

# Sustainable Impacts for Studying and Innovating through Art, Science and Technology

## MAST Sustainability Plan

Work Package 3: Deliverable nr. 4

Authors:

Kornelia Kiss, Culture Action Europe	Nayari Castillo, TU Graz
Peter Purg, University of Nova Gorica, School of Arts	Daniela Urem, Croatian Cultural Alliance
Simon Gmajner, Kersnikova Institute	Sergi Bermúdez, MiTi

### DOCUMENT SUMMARY

This document reflects the actions and strategies of the MAST project consortium that are to safeguard the longevity of the project's positive impacts both on the level of participating institutions, the manifold stakeholder groups involved, and the broader network of (future) partnerships that may evolve and benefit from the project's results. MAST stands for *Master Module in Art, Science and Technology*. The project has successfully developed and applied a novel study module at the intersections of Art, Science and Technology, combining methodologies and practices that intertwine the academic sphere closely with the industry realms of the Culture and Creative Sectors. Thus this document reflects on both the existing plans as well as the potentials and possibilities of the future developments in and around the MAST-related academic, industry and cultural communities, both on a common consortium level as well as with the individual partners.

### MAST PROJECT SUMMARY

The MAST project developed an applied study module at the intersections of Art, Science and Technology, combining methodologies and practices that intertwine the academic sphere closely with the Culture and Creative Sectors. Nurturing a critical perspective on the historical, economic, social and above all cultural relevance of this interdisciplinary blend within the new digital shift, the MAST project applied innovative, ICT-enhanced teaching and learning methods. Students from different countries and disciplines had, under mentorship of engineers, scientists and artists, in partnership with relevant NGOs and industry partners, jointly tackled challenges emerging from the paradox between the obviously disparate agendas of Europe's innovation on the one side, and social equity on the other. The developed international study module has been accredited and is currently shared among three universities (from Austria, Portugal and Slovenia), with the support of industry partners both within and outside of the MAST project. The module is geared toward easy uptake by European universities and/or NGOs to support both formal and informal learning, offering also a legacy of accreditation (credit transfer) know-how that reveals the most efficient academic mechanisms for quality studying and industry-relevant employment. Developed through an innovative interdisciplinary master course called the Challenge Lab, the novel academic profile developed and accredited in MAST is the Innovation Catalyst, who can coordinate different stakeholders within a radical, arts and humanities informed interdisciplinary innovation process. The developed master study module would comprise a total of 30 ECTS of MAST-specific courses ranging from 4 to 8 ECTS such as workshops, seminars, an industry-challenge course, tandem mentorships etc., mostly focusing on the practical competencies, trans-disciplinary knowledge and transferable skills. Next to an open-access Online Course, the project also developed guidelines for career-development to engage employment partners into the final academic work and integrate mechanisms of direct work placement, internship or scholarship schemes, including realm-specific

residency, incubation and mobility schemes, as well as highly intense one-to-one mentoring that may also support a master thesis and/or final project development.

#### **#KEYWORDS**

Sustainability, exploitation, project, Arts Science and Technology

---

#### **TABLE OF CONTENTS**

<b>1.1 MAST SUSTAINABILITY ON CONSORTIUM LEVEL</b>	<b>3</b>
<b>1.2 SUSTAINABILITY ON PARTNER LEVEL</b>	<b>4</b>
1.1.University of Nova Gorica, School of Arts (SLO)	4
1.2. Madeira Interactive Technologies Institute (POR)	5
1.3. Technical University Graz, Institute of Spatial Design (AUT)	6
1.4. Kersnikova (SLO)	8
1.5. Culture Action Europe (BEL/EU)	9
1.6. Croatian Cultural Alliance / Unicult programme (CRO)	10

## 1.1 MAST SUSTAINABILITY ON CONSORTIUM LEVEL

MAST project sustainability plan describes the ways each project partner individually, and the project consortium as a whole, intend to turn their involvement in the MAST project and the project outcomes into future possibilities, to support the development of their current activities, and to possibly lead to the launch of new activities.

All partners highlight the importance and network of excellence that the MAST project has brought about, that starts to form a community of practice. The three universities participating in the project specifically mention that they will continue to strive for teacher and student exchanges between them using the developed MAST curriculum and methodologies, such as the Challenge lab within their existing and planned programmes. In this respect the rich material developed and the free online course will further be useful in the study material.

