

## ELENA BORIN

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### CURRENT POSITION

#### Associate Professor in Business Administration

Link Campus University  
Via del Casale di San Pio V, 44  
00165 Rome - Italy

### SIGNIFICANT WORK EXPERIENCE

#### ACADEMIC JOBS

March 2021 – Current position	<b>Associate professor in Business Administration</b> Link Campus University, Rome (Italy)
January 2016 - March 2021	<b>Associate Professor</b> – Burgundy School of Business (Bachelor and Master level) (Dijon, France).
2012-2015	<b>Lecturer in Economics of Cultural Organizations and Economics of Cultural Heritage Organizations</b> (Master in Cultural Management MuSeC). <b>Lecturer in Business Administration</b> . Department of Economics and Management, University of Ferrara (Italy)
2011/2012	<b>Tutor and organizational manager - Master in Cultural Management MuSeC</b> – Department of Economics and Management, University of Ferrara (Italy). Support in the design, implementation and management of the Master Program in Cultural Management. Coordinating teaching staff and students, supporting administrative staff, organizing field trips and case study visits both in Italy and abroad, <a href="http://www.mcm-unife.it">www.mcm-unife.it</a> . The collaboration with the Master is still ongoing, though on a contract basis.
March 2011 – February 2013	Researcher – <b>INTERREG Project ADRIA A - Accessibility and development for the re-launch of the inner Adriatic area</b> . Department of Economics and Management, University of Ferrara. Research on the cultural organizations of the region of the High Adriatic, in order to study the possibility to create and integrated system between transportation and cultural networks in the above mentioned area. <a href="http://www.adria-a.eu/en">http://www.adria-a.eu/en</a>
A.Y. 2011-2013	<b>Lecturer for the Course in Economics of Cultural Organizations</b> , Bachelor Program in Communication Sciences, University of Ferrara (Italy)

## **TEACHING AND RESEARCH ACTIVITIES**

- April 2021 – ongoing: **Lecturer and Course Head** of the courses in **Accounting, Business Administration and Management Control** (Link Campus University, Rome Italy), Bachelor degree in International Business Administration
- September 2016 – April 2021 **Lecturer and Course Head** of the course **Fundraising for arts and cultural organizations** (Burgundy School of Business, Dijon – France), Master of Science in Arts and Cultural Management. The course, taught in English, aims to provide advanced skills in fundraising in the cultural and creative sector, with a particular focus on fundraising for cultural institutions and cultural and creative companies. A special section of the course is dedicated to the issue of reporting.
- September 2016 – April 2021 **Lecturer and Course Head** of the course **Sectoral Challenges for the Arts**, M.Sc. in Arts and Cultural Management (Burgundy School of Business, Dijon – France). The course, taught in English, aims to provide knowledge and skills on the economics and management of cultural institutions, analyzing the economic and management challenges peculiar to the different sub-sectors of the cultural and creative sector. The methodology adopted includes group works and application projects.
- September 2016-June 2017 **Lecturer and course Head** of the course “**Cultural Project Engineering 2**” M.Sc. in Arts and Cultural Management (Burgundy School of Business, Dijon – France).
- January 2016 – 2019 **Lecturer** courses in **General Accounting** (Burgundy School of Business, Dijon, France)
- January – April 2016 **Lecturer** course in **Financial Accounting** (Burgundy School of Business, Dijon, France)
- 13 July 2021 **Lecturer** for the **seminar "Innovation in governance and financing of cultural heritage: examples and best practices for increasing resilience"** within the **International Summer School "After the damages | Prevention and safety solutions through design and practice on existing built environment. The Italian experience"** organised within the International Academy "After the Damages" by the University of Ferrara, - Department of Architecture in collaboration with the University of Parma and the University of Modena and Reggio Emilia, and with the Regional Agency for Reconstruction - Sisma 2012, the Institute for Artistic, Cultural and Natural Heritage of the Emilia-Romagna Region (IBACN), the Superintendency of Archaeology, Fine Arts and Landscape for the metropolitan city of Bologna and the provinces of Modena, Reggio Emilia and Ferrara and a network of international institutions (Italy, France, Slovenia, Spain, Denmark, China, Turkey, Armenia, India, Brazil, Ecuador). The seminar analyses the theme of innovation in the financing models of cultural institutions and how such innovative models can ensure greater resilience in the event of shocks and unforeseen costs.
- 4 May, 2021 **Invited lecturer** for the seminar “Progetti innovativi di finanziamento e valorizzazione del patrimonio culturale: il caso del Castello della Mothe Chandeniers in Francia » (Innovative projects for financing and enhancing the cultural heritage: the case of the Château de la Mothe Chandeniers in France) – **IULM University, Italy**
- July 2021 **Invited lecturer** “**Cultural Heritage, Globalization and Sustainable Development**” (16 hours)– PhD programme in Cultural Management, **ISTEC / UCMT- University of Co-Progress Management and Technology (Shanghai, China)**. The course aimed at providing theoretical and scientific analysis of the topic of globalization and sustainable development with reference to cultural heritage and its contribution to the sustainability discourse.

