**Curriculum Vitae**  ***January 2015***

**Dr. Lidia Varbanova**

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**Key Qualifications**

* Over twenty years of professional experience in strategic development, capacity building, project management and entrepreneurship in the arts, culture and the nonprofit sector as consultant, educator and researcher in over 50 countries, with a special emphasis on Central and Eastern Europe, the Caucasus and Central Asia.
* Extensive experience in lecturing internationally, incl. online: leading educational courses and training modules on: strategic management, cultural entrepreneurship, cultural management, creative industries, arts marketing, financing and fundraising in culture.
* Extensive consulting on diverse and complex local and international projects on strategy and management at all levels and diverse types of companies and networks. Excellent capacity in strategizing, project planning, monitoring and reporting.
* Over 10 years of professional experience at senior level, working with recognized international foundations, organizations and networks.
* Field experience, working with public institutions, NGOs and culture/creative businesses in Europe, with a particular focus on the Balkans, EU Neighbouring countries, the Caucasus, Central Asia and Canada.
* Very good knowledge and understanding of international policies and instruments in the field of culture and creative industries implemented and promoted by the European Commission, UNESCO, the European Cultural Foundation, and the Council of Europe.
* Extensive experience as a Board member of prominent professional associations and networks.
* Proven international, collaborative, multidisciplinary and applied character of research work and publications. Strong abilities to fundraise for research work from multiple national and international bodies.
* Profound experience and knowledge in successfully consulting, leading, creating and managing innovative educational programs and management projects, including online courses.
* Considerable track records as a keynote speaker, workshop leader, and moderator. Excellent representation, negotiation and communication skills.
* Excellent experience in knowledge-sharing platforms and online portals, especially related to culture, arts, international cultural cooperation and networking.
* Academic education (BA, MA, PhD levels).
* Recognized team-orientated leadership skills, collaborative and motivating behavior.
* Substantial and ongoing volunteer work for cultural and social causes in Canada, Europe and Central Asia.
* Professional language competence in English, Russian and French. Native language: Bulgarian.

**Awards, Honors and Fellowships**

* 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.jpf.go.jp/e/>, 1996
* Salzburg Global Seminar Fellow for the sessions: Cultural Institutions in Transition, Museums in the 21st 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

**Educational background**

* 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 - [www.ruskin.ac.uk](http://www.ruskin.ac.uk), Oxford, UK (PhD thesis defended in 1991)
* 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)
* 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)

**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)

**Present position**

* Freelance consultant, educator and researcher in strategy, policy and entrepreneurship in arts and culture sector (since 2002)
* Founder and Co-director, Center for Intercultural and Social Development, Montreal, Canada (since 2004)
* Founder and Co-Director, Agency for Professional Development and Adaptation, Sofia, Bulgaria (since 2002)

**Courses taught**

* Strategic management and strategic planning (incl. in the arts, creative industries and the nonprofit sector)
* Entrepreneurship (incl. in the arts, creative industries and social sector)
* Management (incl. in the arts, culture and the nonprofit sector)
* Marketing (incl. in the arts, culture and the nonprofit sector)
* Financing, fundraising and sponsorship
* Business in the arts
* International cooperation and networking in arts and culture
* Project management in the arts
* Cultural diversity and management diversity
* Corporate social responsibility

**Key academic positions**

* Lecturer, Center for Cultural Planning and Development, University of British Columbia: Cultural Entrepreneurship and Cultural Planning: an International Perspective (online workshops) http://cstudies.ubc.ca/cultural-planning-and-development/ (2014 \_ \_)
* 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)
* Lecturer, McGill University, Desautels School of Management, MBA Program: Course on Strategic Management in Creative Industries and Strategic Management (Organizational Policy) www.mcgill.ca/desautels (2013-2014)
* Assistant Professor, 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, University of Arts, UNESCO Chair in Cultural Policy and Management, Belgrade, Serbia: Modules on strategy, arts management, project management, marketing and economics in the cultural and nonprofit sectors - <http://www.arts.bg.ac.yu/index_en.html> (2002-2011)
* 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> (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)

**Other employment**

* 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)
* Assistant, Economic and Commercial Department (full-time), Embassy of the Republic of Turkey, Sofia, Bulgaria (1992-1993)

**Visiting professor and trainer. Master classes**

* Trainer, Strategic management and entrepreneurship in arts and culture, Soros Foundations, Assistance Foundation Tajikistan, Dushanbe (October, 2014).
* 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 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)
* 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> (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 Jyvaskyla, 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)

**Completed research and consulting**

* 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/)
* 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> (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>), 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](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](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: clients**