The major project outputs that will have the most value for sustainability are:

1. MAST curriculum development: an accredited master-level module within a partner network of supporting services and curricular collaborations
2. Establishment of a physical Challenge lab, for the implementation of the MAST methodologies, in the interactive media domain.
3. Methodologies and policies: MAST Challenge lab methodology, AST domain, Art thinking, MAST challenge
4. MAST online courses and study modules
5. Online digital resources: MAST symposium videotalks, Video lectures and Podcasts= PodMASTs,
6. Digital documentation: of workshops, pop-up events, policy discussions, MAST challenges and Interfacing Academies
7. Guidelines: Career development guideline handbook, best practices book all assembled in the MAST Manual
8. Scientific articles and other professional communications
9. Business plan on how to widen and deepen the impacts of MAST
10. Repository website featuring primary materials, resources, online course and events as well as social media community
11. Creation of a community of practice and MAST alumni informal network that ensure sustainability of results beyond the lifetime of the project.
12. Reports: Report on need analysis of the target groups, project methodologies and practices, dissemination, evaluation report, sustainability plan listing the main outcomes and possible sustainability roadmaps

The project has an important relevance on policy level as well. It has enabled international collaboration on the intersection of the disciplinary and sectoral boundaries: between art science and technologies. Disciplinary science is not able to cope with the complexity of contemporary issues (such as environmental problems or the impacts of technological and social change) because these problems do not fit into the system of separated knowledge domains and needs non-disciplinary and problem focused approaches. Therefore, interdisciplinary work is in the best position to solve boundary problems between disciplines, to interrogate their assumptions and methods and to create a place beyond expertise territories getting into the gaps between the so-called disciplinary 'silos'. The members of the project as well as the European Institutions have a role to play to break those silos on European, national and local level in order to find answers to the complex challenges Europe and the World is facing today.

## 1.2 SUSTAINABILITY ON PARTNER LEVEL

### 1.1. University of Nova Gorica, School of Arts (SLO)

*Please, explain how your organisation will benefit from participation in the MAST project?*

The School of Arts of the University of Nova Gorica is a dynamic school offering up-to-date studies with regard to teaching methods as well as teaching staff. In this line the newly acquired and accredited carrier module of Art-Science-Technology within the Master of Media Arts and Practices programme. The new module resulted solely from the MAST project and is an important asset, since it opens up the study fields toward other disciplines, and collaboration with the creative industries as well as NGOs. MAST furthermore goes well along the priorities of the School of Arts since on fostering our students' development, we have been pursuing a personal approach ever since two decades, with our forward-aiming programmes we support e-learning, are intermedia friendly, and practice interdisciplinary cooperation.

The MAST module, its workshops, its results, the international networking, and above all the module itself is in line with our valuing of each student as an independent and creative personality developing in the group and community. With innovative approaches to teaching, research, and production processes, we shall also within the A-S-T module encourage independent creative and academic student work, led by a group of expert mentors -- in the novel course "The Challenge Lab" these mentors will be importantly complemented by external consultants from the industry, where important new opportunities (incl. Student grants) shall be sourced.

Furthermore, the MAST project goes well in line with our focus on project work in extracurricular environments that during the period of study provide students with valuable experience working on real and complex projects. Thus, students also after the MAST project will acquire work experience and references in their selected field already during their studies. After graduation all of this enables a smooth and quick transition to professional production environments or further studies.

Not least UNG and in particular SoA will benefit from the project in terms of an expanded international network and consolidated academic and non-academic links across country and discipline borders. MAST presents an important legacy upon which we shall build further knowledge and academic progression, such as reflected in the current and future projects already acquired:

*How does your organisation intend to exploit specific outputs of MAST after the end of the project?*

UNG and in particular SoA will continue to develop the Art-Sci-tech teaching methodologies that essentially take in the innovation process in the following two projects of big scale that we acquired within the last two years, and are well in line with the MAST: In DIVA - Art:Biz Innovation Ecosystems (3,5 mio budgeted) project we are building a cross-border (Italy-Slovenia) alliance to base the innovation on artistic thinking, where the MAST theoretical legacy is of key importance; also therein we shall be needing MAST alumni to engage in hub activities and enter pilot project applications. Furthermore, the KONS - Platform for Contemporary Investigative Art (4,5 mio) will be enriched by not only the curriculum of A-S-T and its challenge lab but also by the young talents that will engage in the network of hubs and pilot projects of this Slovenian national (EU cohesion funded) programme. Not least the "TV Free Europe - 1,5 million Steps over the Borders" project that we are engaged in is

enriched currently already with the specific approach to Social Europe that was brought in by the MAST project and has permeated UNG pedagogy and academic discourse!