- 13-21 June 2020 **Invited Lecturer module "Management of Cultural Heritage" (21 hours)** for PhD students in Cultural Management at , **ISTEC / UCMT- University of Co-Progress Management and Technology (Shanghai, China)**. The course aims at providing knowledge and skills related to the management of cultural heritage, ranging from organisational issues to planning and control.
- 9 July 2020: **Lecturer** for the **seminar "Fostering resilience through an ecosystem approach to cultural heritage: opportunities and critical points"** within the **International Summer School "After the damages | Prevention and safety solutions through design and practice on existing built environment. The Italian experience"** organised by the University of Ferrara, - Department of Architecture in collaboration with the University of Parma and the University of Modena and Reggio Emilia, and with the Regional Agency for Reconstruction - Earthquake 2012, the Institute for Artistic, Cultural and Natural Heritage, cultural and natural heritage of the Emilia-Romagna Region (IBACN), the Soprintendenza Archeologia, Belle Arti e Paesaggio for the metropolitan city of Bologna and the provinces of Modena, Reggio Emilia and Ferrara and a network of international institutions (Italy, France, Slovenia, Spain, Denmark, China, Turkey, Armenia, India, Brazil, Ecuador). The aim of the online seminar is to analyse the meaning of resilience from an economic point of view with a focus on financing systems according to ecosystem theories.
- October 28 – December 27, 2019 **Visiting professor at the University of Macerata - (Macerata, Italy).**  
**Winner of the Grant for International Visiting Professors A.Y. 2019/2020 - Department of Education, Cultural Heritage and Tourism**  
 Research activities in collaboration with Prof. M. CERquetti (Dept. Education, Cultural Heritage and Tourism)  
 Lecturer at the course **"Sustainable cultural ecosystems in rural areas: practices for culture-led development in rural territory" (12hours)**  
 Lecturer at the ISW - International Seminar Week for the seminar **"Crowdfunding for culture: challenges and opportunities for a paradigm shift?"**, 2-6 December 2019
- June 10-15, 2019 **Lecturer seminar "La Gestone del Patrimonio Pubblico e Privato come Ecosistema Integrato: prospettive di governance e management "**.  
**DISS Delta International Summer School "Paesaggio Progettato, Paesaggio Gestito"**, co-organized by University of Ferrara/Department of Architecture and University of Bologna/**Scuola Superiore di Studi sulla Città e il Territorio Unibo.** Comacchio (Italy)
- 7 – 11 May 2018 **Visiting professor at the University of Barcelona (Barcelona, Spain)**  
 Lectures in the framework of the Master in Cultural Management (Dept. of Economics and Management, Director: Prof. M. Pareja Eastaway).  
 Research activities in the framework of the international scientific project "Leadership roles and styles in the management of cultural and creative industries organizations" (coordinator: Prof. L. Bonet – Univ. Barcelona) involving around 11 partner universities in Europe.
- April 19 – 20, 2018 Visiting professor at the **University of Macerata** - (Macerata, Italy). Lecturer at the International Week 16-22 April 2018
- July 2017 **Visiting professor** at the Department of Tourism and Entrepreneurship - **Business School of the Catholic University of Eichstätt-Ingolstadt** (Ingolstadt, Germany). Teaching at the Bachelor and Master level.  
**Winner of the Bayerische Staatsregierung for International Visiting Professors grant**

- July 2017 **Lecturer** for the seminar on “**Cultural Management**” - **International Summer School “Universal Design and Sustainable Tourism”** - 17th – 22nd July 2017, University of Brescia (Italy)
- May 2016 **Visiting professor** at the **University of Ferrara (Italy)** - Department of Economics and Management
- October – November 2015 **Visiting PhD Researcher, University of Birmingham (UK.)** IUSS Grant for PhD students of the University of Ferrara.
- April 20, 2015 **Lecture on Cultural Management**, Course in Entrepreneurial Networks and Start-up Management, Business School of the **Catholic University of Eichstätt-Ingolstadt** (Ingolstadt, Germany)
- April – July 2015 **Visiting PhD Researcher, Catholic University of Eichstätt-Ingolstadt (Eichstätt, Germany)** in the framework of the PhD research Project. UNICREDIT e 5x1000 Grant for young researchers
- November – December 2014 **Visiting PhD Researcher, University of Burgundy/ ESC Dijon (MECIC) (Dijon, France).** IUSS Grant for PhD students of the University of Ferrara.
- September – December 2013 **Visiting PhD Researcher, ICHEC Brussels Management School (Brussels, Belgium)** UNICREDIT e 5x1000 Grant for young researchers

## **DIRECTION AND COORDINATION OF INTERNATIONAL ACADEMIC PROGRAMS AND RESEARCH COMMITTEES**

- September 2017 - May 2021 **Coordinator Research Team in Arts and Cultural Management– Burgundy School of Business (Dijon, France).**  
**Co-coordinator CACM - Centre for Arts and Cultural Management.**  
 CEREN, EA 7477- Burgundy School of Business, Université Bourgogne Franche Comté, Dijon (France)  
 The international research team has developed significant research and publication on the theme of Entrepreneurship in the Cultural and Creative Sector and on the subject of Culture for Territorial Development. It groups international professors working at BSB specialized in the field of economics, marketing, entrepreneurship and cultural policies.
- June 2016- May 2021 **Director of the Master of Science in Arts and Cultural Management – Burgundy School of Business (Dijon, France).** The Master is an international program, entirely taught in English that aims to train professionals in the arts and cultural field. Both professors and students are coming from an international background: 40% of teaching staff and students is international, mainly from Europe but also from Latin America and China.
- September 2018 – June 2019 **Coordinator Double Certificate Burgundy School of Business and Institute of Fine Arts of Besançon "Contemporary Arts and Management of Creation" (Dijon and Besançon, France).**  
 The double certificate is a selective program involving students of the two institutes, focusing on the topic of contemporary artistic production and arts markets.