* Open Society Foundations, Assistance Foundation Tajikistan - <http://soros.tj/tj/>
* Eastern Partnership Culture Programme - www.euroeastculture.eu
* European Commission - <http://ec.europa.eu/index_en.htm>
* National Cultural Institute of Panama - http://ufdc.ufl.edu/inac
* Canadian Arts Presenters Association CAPACOA – [www.capacoa.ca](http://www.capacoa.ca)
* Centre for Expertise in Culture and Communities, Simon Fraser University, Vancouver – [www.cultureandcommunities.ca](http://www.cultureandcommunities.ca)
* UNESCO Institute of Statistics - [www.uis.unesco.org](http://www.uis.unesco.org/)
* 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/>
* Platform for Intercultural Europe - <http://www.intercultural-europe.org/>
* Asia-Europe Foundation – [www.asef.org](http://www.asef.org)
* 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**

* Board Member, Arts Consultants Canada, 2008\_ \_
* Member, Association of Arts Administration Educators ([www.artsadministration.org](http://www.artsadministration.org)), 2012 \_ \_
* Member, European Expert Network on Culture ([www.eenc.info](http://www.eenc.info)), 2011\_ \_
* Member, International Association of Canadian Studies (<http://www.cecanstud.cz/>) 2009\_ \_
* Member, Women Executive Network Canada (<http://www.wxnetwork.com/>), 2009\_ \_
* Member, Diversite Artistique Montréal (DAM) (www.diversiteartistique.org/), 2010\_ \_
* Member, International Remarque Forum Network, USA (<http://www.nyu.edu/pages/remarque/program.html>), 1999\_ \_
* Member of Alumni Society of Salzburg Global Seminar ([www.SalzburgGlobal.org](http://www.SalzburgGlobal.org)), 1995\_ \_
* Member, European Network of Cultural Administration Training Centers, 1994\_ \_
* Member, Culture Montreal ([www.culturemontreal.ca](http://www.culturemontreal.ca)), 2007 \_ \_
* 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

**Publications**

**Books**

* Varbanova, L. (2016) International Entrepreneurship in the Arts. Routledge (Taylor & Francis), London/ New York (in process)
* 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. Bucarest: 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). Pluriculturality: On the Margin between the Cultural Policy and Educational Practice. In: Baier-Allen, S. & Cucic, L. (Eds.). The Challenges of Pluriculturality in Europe. Baden-Baden: Nomos Verlagsgesellscaft. 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**

* Varbanova, L. (October 2011). Cultural Networking: Sustainable Strategies and Innovative Actions. ENCATC Annual conference, Helsinki, Finland
* Varbanova, L. (October 2009). Artists on the Coast: Between Global Challenges, Local Solutions and Tourists’ Expectations. CityScape International Conference, SEAS project. Skegness, UK
* Varbanova, L. (November 2007). Local Cultural Strategies: Challenges and Solutions. International Conference on Capacity building for Local Cultural Development, Kaliningrad, Russia
* Varbanova, L. (June 2007). Symposium on Cultural Tourism, Culture and Heritage Institute, Centennial College, Toronto, Canada
* Varbanova, L. (June 2007). Visions for Cultural Development in Moldova, International Conference, Chisinau, Moldova.
* Varbanova, L. (September 2005). Analysis of Methodologies Used by Cultural Observatories and Statistical Centers: Guidelines for Trainers and Researchers. ENCATC International workshop, Bilbao, Spain.
* Varbanova, L. (September 2005). Catalyst Conference on Cultural Learning and Cultural Entitlement, Liverpool and Manchester .
* Varbanova, L. (October 2004). Cultural Policy Research in the Countries of South-East Europe: Setbacks and Prospects. Policies for Culture Conference, Belgrade, Serbia.
* Varbanova, L. (March 2004). Keynote opening. Salzburg Seminars session: Cultural Institutions in Transition: Making the Case for Culture, Salzburg, Austria
* Varbanova, L. (July 2003). Keynote opening. International Conference on Cultural Management Education and Training, ENCATC, Torino, Italy.
* Varbanova, L. (June 2003). Cultural Policy and Financing: an International Overview. International Forum, Arts Council of Mongolia, Ulaanbaatar .
* Varbanova, L. (June 2003). Cultural Cooperation with South-East Europe: Challenges and Perspectives. Crossing Perspectives: Cultural Cooperation with South Eastern Europe, European Cultural Foundation, Amsterdam.
* Varbanova, L. (September 2003). Privatization in the Cultural Sector. Members of South-East European Parliaments’ Meeting, East West Institute, Belgrade, Serbia.
* Varbanova, L. (June 2003). Strategic Approach to Networking. AAAE and ENCATC International Conference, Turin, Italy.
* Varbanova, L. (November 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/>
* Varbanova, L. (October 2000). Strategic Approach to Networking. Arts for Social Change International Conference, Budapest, Hungary.
* Varbanova, L. (May 1999). Performing Arts Management: Dilemmas and Perspectives. International Symposium on Arts Management of Association of Cultural Economics International, Tokyo, Japan.
* Varbanova, L. (October 1999). Contribution of Culture to the Local Economy. Culture and Activities International Conference, Debrecen, Hungary.
* Varbanova, L. (November 1999). Sponsorship and Donations in the Arts. International conference on fundraising in Central and Eastern Europe, Sofia, Bulgaria.
* Varbanova, L. (July 1993). Performing Arts Management in Post-totalitarian Societies. International Theatre Conference, Nagoya, Japan.