Furthermore, the A-S-T legacy will be exploited in the art-sci reorientation of the of [ADRIART.CE](http://ADRIART.CE), a CEEPUS-supported network of art academies from Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Hungary, Mazedonia, Poland, Serbia and Slovenia, which UNG SoA is the leader of. Several Erasmus+, and even Horizon project applications will be considered in such and similar consortia in the near future as to sustain the effects of the MAST project and continue with the academic exchange and partnership. The most notable of these may be the intended joint PhD programme with the University of Rijeka , Croatia (Center for Advanced studies), or the possibility of establishing a “Lab for Open Artistic Innovation” in the near future.

## 1.2. Madeira Interactive Technologies Institute (POR)

*Please, explain how your organisation will benefit from participation in the MAST project?*

The project allowed the students of Madeira Interactive Technologies Institute (M-ITI) and the University of Madeira in general to be exposed to learning methodologies and an international network of mentors and other students that provides a critical contribution to their understanding of the role of Art Science and Technology in innovation creation and the need of incorporating long term social values in them.

The university created a physical space for the “Challenge Lab”, specifically designed to provide the environment and tools to experiment and create social innovation using the MAST proposed methodology. This space aggregates equipment and materials from different sources that have been considered as relevant tools, creating a critical mass and solid infrastructure, as opposed to being fragmented and out of reach for the students.

During the project, M-ITI organized two Intensive Learning Events (ILEs) consisting of hands-on workshops, lectures, public talks and artistic performances. Some of these activities were open to the public, not only to MAST students but to the academic community and also the general public. Hence, these activities have served the promotion of the MAST agenda, as well as the university’s programs and art, science and technology developed in them.

M-ITI’s and University of Madeira’s faculty have been exposed to a network of excellence of European collaborators in academia, culture and NGOs and these connections will continue to exist also beyond the project.

Multiple field trips and student projects have been performed with the local community, increasing the link of academia with the communities of the region, and increasing our social impact.

*How does your organisation intend to exploit specific outputs of MAST after the end of the project?*

There are different mechanisms in place to continue to exploit the MAST outputs after the end of the project. First, the adoption of the MAST methodology in the International Master program on Interactive Media Design (MDMI), through the “Interactive Media Design Project” course, enabling the exposure to AST to any student of the MDMI and supporting the benefits outlined above. This is enabled given the flexible and modular structure defined for the MAST

curriculum, that makes it possible to implement it in multiple institutions with very different program structures and accreditation requirements.

The continuation of the collaboration with the MAST partners will be maintained through mobility funding not associated with the project, such as Erasmus. Erasmus funding can support both faculty and student mobility within MAST partners. Agreements are in place or will be implemented to facilitate it.

The Challenge Lab space will be a catalyst for both innovation and learning of AST methodologies for students, enabling these methodologies to be exploited formally in curricular programs as well as non-formally in research projects. This is a technological and methodological capacity that stays in Madeira that ensures the continuation of the MAST outcomes beyond the length of the project.

In addition, the MAST curriculum is a solid basis to build on to accredit novel educational programs on AST by the national accreditation agency. The fact that a European project with an international and interdisciplinary partnership, including industry, NGOs and different higher education institutions was involved in the development of the curriculum, is an important factor to support its credibility, feasibility and quality.

Finally, the MAST consortium and also the expertise developed and work groups will serve as the basis to apply for further funding for 1) mobility, 2) educational course development, as well as 3) innovative and research oriented interdisciplinary projects.

### 1.3. Technical University Graz, Institute of Spatial Design (AUT)

*Please, explain how your organisation will benefit from participation in the MAST project?*

Graz University of technology offers a wide range of scientific, engineering and design programmes, from bachelor, masters and PhD programmes. It offers a high-quality education, fostering cooperative learning, teamwork and promoting critical and creative thinking. Among its seven faculties and ninety six institutes the university works around different fields of expertise balancing between knowledge-oriented and application driven basic research. A project as MAST, that combines areas of knowledge fundamental for the development of the TU Graz, has been an interesting experimental approach to solidify intrinsic interests of the university. In particular among its objectives are to attract minds to work at all levels of the institution, fostering associations that spark passion between science and business. MAST has helped the TU Graz by creating outstanding experiences for high-quality research and teaching, and opening the doors to exchange with the CCI.