## **MEMBERSHIP in INTERNATIONAL SCIENTIFIC COMMITTEES AND RESEARCH GROUPS**

- July 2021 - October 2021: **Jury Member** of the **ENCATC International Awards on Cultural Policy and Management**, organized by ENCATC - European network on cultural management and policy
- June 2021 - October 2021: **Member of the Scientific Committee of the ENCATC Digital Conference ""Artists in the spotlight! In search of new agendas for education and research in the cultural management and policy field"**.  
ENCATC - European network on cultural management and policy is an international network based in Brussels with more than 130 members active in more than 37 countries worldwide in the field of superior research and education in cultural management and policies. Every year ENCATC organises an Annual Congress, whose scientific committee of which I am a member has the scientific responsibility of the conference, proposing the theme, dealing with the structuring of the research and education sessions, including the management/acceptance of papers and the organisation of the thematic sessions.
- June 2020 - November 2020: **Member of the Scientific Committee of the ENCATC Digital Conference CULTURAL MANAGEMENT AND POLICY IN A POST-DIGITAL WORLD - NAVIGATING UNCERTAINTY (3-11 November 2020)**. ENCATC - European network on cultural management and policy is an international network based in Brussels with more than 130 members active in more than 37 countries worldwide in the field of superior research and education in cultural management and policies. Every year ENCATC organises an Annual Congress, whose scientific committee of which I am a member has the scientific responsibility of the conference, proposing the theme, dealing with the structuring of the research and education sessions, including the management/acceptance of papers and the organisation of the thematic sessions. The Digital Congress 2020 deals with debating the role of cultural management and policies in a post-digital scenario, reflecting on the challenges generated by the restrictions of the pandemic for the cultural and creative sector and possible new scenarios post covid 19.
- May 2020 - ongoing (project end: December 2021): **Member of the Stakeholders' Board European project SOPHIA - SOCIAL PLATFORM FOR HOLISTIC HERITAGE IMPACT ASSESSMENT (Leading Partner: Università Roma Tre)**, funded on the Horizon 2020 programme H2020-EU.3.6.3.1 for a total project funding of € 1 511 070. The SoPHIA project aims to create a Social Platform, where a large and diverse community of stakeholders from different sectors and disciplines interested in interventions in historic environment and heritage sites in Europe, will work together to define quality standards, impact studies and guidelines for future policies and programmes concerning cultural heritage.
- May 2020 - ongoing: **Member of the Scientific Committee of the International Academy "After the damages and of the International Summer School "After the Damages - Prevention and safety solutions through design and practice on existing built environment"** organized by the University of Ferrara, the University of Parma and the University of Modena and Reggio Emilia, and with the Regional Agency for Reconstruction - Sisma 2012, the Institute for Artistic, Cultural and Natural Heritage of the Emilia-Romagna Region (IBACN), the Soprintendenza Archeologia, Belle Arti e Paesaggio for the metropolitan city of Bologna and the provinces of Modena, Reggio Emilia and Ferrara, and a network of international institutions (Italy, France, Slovenia, Spain, Denmark, China, Turkey, Armenia, India, Brazil, Ecuador).

- September 2019 - ongoing: **Member of the Scientific Committee of the II level Biennial Master "Economics and Management of Cultural Heritage"** (director Prof. M. Marchiori) organized by the Department of Business Economics, University Roma Tre.
- March 2019 - November 2019: **Member of the Scientific Committee of the international conference 2019 ENCATC Congress "Diversity and sustainability at work. Policies and practices from culture and education" (2-5 October 2019).** ENCATC - European network on cultural management and policy is an international network based in Brussels with more than 130 members active in more than 37 countries worldwide in the field of superior research and education in cultural management and policies. Every year ENCATC organises an Annual Congress, whose scientific committee of which I am a member has the scientific responsibility of the conference, proposing the theme, dealing with the structuring of the research and education sessions, including the management/acceptance of papers and the organisation of the thematic sessions. The 2020 congress deals with the theme of diversity and sustainability in the business models of the cultural and creative industries and international cultural policies with a multi-disciplinary approach.
- December 2018 – May 2021: **Member of the Steering Committee of the International University Network "Routes Towards Sustainability".** Routes Towards Sustainability is a network of international universities based in 15 countries that promotes international and multidisciplinary dialogue on the topic of sustainability, considered in its broadest sense (from ecosystem sustainability to economic and financial sustainability, to sustainability in relation to public policies in the industrial, cultural and agricultural fields). It also aims to create positive interactions with representatives of public and private institutions, policy makers, universities and research centres to propose initiatives with a high scientific and social impact. The Steering Committee, of which I am a member, is responsible for establishing the network's guidelines and guiding its development and actions.
- November 2018 **Member of the Scientific Committee of Profession Spectacle le LAB**  
Le LAB is a scientific group promoted by the French journal Profession Spectacle, reflecting on the theme of social entrepreneurship in the performing arts and cinema sector, with the aim of promoting the debate among academic and professional on the sustainability of business models and emerging perspectives.
- December 2017 - June 2018: **Member of the research project "Digitalization tools' impact on the management and preservation of cultural heritage sites in Jodhpur",** funded on CEREN BSB funds, which included empirical research in Jodhpur (India) and at CEPT University in Ahmedabad (India). The project aimed to study a cultural heritage digitisation project at the Jodhpur (India) site in terms of building public-private partnerships and multi-stakeholder partnership, with reference to business ecosystems theories.
- September 2017 – May 2021: **Member of the Research Council of the research centre CEREN Centre de Recherche sur les Entreprises - EA 7477 Burgundy School of Business, Université Bourgogne Franche Comté.** The Centre de Recherche sur les Entreprises (CEREN) brings together the research activities of more than fifty French and international professors and researchers around six research areas in the fields of management sciences and economics. Since January 2017, CEREN has been certified as a "Welcome Team" (EA 7477) by the Ministry of Education - Directorate-General for Higher Education and Professional Integration (DGESIP).
- October 2017 - July 2018: **Member of the research project Burgundy School of Business - SYNDEAC: "Mutations des formes de l'emploi dans la création en France" (coordinator: C. Sinapi - BSB).** The research project aimed to study changes in terms of human resources management models in the creative sector in France, and to analyse

significant case studies for their innovative approach in this field. My task within the project was to develop an analysis of the scientific debate on emerging models of management and governance in the performing arts sector, with reference also to the debate on new public management and public governance. Project funded by SYNDEAC - Syndicat national des Entreprises artistiques et culturelles for a total of 65 000 €.