**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.

**Invited Research Talks and Workshops**

* Using the case method in arts management education, Association of Arts Administration Educators, Annual Conference, Montreal (May 2014) - <http://2014aaaeannualconference.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>
* 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, Biligi 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)

**Other conference presentations and public lectures**

* Varbanova, L. (October 2014) Arts, Culture and the NGO sector in 21st century: In search of new strategies, entrepreneurial models and innovative approaches, Tajik State National University, Dushanbe, Tajikistan
* Varbanova, L. (March 2014) Strategic Management and Entrepreneurship in the Nonprofit Sector. Bir Duino, Kyrgysztan - http://birduino.kg/en
* Varbanova, L. (October 2013), Strategic Management and Entrepreneurship in the Arts, Center of Contemporary Arts, Lviv, Ukraine
* Varbanova, L. (February, 2013) Strategic Approaches and Entrepreneurial Projects in Creative Industries. University of National and World Economy, Sofia, www.unwe.bg/en
* Varbanova, L. (October 2009). Managing Diversity and Social Cohesion: The Canadian Experience. International Conference of  the Association of Central European Canadianists - <http://www.cecanstud.cz> , Sofia, Bulgaria.
* Varbanova, L. (June 2007). Cultural Diversity and Arts Management Practice. Cultural Warming, IETM Annual Meeting, Panel on cultural diversity, Montreal, Canada –  [http://www.ietm.org](http://www.ietm.org/)
* Varbanova, L. (June 2006). 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](http://www.creativecity.ca/)
* Varbanova, L. (December 2004). Whose Culture is it? Trans-generation Approaches to Culture, CIRCLE round table,  Barcelona, Spain -[http://www.circle-network.org](http://www.circle-network.org/)
* Varbanova, L. (September 2004). Strategies in the Cultural Sector. International Conference on Cultural Policy and Arts Production, University of Arts, Belgrade, Serbia (September 2004)
* Varbanova, L. (September 2004). Cultural Policies and Cultural Development in Southeastern Europe: New  Realities and Challenges, CULTURELINK/IMO, Zagreb-  [http://www.culturelink.hr](http://www.culturelink.hr/)
* Varbanova, L. (August, 2004). Comparative Approach to Cultural Policy Issues. International Conference on Cultural Policy Research, Montreal, Canada
* Varbanova, L. (July 2004). Towards Establishment of a European Portal for Cultural Cooperation. Sharing Cultures: A Contribution to Cultural Policies for Europe, European Cultural Foundation, Amsterdam
* Varbanova, L. (December 2003). 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](http://www.ispa.org/)
* Varbanova, L. (October 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.
* Varbanova, L. (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
* Varbanova, L. (September 2003). Immigration of Artists: Challenges and Trends. Gaining from Migration, International Metropolis Conference, Vienna, Austria, Invitation by the Canadian Cultural Heritage
* Varbanova, L. (September 2003). Performing Arts Markets in Eastern Europe. 13th International Conference of the International Artists’ Managers’ Association IAMA, London, UK – [http://www.iamaworldcom](http://www.iamaworldcom/)
* Varbanova, L. (September 2002). Multicultural Aspects of the Bulgarian Society. International conference and colloquium ‘Canada: Global Model for a Multicultural State”, University of Alberta, Edmonton, Canada
* Varbanova, L. (February, 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>
* Varbanova, L. (June 2000). 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
* Varbanova, L. (May 1999). Cultural Management Training in Eastern Europe: International Cooperation and Local Challenges. International Conference on Cultural Management, University of Bologna, Italy
* Varbanova, L. European Integration: Impact of Cultural Cooperation for Central and Eastern Europe. International Conference on European Integration, Protestant Academy, Tutzin, Germany (May 1999)
* Varbanova, L. (November 1998). Remarque Forum meeting, White Oak Plantation, Florida, USA – [http://remarque.as.nyu.edu](http://remarque.as.nyu.edu/)0
* Varbanova, L. (June 1998). Privatization of Culture in the Countries in Transition: Mechanisms, Outcomes, Challenges. International conference on Privatization of Culture, Amsterdam, the Netherlands
* Varbanova, L. (May 1997). The Changing Profile of Cultural Administrators in Central and Eastern Europe. International seminar on Public Administration, NISPA, Tallinn, Estonia
* Varbanova, L. (October 1996). Emerging Cultural Managers in Central and Eastern Europe. International conference “Management Tasks in the Process of Cultural Integration in Europe”, Vienna, Austria
* Varbanova, L. (February 1996). Cultural Management Training in Central and Eastern Europe. International Conference on Cultural Management, organized by the Ministry  of Culture of Spain, Valencia, Spain
* Varbanova, L. (June 1994). Performing Arts Management in Eastern Europe: Changing Realities and Future Perspectives. XI World Congress of the International Federation of Theatre Researches, Moscow, Russia