MAST has been hosted for two and a half years by the Institute of Spatial Design (ISD) at the Faculty of Architecture. The focus of teaching and research at the ISD is the interface of architecture, art, space and design with special emphasis on the development of spatial solutions and the impact on the people who are living, working and using these spaces. The ISD works around all aspects and scales of the architectural space and their relations to the city, the landscape and their influences on social and cultural environments. The ISD focuses on experimental approaches to holistic concepts of space, these notions have been used to present and create a coherent line of classes for the MAST. The ISD has a woodshop with special focus on furniture design; an Illumination Lab, that specializes in lighting systems and illumination conditions and several office rooms and design spaces. It also has a strong

relation with the city, which has been pivotal for the creation of the different ILEs. All spaces and the knowledge of the ISD has been used to set-up different experiments to expose all students of MAST to the different nuances of space, and to understand with practical approaches the landscape of CCI of Austria.

In particular all the faculty involved with the MAST project, also external tutors and invitees of the different ILEs created a strong learning and exchange environment where scientific notions, mixed with aesthetical outputs. From the perspective of TU Graz, MAST gave students and faculty the possibility to create an educational trial to incorporate social values to the studies. This achievement plays an effective role in the educative process of the students that had the possibility to obtain tools to become better researchers and humans. TU Graz was in charge of two main ILEs. In April 2019 TU Graz launched Algorithmic Space Studies (<https://www.researchcatalogue.net/view/595459/595460>) in collaboration with esc medien kunst labor, the Institute of Electronic Music and Acoustics of the KUG and Algorithms that Matter ([almat.iem.at](http://almat.iem.at)), offering resident students and international students of the different consortium universities the opportunity to meet and work with active researchers in the area of sound and acoustics and the insertion in a real in-situ experience in a gallery. Within the Challenge of the year “The future of Work” TU Graz experimented with the students to incorporate the notion of collaborative and multidisciplinary alliance. For the second year, and due to the corona situation the ISD decided to prepare a Hybrid ILE, giving students stranded the opportunity to work on community by approaching themselves online with tools for neighboring and commoning. This ILE (Neighborhood Stories) proposed the design of future environments for sustainable and creative living. On a second part of the ILE, students capable of attending Graz, were immersed in the set-up of a great scale exhibition. Out of six projects made in the ILE 2019, the design “filtered” by Xhylferije Kryeziu, Carolina Silveira, Feni Susic, and Gaja Znidarsic was selected to be realized in a further treatment and at scale 1:1. The visual installation IN/filtration (<https://www.researchcatalogue.net/view/711664/711665>) was implemented in connection with a new algorithmic sound installation by Hanns Holger Rutz and David Pirrò (Almat). The spatial implementation was created with the support of Nayarí Castillo and Franziska Hederer (ISD). The sensor design is created by Richard Dank. The students were part of a strong consortium of national and international players as the National Research Fonds of Austria (FWF), the Cultural Year 2020 initiative of the city of Graz, among others. This methodology of exchange was fundamental on the implementation of the year theme on solidarity. In both, Stories of the Neighborhood and In/filtration, the community of MAST and beyond was involved with this important concept of the EU.

*How does your organisation intend to exploit specific outputs of MAST after the end of the project?*

The faculty of ISD was also involved in teaching and researching among all levels of implementation of the MAST project. This made MAST a good laboratory for exchange. ISD and TU Graz intend to keep up with the exchange through continuous education programs and adding parts of the MAST curricula to some of the classes.

This exposure to an international exchange environment was fundamental for our students. In particular the collaborative work and the practice oriented interdisciplinary ILEs. Our students, with focus in architecture, used their base in space concepts to interact with other students. In particular, the view of architecture as a mix area where art (aesthetic), science (systematization) and Technology (use of materials) combine as best practices examples. This combination inherent to the discipline brought an interesting balance to each and every ILE.



The fundamental idea would be to continue this exchange by articulating Erasmus + situations where Faculty and Students train and learn within the partners of the MAST Consortium. Mobilities and exchange of pedagogical experiences through the above mentioned exchange program will be pivotal in the further use of MAST lessons learned.