September 2017 - December 2019: **Member of the international research project ASMA - "Arts de la Scène et Musique à l'Âge de l'Anthropocène" (coordinator: Dr. F. Ribac, University of Burgundy Franche Comté).** The research project analyses the issue of sustainability in the performing arts sector with reference to the Anthropocene period, according to a multidisciplinary approach bringing together researchers in economics and management, entrepreneurship, sociologists, eco-musicologists and geographers. The researchers came from different universities and research groups in France, Germany and the UK. The research project was co-funded by Laboratoire Cimeos (Université de Bourgogne Franche-Comté), MSH Dijon, Axe "réseau de recherche et innovation sur la transition socio-écologique", ADEME (Agence de l'Environnement et de la Maîtrise de l'Énergie), Collectif RPM and CEREN, EA 7477, Burgundy School of Business

July 2017: **Member of the Scientific Committee of the International Summer School "Universal Design and Sustainable Tourism"**, University of Brescia (Italy) - DICTAM Department. The Summer School and its Scientific Committee, of which I was a member, aims to offer interdisciplinary skills and knowledge to the topic of inclusive design and sustainable tourism development.

March 2011 - February 2013: **Researcher - INTERREG Project ADRIA A - Accessibility and development for the re-launch of the inner Adriatic area. Department of Economics and Management, University of Ferrara (Italy).** The research aimed at analysing the governance and partnership models of cultural organisations in the Northern Adriatic region, in order to analyse the possibility of developing integrated territorial systems between the transport sector and cultural networks (<http://www.adria-a.eu/en>).

## **PARTICIPATION IN EDITORIAL COMMITTEES AND REFEREEING ACTIVITIES FOR ACADEMIC JOURNALS, BOOK SERIES AND SCIENTIFIC CONFERENCES**

- **Co-editor of the books:**
  - Borin, E., Cerquetti, M., Crispi, M. and Urbano, J. (2022) "*Cultural Leadership in Transition Tourism*", Springer (forthcoming 2022)
  - Innerhofer, E. Pechlaner, H. and Borin E. (eds.) (2017) *Entrepreneurship in Culture and Creative Industries - Perspectives from Companies and Regions*, Springer
- **Guest editor, with Prof. Sinapi (BSB – France), of the special issue of the *International Journal of Entrepreneurship and Small Business* for the special issue entitled "Sustainable Entrepreneurship in the Cultural and Creative Sector: Contextualisation, Challenges and Prospects" (forthcoming 2022)**
- **Member of the Editorial Board of a special issue of the academic journal "Tourism and Hospitality International Journal" (indexed in EBSCO)**
- **Refereeing activities, from 2017 to date, for the following international scientific journals:**
  - "City, Culture and Society"
  - "Il Capitale Culturale"
  - "International Journal of Arts Management"

- “Journal of Arts Management, Law and Society”
  - “Journal of Cultural Management and Policy”
  - “International Journal of Entrepreneurship and Small Business”
  - “International Journal of Cultural Heritage”
  - “Journal of Intellectual Capital”
- **Refereeing activities, from 2018 to date, for the following international publishing series**
- Book series: *FGF Studies in Small Business and Entrepreneurship*, Springer
  - Book series: *Contributions to Management Science*, Springer
- **Refereeing activities, from 2017 to date, for the following international scientific conferences:**
- AoM - Academy of Management 2017
  - AIMAC Conference 2017, 2018
  - ENCATC Annual Conference 2017, 2018, 2019, 2020, 2021
  - EURAM 2019 e 2021
  - IFKAD 2019

## **PRIZES, AWARDS AND DISTINCTIONS**

- 18 February 2019: **Winner of the Grant for International Visiting Professors at the University of Macerata (Italy)** for the period 28 October-27 December 2019. The Grant for International Visiting Professors of the University of Macerata is awarded on a selective procedure to professors active at international level for research and teaching activities at the University of Macerata. The research activity was carried out in collaboration with Prof. Mara Cerquetti for a period of 2 months for an amount of 5000 €.
- 2-17 July 2017: **Winner of the DAAD - Deutscher Akademischer Austauschdienst (Academic Exchange Service) Research grant ""Internationale Gastprofessorinnen und Gastprofessoren"** (translated: International professors and professors) with funding on the Programme "Bilateraler Wissenschaftler Austausch" (translated: Bilateral Exchange of professors) of the DAAD - German Academic Exchange Service. The grant finances international professors who are called upon to carry out a period of research and teaching at German universities. The grant was used at the Centre for Entrepreneurship and Chair of Tourism of the Catholic University of Eichstaett-Ingolstadt, implementing joint research on cultural ecosystems and lecturing at the University's Ingolstadt Business School.
- March 2017: **IUSS AWARD for best thesis in Economics of the XXVIII Doctoral Cycle (University of Ferrara, Italy).** The IUSS Award is given every year to the best thesis in each subject area discussed in the previous PhD cycle. In March 2017 the awards for the XXVIII cycle, concluded on 31/12/2015 with theses discussed in March-April 2016, were assigned.
- December 2016: **Winner International 3rd ENCATC Research Award for Cultural Policy and Management** (ENCATC Brussels, Belgium). The international ENCATC Research Award is given every year by ENCATC -European Network on Cultural Policy and Management based in Brussels (Belgium) by an international committee of academics, to the best PhD thesis in Cultural Policy and Management discussed in the previous year.
- October - November 2015: **Winner of the "IUSS funds for the mobility of young researchers" for PhD students of the XXVIII cycle**, for a period of study and research as Visiting PhD Researcher at the **University of Birmingham (UK).**



- April - July 2015: **Winner of the "2015 Call for proposals addressed to young non-structured researchers of the University of Ferrara for the funding of research projects and international mobility - 5 x 1000 year 2012 funds"**, for a period of study and research as Visiting PhD Researcher at the **Catholic University of Eichstätt-Ingolstadt** (Eichstätt, Germany).
- November-December 2014: **Winner of the call "Fondi IUSS per la mobilità di Giovani Ricercatori" for PhD students of the cycle XXVIII**, for a period of study and research as Visiting PhD Researcher at the **University of Burgundy/ ESC Dijon (MECIC) (Dijon, France)**.
- September-December 2013: **Winner of the "Call for proposals addressed to young non-structured researchers of the University of Ferrara for the funding of research projects and international mobility - Fondi 5 x 1000 anno 2010 e Fondi Unicredit 2013"**, for a period of study and research as Visiting PhD Researcher at **ICHEC Brussels Management School (Brussels, Belgium)**.

