–private financing and informal networks. She then analyses how the mass student protests (November 2024 → ongoing) are disrupting leadership logics across society, catalysing a “bottom-up re-democratisation” in a competitive authoritarian regime. The talk situates these events globally, underlining the role of youth movements in resetting governance paradigms.

#### Round-Table & Audience Dialogue

Moderated by the speakers. We will collect reflections on transferable strategies for equity-centred governance and identify research–policy priorities.

The seminar is part of the series of seminars organized within the Young Researchers project 'Sustainable Business Models for Tourism with a Culture-based Approach', funded by PNRR resources within Spoke 6 'Tourism, Culture and Creative Industries' of the iNEST innovation ecosystem (Ecosistema dell'innovazione ECS\_00000043, “Interconnected Nord-Est Innovation Ecosystem (iNEST)” - CUP H43C22000540006). The project aims to explore the concept of waste in its physical and symbolic dimension, connecting with local communities, traditions, and place-based identities to propose sustainable eutopias, highlighting local cultural heritage through bottom-up and creativity-based approaches.

More info: <https://pric.unive.it/progetti/spoke-6-inest/young-researchers>



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### Bios:

#### Prof. Annick Schramme

University of Antwerp

Is Professor and Academic Director of the Masters in Cultural Management at the University of Antwerp (Faculty of Business and Economics). In addition, she leads the Competence Center for the Creative Industries at the Antwerp Management School and started in 2018 an executive program Leadership in Culture (LINC) in collaboration with the University of Utrecht. Since 2024 she is the holder of a UNESCO Chair: Cultural Entrepreneurship and Policy.

#### Dr. Alberto Monti

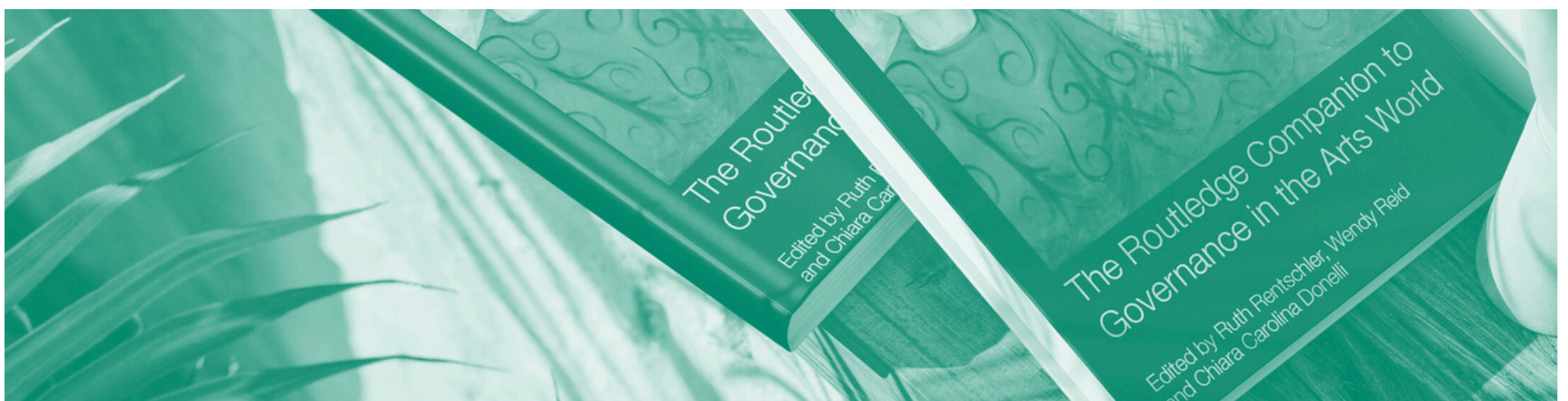
Università di Genova and  
ASK Center Bocconi University

Is Assistant Professor of Organisation Theory and Behaviour at the University of Genova and a member of the ASK Center at Bocconi University. His research focuses on two different streams. The first explores the relationship between social identity and social networks in organisations, particularly how organisational identification and informal social relationships affect individuals' attitudes and behaviours, such as learning, knowledge sharing, cooperation, and strategic decision-making. The second focuses on the topics of sustainability, innovation, corporate governance, and entrepreneurship in the context of creative industries.

#### Dr. Milena Stefanović

University of Arts in Belgrade

PhD, is Assistant Professor, University of Arts, Faculty of Drama Arts, Belgrade, Serbia. Her main research fields include strategic management and leadership, organizational culture and behavior, organizational/ institutional memory. She is an experienced manager with a previous career in the civil sector and business. She is skilled in strategic management, public affairs, policy analysis and international relations.



### Spoke Leader



Università  
Ca' Foscari  
Venezia

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