Among these lessons learned, the collaboration with national and international players of CCI has been decisive in the creation of a solid network that will continue the MAST research. In particular, within experiments of AST in the city of Graz. The universum of our students will still profit from the acquired methodologies, above all the creation/formation of innovation catalysts through implementing the Challenge Lab or parts of its milestones in the different subjects of the master of architecture. The ISD is sure that future synergies among the consortium and the new acquired network of international players will be constructed.

#### 1.4. Kersnikova (SLO)

*Please, explain how your organisation will benefit from participation in the MAST project?*

Kersnikova Institute operates in a cultural organization that operates at intersections of art, technology and education. Our programmes consist of contemporary investigative arts practices, research projects and educational programmes, that transverse a variety of disciplines and engage a spectrum of professions, from cultural practitioners to scientists and engineers.

Mast project enabled us to work closely with organizations with which we were able to collaboratively structure, articulate, upgrade and design our activities and programmes in a way that they would be applicable to complement formal education programmes at universities and other educational institutions.

Secondly, we were able to get a deep insight into the mindsets and expectations of future benefactors of these programmes – the students coming out of various humanistic and natural sciences. Their feedback was crucial in identifying the “missing” knowledge and skills which are not a part of the knowledge transfer in the frameworks of today’s studies.

An important benefit will be an increased network of institutions and organizations in the fields of education, companies in the field of industry, and advocacy organizations and actors. The latter will help us to have a more relevant reach towards policy makers and other stakeholders in the European framework.

*How does your organisation intend to exploit specific outputs of MAST after the end of the project?*

The most important output will be the so-called “innovation catalyst” profile around which we have structured the educational programme. The career development guidelines and the online course will be two of the outputs that we will rely on in the future to guide us in conceptualising future iterations of the educational programmes. These we will implement in collaborations with universities, or as independent educational programmes at our or/and other cultural institutions. In these endeavours, the business plan as one of the outcomes will



be a tool which we will use and will give us realistic feedback from previous attempts or pilot implementations that were enabled as a part of the MAST programme.

Another output that will become useful in the future – also in synergy with some other European and national initiatives and programmes, is the Challenge Lab Situation Room setting which we prototyped within the MAST programme and will finalize it in the future months as a working space within which the innovation catalysts will be able to provide an inspiring environment for innovation processes with cultural, scientific and industrial stakeholders.

### 1.5. Culture Action Europe (BEL/EU)

*Please, explain how your organisation will benefit from participation in the MAST project?*

Culture Action Europe is the only cross-sectoral network representing all sub-sectors in culture including cross-arts initiatives through its over 150 members - many of them networks themselves. CAE's mission is to put culture at the heart of public debate and decision-making by raising awareness about the contribution of culture to the development of sustainable and inclusive societies. CAE aims at enhancing cooperation and exchange, engagement and dialogue between various players across arts and policy sectors.

Based on CAE members' concerns and aspiration, three main focus areas were identified in 2018 as strategic priorities for work in CAE's strategy for 2019-2021. One of these strands is "Artistic and cultural research and STEAM practices" which is closely related to the MAST project as it links the disciplines of art, science and technologies. The MAST project developed an applied study module at the intersections of Art, Science and Technology, combining methodologies and practices that will intertwine the academic sphere closely with the industry realms of the Culture and Creative Sectors (CCS). This already gives a good educational basis to artists, scientists and technologists to work together in an interdisciplinary way. The project's output "Career development guidelines" uniquely highlights the possible pathways for students interested to pursue a career in the interdisciplinary area of arts science and technologies. It needs to be emphasised, however, that there are still major challenges artists, scientists and technologists face when they want to work jointly. CAE, as a multi-sectoral platform aims to identify, compile and inform policy makers about these transversal issues and difficulties in order to foster policies that break the disciplinary silos.

Among other actions, CAE organised an event "Occupying the middle: approaches to interdisciplinary research" in Brussels, January 2020 in collaboration with BOZAR LAB and the European Commission's Joint Research Centre (JRC). It facilitated a multifaceted evening to debate on the status quo of transdisciplinary research and the challenges of creating a common field which generates new sectoral and cross-sectoral dynamics and the specific contribution of artistic research in setting this new paradigm. External experts were invited to give an outside view to the MAST project as well as to give their views on innovative possibilities of "occupying the middle" at the intersection of arts, science and technologies.

MAST created a clear set of methods by which the art, science, and technology crossover can be embedded with "Social Europe" (SE) values, regardless of its particular application domain. This is very much in the line of CAE's thinking and CAE will continue to stay connected with the network of excellence of European collaborators in academia, culture and NGOs also beyond the project.