### Other working experiences

- 2011, 2012 **Supervisor and tutor** – Course in Economics of Cultural Organizations (2011) and Course in Museum Studies (2012), for the exchange students of the Middlebury College (Vermont, USA) at the Faculty of Humanities, University of Ferrara (Italy)
- June 2006 – February 2011 **Administrative assistant - International Relations and Scientific Outreach Office at the National Institute of Nuclear Physics–Legnaro National Laboratories (Italy)**. International Relations and Scientific Outreach Department, organization of Scientific Exhibitions, International Conferences and meetings
- January – April 2006 **Cultural assistant for the Cultural Office at the Italian Consulate General in Philadelphia (USA)**. Grant by Foundation MAE - CRUI (Italian Ministry of Foreign Affairs and Conference of the Italian Rectors) for working as cultural assistant in the Cultural Office of the Italian Consulate General in Philadelphia.

<b>ACADEMIC EDUCATION</b>
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| 2018 | <b>Summer School "Econometric analysis"</b> , Dipartimento di Scienze Aziendali e Giuridiche, University of Calabria, July 16-20, 2018   |
| 2016 | Ph. D. in Economics and <i>European Doctoral Certificate</i> (Doctor Europeus)<br>PhD Thesis on "Public-Private Partnership in the Cultural Sector". Department of Economics and Management University of Ferrara, Italy. <i>PhD research grant from the University of Ferrara.</i><br><i>Thesis evaluation: <u>Excellent</u></i><br><i>WINNER of the 3rd ENCATC Research Award on Cultural Policy and Cultural Management Research.</i><br><i>Winner IUSS Award for Best PhD Thesis in Economics 2016</i> |
| 2007 | Specialization Diploma in Economics and Management of Museums and Cultural Services <i>MuSeC</i> , Department of Economics Institutions Territory (University of Ferrara, Italy). <i>Final grade: <u>30 out of 30</u></i>  |
| 2007 | Specialization Course in European Projects, AICCRE and Venice International University (Venice, Italy)   |
| 2005 | Specialization course in International Contracts, Forema Scarl and Unindustria Padova (Padova, Italy)  |

2005

Master Degree in Foreign Language and Literature – Specialization in Languages and Communication Sciences, University of Padova (Padova, Italy). Final grade: 110 out of 110

### SCIENTIFIC RESEARCH INTERESTS

#### Research interests

Cultural Governance and management

Cultural Ecosystems and local development through culture

Public-Private Partnership and Multi-Stakeholder Partnership in the cultural sector, Networks in the Cultural and Creative Sector

Cultural Policies

### PERSONAL SKILLS

#### Italian

**Native speaker**

#### English

Reading: C2 (proficient)

Writing: C2 (proficient)

Speaking and listening/comprehension: C2 (proficient)

*CAE – Certificate of Advanced English, Level C2 Proficiency* (January 2014 - Cambridge English Language Assessment)

#### Spanish

Reading: C2 (proficient)

Writing: C2 (proficient)

Speaking and listening/comprehension: C2 (proficient)

#### German

Reading: B2 (intermediate)

Writing: B2 (intermediate)

Speaking and listening/comprehension: B1 (intermediate)

#### French

Reading: C1 (advanced)

Writing: B2 (intermediate)

Speaking and listening/comprehension: C1 (advanced)

### SCIENTIFIC PUBLICATIONS and CONTRIBUTIONS

#### **Books:**

- Borin E. (2017) *Public-Private Partnership in the Cultural Sector: a Comparative Analysis of European Models*. Bruxelles: PIE Peter Lang. **WINNER of the 3rd ENCATC Research Award on Cultural Policy and Cultural Management Research. ENCATC – Brussels (Belgium)**

#### **Book Editorships:**

- Borin, E, Cerquetti, M., Crispi, M. and Urbano, J. (2022) “Cultural Leadership in Transition Tourism”, Springer (forthcoming 2022)

- Innerhofer, E. Pechlaner, H. and Borin E. (eds.) *Entrepreneurship in Culture and Creative Industries - Perspectives from Companies and Regions*, Springer, 2017, pp.1-11

### Editorship of Special Issues of international Scientific Journals:

- E. Borin and C. Sinapi (guest editors), special Issue on: "Sustainable Entrepreneurship in the Cultural and Creative Sector: Contextualisation, Challenges and Prospects", *International Journal of Entrepreneurship and Small Business*, Inderscience publisher (upcoming 2022).

### Paper published in scientific peer-reviewed journals:

- Borin, E., Donato, F., "Equity crowdfunding for cultural heritage: some insights from a French case study », *International Journal of Entrepreneurship and Small Business* (forthcoming 2022).
- Borin, E., Donato, F. (2020), "What is the legacy of the European Year of Cultural Heritage? A long way from cultural policies towards innovative cultural management models". *European Journal of Cultural Management and Policy*, Vol. 10, Issue 2 (forthcoming December 2020)
- Borin, E. And Rossato, L. (2020) "Crowdfunding per la conservazione del patrimonio culturale: il castello di Mothe Chandeniers (Crowdfunding enabling preservation of cultural heritage: the Mothe Chandeniers castle), in *Urban Design – Paesaggio Urbano*, 3. 2020, pp. 49-61, ISSN: 1120-3544
- Borin, E., Juno Delgado, E. (2018), " The value of cultural and regional identity: an exploratory study of the viewpoints of funders and cultural and creative entrepreneurs". *Journal of Cultural Management and Policy*, Vol. 7, Issue 1
- Borin, E. (2018) "Patrimonio culturale e ecosistemi imprenditoriali del settore culturale e creativo", *Urban Design – Paesaggio Urbano*, 2. 2018, pp. 102-109.
- Borin E. (2015) "Fostering the Creation of Cross-Sectorial Networks: Key Drivers for Culture-Related Collaborations in Italy's Po Delta Region". *Journal of Cultural Management and Policy*, Vol. 5, Issue 1, pp. 27-42
- Borin E. and Donato F. (2015) "Unlocking the potential of IC in Italian cultural ecosystems", *Journal of Intellectual Capital*, Vol. 16 Iss: 2, pp.285 – 304. Please note: The *Journal of Intellectual Capital* is an academic journal that has been **ranked A (highest ranking)** in the official academic journal list issued by the Italian academic authority ANVUR – National Agency for the Evaluation of Universities and Research Institutes.
- Borin E. and Badia F. (2012) "Opportunities and critical points of the introduction of performance measurement systems in theatres" in *Journal of Cultural Management and Policy* (Brussels, Belgium), Vol. 2 n.2, pp. 44-59
- Borin E., Donato F., Gilli E., (2012) "Governance e management dei distretti culturali: alcune proposte per il territorio di Ferrara", in *Annali dell'Università degli Studi di Ferrara, Museologia Scientifica e Naturalistica*, Volume 8/1, pp. 135 - 149
- Borin E. and Badia F. (2011) "Performance Measurement Systems in Theatres: The Case of the Municipal Theatre of Ferrara" in *Quaderni del Dipartimento di Economia Istituzioni Territorio*, n.20, November 2011
- Borin E. (2011) "Fundraising Opportunities for Science and Technology Museums", in *Quaderni del Dipartimento di Economia Istituzioni Territorio*, n.12, September 2011

### Contributions in books:

- Borin, E. and F. Donato (forthcoming 2022) "Cultural and creative ecosystem as key for a new development path: a reflection on management implications" in Borin, E, Cerquetti, M., Crispi, M. and Urbano, J. "*Cultural Leadership in Transition Tourism*", Springer (forthcoming 2022)
- Borin E. and Jolivet, C. (2021) "Entrepreneurial cultural ecosystems in rural contexts: some insights from rural cultural centers in France" in Demartini, P., Marchegiani, L., Marchiori, M. Schiuma, G. (eds.) *Cultural Initiatives for Sustainable Development. Management, Participation and Entrepreneurship in the Cultural and Creative Sector*, Springer (forthcoming March 2021)
- Sinapi, C., Borin, E., Perchot, R. (2020) Stéréotype, discrimination, exclusion dans le secteur artistique, culturel et sportif. In: Abouna, S., Lagarde, C. (coord.). *Les acteurs territoriaux de la lutte contre les discriminations : état des lieux, partenariats, perspectives*, Dijon: EUD, 2020.

- Borin E. (2018), "Changing paradigms in cultural heritage education: an ecosystem perspective" in Balzani, M., Jain, M. and Rossato, L.(eds.) *Between History and Memory, the Blue Jodhpur*, Maggioli editore (2019)
- Borin E., Innerhofer, E., Pechlaner, H. (2017) "Cultural and Creative Entrepreneurship as Drivers for Change and Development" in Innerhofer, E. Pechlaner, H. and Borin E. (eds.) *Entrepreneurship in Culture and Creative Industries - Perspectives from Companies and Regions*, Springer, 2017 pp.1-11
- Borin, E., Donato, F., Sinapi, C., (2017) "Financial sustainability of small- and medium-sized enterprises in the cultural and creative sector: the role of funding", in Innerhofer, E. Pechlaner, H. and Borin E. (eds.) *Entrepreneurship in Culture and Creative Industries - Perspectives from Companies and Regions*, Springer, 2017 pp. 45-62
- Borin, E. (2017) "Il ruolo dei finanziamenti partecipativi per iniziative di restauro La campagna di crowdfunding per l'Atelier du Peintre". In Schiavi, A., Filippini, A., Malpezzi, D. (eds.). *Restauro Musei*. XXIV Edizione Ferrara: Acropoli Srl, 2017, p. 113-116.
- Borin, E., Donato, F. and C. Sinapi (2016) "Embedding inclusion in the management approach of cultural organizations" in Garofolo I., Arengi A., and Sormoen O. (eds.) *Accessibility as a Key Enabling Knowledge for enhancement of cultural heritage*, Franco Angeli 2016, pp. 49-65
- Borin, E. and Paunovic, I. (2016) "The case of Louvre-Lens: regional regeneration through cultural innovation" in H. Pechlaner, M. Gon and M. Valeri (eds.) *Innovazione, sostenibilità e competitività. Teoria ed evidenze empiriche*, Giappichelli Editore, 2016, pp. 67-76
- Borin E., Badia F. and Donato F., (2014), "Co-governing public value in local authorities", in J. Guthrie, G. Marcon, S. Russo, F. Farneti (editors), *Public Value Management, Measurement and Reporting*, Emerald Studies in Public and Non-Profit Governance, pp. 269-289

#### **Work in progress - scientific journal papers and book chapters:**

- Borin, E. and Groulleau G. " Scandals and artists' success: mapping the nexus". In progress. Targeted journal: *Journal of Cultural Economics*.
- Borin, E. and C. Jolivet "*Entrepreneurial ecosystems in urban and rural context: the peculiarities of the cultural and creative sector*". Submission to journal: *Entrepreneurship and regional development*
- Borin, E. and T.Pafundi, "*Striking back: key factors for French film production and distribution in an international context*". Submission to the *International Journal of Cultural Policy* or to the *International Journal of Arts Management, Law and Society*
- Borin, E. and D. Crepin "*For us or for all of us? Crowdfunding motivations from the cultural heritage sector*". Submission to the *International Journal of Arts Management*
- Borin, E. and Sedova, A. "*The adaptive reuse of rural cultural heritage: insights on new forms of cooperative public-private governance*", Submission to the journal *Regional Studies*

#### **Papers published in scientific conferences proceedings:**

- Borin, E. and G. Fantini (2021), "The peculiarities of equity crowdfunding for cultural heritage: a new approach to innovation", *IFKAD 2021 Conference – Managing Knowledge in Uncertain Times*, Conference proceedings
- Borin, E., Maietti, F. And Rossato, L. (2020) "International cooperation for the digitization of cultural heritage: emerging models and the legacy of the lockdown" in *Cultural management and policy in a post-digital world – navigating uncertainty*. Book of Proceedings of the 6th Annual Research Session. ENCATC Annual Conference 2020, ISBN 978-92-990088-2-9
- Borin, E., Crepin, D. (2019) "Crowdfunding for Cultural Heritage Institutions: Some Insights from the French Context", in *Knowledge Ecosystems and Growth*. Book of Proceedings of the 14<sup>th</sup> international Forum on Knowledge Asset Dynamics – IFKAD 2019, Matera (Italy), 5-7 June 2019
- Borin, E., Rossato, L. and Chang, S. (2018) "International approaches for education to cultural heritage in Global South countries" in *Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations* Book of Proceedings of the 6th Annual Research Session. ENCATC Annual Conference 2018, Bucharest, pp. 164 – 180, ISBN 978-92-990088-0-5
- Borin, E., Maietti, F., & Rossato, L. (2018). Education to cultural heritage survey and representation for preservation: the case study of Jodhpur, the blue city, India. In *HERITAGE 2018-6th International Conference on Heritage and Sustainable Development* (Vol. 2, pp. 1025-1034). Green Lines Institute for Sustainable Development.
- Borin, E. and Rossato, L. (2016) "JODHPUR BOX: Participatory Processes and Digital Tools for Increasing Awareness of Local Cultural Heritage", Book of Proceedings of the 7th Annual Research Session. ENCATC Annual Conference 2016, Brussels, pp. 29-40 ISBN: 978-92-990036-5-7

- Borin E. (2015) "Local participation for the Enhancement of Cultural Heritage: The UNESCO Candidature of the *Climats du Vignoble de Bourgogne*", in *The Ecology of Culture: Community Engagement, Co-creation and Cross Fertilization*". Book of Proceedings of the 6th Annual Research Session. ENCATC Annual Conference, Brussels, 20 October 2015, pp. 105-115. ISBN: 978-92-990036-2-6
- Borin E. and Paunovic I. (2015) "The Case of Louvre-Lens: Regional Regeneration Through Cultural Innovation", Book of Proceeding SITCON 2015 - Singidunum International Tourism Conference, Tourism Destination Competitiveness, Belgrade (Serbia), DOI: 10.15308/sitcon-2015-248-251

## Reports

- Sinapi, C., Jolivet, C., Borin, E., Vecco, M., Jourda, M. (2018) Mutations des formes de l'emploi dans la création en France ; État des lieux et perspectives – Étude 1 : Repères théoriques et contexte. *Rapport d'étude pour le SYNDEAC (Syndicat des Entreprises Artistiques et Culturelles)*

## PARTICIPATION IN SCIENTIFIC CONFERENCES and RESEARCH SEMINARS

- Borin, E." (2021), "Calls for engagement: lessons for governance and management of the cultural and creative sector from the pandemic period", *ENCATC – European network on cultural management and policy Digital Congress 2021 - Artists in the spotlight! In search of new agendas for education and research in the cultural management and policy field*, 22 October, 2021
- Borin, E. and G. Fantini (2021), "The peculiarities of equity crowdfunding for cultural heritage: a new approach to innovation", *IFKAD 2021 Conference – Managing Knowledge in Uncertain Times*, 1-3 September, 2021, Rome – Italy
- Borin E. and G. Fantini (2021) "Equity crowdfunding as an opportunity for cultural heritage organizations: some reflections on success factors and best practices in France", "*RSA - Regions in Recovery: Building Sustainable Futures*" conference and event, 11 June 2021
- Borin, E. and T. Pafundi (2021) "Transnational cinema as a response to a changing scenario: some insight from the French context", *ICCPR 2020 Conference, 23rd – 26th March 2021, Kyoto (Japan)*
- Borin, E. (2020), "New interactions and new trajectories for cultural heritage in times of change" invited guest speaker for the online international seminar organized by ENCATC – European network on cultural management and policy, on the topic "*Digital skills and community needs: key competences for future cultural heritage professionals*" – November 27 ENCATC Members Talk
- Borin, E., Maietti, F. And Rossato, L. (2020) "International cooperation for the digitization of cultural heritage: emerging models and the legacy of the lockdown" in *8th Annual Research Session of the ENCATC – European network on cultural management and policy Digital Congress 2020 Cultural management and policy in a post-digital world – navigating uncertainty*", Prague (Czech republic), 3-11 Novembre 2020
- Borin, E. (2020), "Il settore culturale e creativo all'epoca del coronavirus: impatto e scenari" invited speaker per l'International Research Webinar "Cambiamenti e nuovi contesti organizzativi al tempo del Covid-19?: la trasversalità di approcci scientifici come potenziale per il futuro", Universidade Europeia (Lisbon, Portugal), 23 Aprile 2020
- Borin, E. and Crepin, D. (2019), « Le financement participatif des institutions du patrimoine culturel : quelques aperçus dans le contexte français », Research seminar at the Forum Entreprendre dans la Culture – Bourgogne Franche-Comté, Dijon (France) 27-29 November 2019
- Borin, E. and Donato, F. (2019) "European Year of Cultural Heritage 2018: Towards a New Management Approach to Cultural Heritage?", AIMAC 2019 Conference, Venice (Italy), 23-26 June, 2019
- Borin, E., Crepin, D. (2019) "Crowdfunding for Cultural Heritage Institutions: Some Insights from the French Context", in *Knowledge Ecosystems and Growth. Book of Proceedings of the 14<sup>th</sup> international Forum on Knowledge Asset Dynamics – IFKAD 2019, Matera (Italy), 5-7 June 2019*
- Borin, E. (2018), "European Year of Cultural Heritage 2018: impact on cultural management and governance", Research seminar at the Forum Entreprendre dans la Culture – Bourgogne Franche-Comté, Dijon (France) 22-23 November 2018
- Borin, E. (2018) "The role of cultural heritage in sustainable models of development: the case of Burgundy". 2018 International Symposium of the network Routes towards Sustainability: *Cultures and Local Practices of Sustainability*, Santiago and Villarica (Chile), 10-14 December 2018.
- Borin, E., Rossato, L. and Chang, S. (2018) "International approaches for education to cultural heritage in Global South countries" in *Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to*

face ongoing transformations Book of Proceedings of the 6th Annual Research Session. ENCATC Annual Conference 2018, Bucharest, pp. 164 – 180, ISBN 978-92-990088-0-5

- Borin, E., Maietti, F., & Rossato, L. (2018). Education to cultural heritage survey and representation for preservation: the case study of Jodhpur, the blue city, India. In *HERITAGE 2018-6th International Conference on Heritage and Sustainable Development* (Vol. 2, pp. 1025-1034). Green Lines Institute for Sustainable Development.
- Borin, E. "Entrepreneurship in Culture and Creative Industries - Perspectives from Companies and Regions", Research seminar at the Forum Entreprenre dans la Culture – Paris, May 1, 2018
- Borin E., "Ecosystem approaches: public-private partnerships and multi-stakeholders partnerships in the cultural and creative sector", **keynote speaker** at the conference *Building Transatlantic Networks through Creative and Cultural Industries - Conference 2017*, Chapman University, Orange, USA 5-7 June, 2017
- Borin, E., Pareja Eastaway, M. and Sinapi, C. "Sustainable cultural entrepreneurship in territorial ecosystems: a framework for analysis", *ENCATC Annual Conference*, 2017
- Borin, E., Donato, F., Sinapi, C. "Innovative perspectives in managing inclusion in cultural organizations". *AIMAC Conference*, Peking University, 25-28 June 2017, Beijing, China.
- Borin, E. and Rossato, L. "JODHPUR BOX: Participatory Processes and Digital Tools for Increasing Awareness of Local Cultural Heritage", *Cultural Management Education in Risk Societies -Towards a Paradigm and Policy Shift?* ENCATC Annual Conference 2016, Valencia (Spain), 5-7 October 2016.
- Borin, E. "Local participation for the Enhancement of Cultural Heritage: The UNESCO Candidature of the *Climats du Vignoble de Bourgogne*", *The Ecology of Culture: Community Engagement, Co-creation and Cross Fertilization*. ENCATC Annual Conference 2015, Lecce (Italy), 21-23/10/2015
- Borin, E., Paunovic, I. "The Case of Louvre-Lens: Regional Regeneration through Cultural Innovation", *SITCON 2015 - Singidunum International Tourism Conference, Tourism Destination Competitiveness*, Belgrade (Serbia), 25/09/2015
- Borin, E., Badia, F., Donato, F. "How the financial crisis affected models of public-private partnership in the cultural sector: empirical evidence from France, Germany and Italy", *AIMAC 2015*, Aix-en-Provence (France), June 29, 2015.
- Borin, E., Donato, F. "The evolution of the governance systems in the cultural sector in light of the financial crisis", 2eme édition de la Journée du Management Culturel (27/11/2014, Dijon).
- Borin E., "Public-Private Partnership in the Cultural Sector: Towards the Definition of a European Models", Research Seminar, ESC Dijon – Burgundy School of Business, November 18, 2014
- Borin E., "Fostering the Creation of Trans-Sectoral Networks: The Potential of Cultural Collaborations in the Region of the Po Delta in Italy", 22nd ENCATC Annual Conference 2014 "Is it just about money?", Brno (Czech Republic) September 17-19, 2014
- Borin E., Donato F., Prodi G., "Trasporti e turismo culturale nell'area Alto Adriatica" (*Transports and Tourism in the High Adriatic area*), Mid-term conference project ADRIA A, Nova Gorica (Slovenia), 26.02.2014.
- Borin E., "Public-private partnership in the Cultural Sector: Preliminary Analysis of European Policies on Culture and PPPs", Research seminar "PPP in the cultural sector in times of crisis, ICHEC Brussels Management School, December 12, 2013
- Badia F., Borin E., "Opportunities and critical points of the introduction of performance measurement systems in theatres", 19th ENCATC Annual Conference 2011 "Culture Forecast" Helsinki, Finland October 12.14.2011.
- Borin E., Donato F., Prodi G., "Scelte gestionali e organizzative per lo sviluppo di un turismo diffuso nell'area dell'Alto Adriatico – Progetto ADRIA A" (*Governance and management for tourism development in the High Adriatic Region*), XXXV° Convegno di Economia e Politica Industriale, Trieste, 22.09.2011

#### CHAIR OF TRACKS IN SCIENTIFIC CONFERENCES and RESEARCH SEMINARS

- Chair of the research session on "Culture, arts and ethics in a post-digital context", ENCATC 2020 Digital Congress, 9 Novembre 2020, Prague (Czech Republic):
- Organizer of the Research Session on "Human and Financial sustainability in art and cultural sector" of the Forum Entreprenre dans la culture, an initiative of the French Ministry of Culture, co-organised by the Centre for Arts and Cultural Management of the Burgundy School of Business, La Coursive Boutaric and 52 Battant. The event was labelled ENCATC - European Network for Cultural Policy and Management and hosted a panel of researchers from France and the UK to discuss issues of financial sustainability in the cultural and creative industries sector, 29 November 2019, Dijon (France)
- Chair of *TRACK 5 – Cultural Policies, comparative analysis*, AIMAC 2019 Conference, AIMAC 2019 Conference, Venice (Italy), 25 June, 2019
- Chair of *SESSION 2 – Diversity for sustainable development in cities and regions*, ENCATC 2019 Annual Conference, Dijon, 2-4 October, 2019

- Chair of Research session - *Cultural Heritage and Cultural and Creative industries in the European Year of Cultural Heritage*, Forum Entreprendre dans la Culture – Bourgogne Franche-Comté, Dijon (France) 22-23 November 2018
- Chair of Research Session La Coursive-BSB, Research seminar at the Forum Entreprendre dans la Culture – Bourgogne Franche-Comté, Besançon (France) 12-13 December, 2017

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