*How does your organisation intend to exploit specific outputs of MAST after the end of the project?*

As mentioned above, one of CAE's strategic strands is "Artistic and cultural research and STEAM practices" which is closely related to the MAST project as it links the disciplines of art, science and technologies.

CAE believes that it is important to define policies capable of recognizing the potential of research and experimentation in contemporary culture, and fully integrate the cultural sector into R+D+i programs. Specific cultural policies are necessary to promote investments in cultural and artistic research, and the creation of new strategies that facilitate inter-sectoral and trans-disciplinary collaborations.

In this respect the specific outputs of the MAST project, such as the MAST manual, the compilation of best practices, the career development guidelines and the business plan all will serve as useful tools for CAE members and for CAE's wider community as tools for advocacy actions to help to break the disciplinary silos still so much existing also in European and Member States policies.

After the end of the MAST project, CAE has the following goals in its strategy related to the art, science and technology and research domains:

- To promote the processes and knowledge resulting from artistic and cultural research as a key contribution in the development of the society in all its aspects.
- To advocate for cross-sectoral research and experimentation practices under a STEAM perspective of transdisciplinary work (Science, Technology, Engineering, Arts and Mathematics)
- To promote the elaboration of policy strategies that supports cultural and artistic R+D+i from a wide perspective, considering the specific contributions of the cultural sector to improve critical thinking and new competences in the framework of the new knowledge paradigm.
- To advocate for the inclusion of artistic and cultural research and experimentation in the R+D+i frameworks, expanding the presence of artistic and cultural research and development projects in programs such as Horizon 2020 and in other programmes supporting R+D+i.

CAE will work specifically with artists and cultural research managers, artistic research groups and universities, networks and other interested agents, while on a trans-sectoral level, we will look for convergence with research units and research centres on transdisciplinary research methodologies, science, technology, social sciences, design thinking, environment researchers or hacktivists. The connections made during the MAST project will be invaluable to reach the above mentioned goals.

#### 1.6. Croatian Cultural Alliance / Unicult programme (CRO)

*Please, explain how your organisation will benefit from participation in the MAST project?*

The Croatian Cultural Alliance (CCA) is a member organization within Europe, representing artists, curators and professional cultural workers. The CCA establishes close connections and interdependencies between teaching, research as well as the international collaboration, public projects and events. The CCA promotes critical thinking and new forms of cultural policy and management, artistic and intellectual engagement at the intersections of art, culture, science and technology. These key aspects of the Alliance's activity are not intended as isolated and self-contained spheres but are rather conceived as mutually supplementing contingencies.

Our work will benefit from participation in the MAST project in the following ways:

1. The CCA programs as Unicult2020, the international art and cultural management and cultural policy program and Contemporary Performance Practices program were enhanced through interdisciplinary work while creating the MAST curriculum. Both programs as creative platforms, embedding both formal and non-formal education into a holistically managed trans-disciplinary course of events and encounters. Through MAST project, the Unicult2020 program incorporated and adapted to the MAST vision while enhancing cultural management and policy education to a more advanced and innovative dimension focusing on the Future Work and Future Worker in art and cultural management, In 2019, the fifth edition of the program was produced as “revision year” where the MAST consortium and students received consultancy from the highest experts in cultural management and policy. In 2020 and beyond, the Unicult2020 program will continue in an advanced form, becoming UnicultX while combining the previous format with enhanced AST and MAST values.
2. The responsibility of the CCA was to create the MAST Career development guide (MCDG). Our research on the subject provided the additional knowledge, understanding and education required for the MCDG production. MAST mission is to educate new leaders who can shape a better world - and that mission extends to the philosophy that career development is a process to strategically explore, plan and create a better future. In the process of the development of the MCDG, we extensively worked with our students, implemented their opinions and needs into the process. The MCDG will be used in our future work.
3. The Learning Velocity MAST LAB (ULVL) was integrated into the Unicult programme which presented an integrated part of the module's piloting. It was conceived as an experiential, career development, project based space and an extended workbench where students were working individually and in teams with mentors and industry leaders, outside of the classroom. Together they applied concepts of innovative thinking and hypothesis-driven startups towards development of their careers and proactive partnerships to reinforce the university- corporate-government-NGO axis of interaction within the European innovation context and career development. The CCA through future UnicultX programs will continue with the ULVL.

*How does your organisation intend to exploit specific outputs of MAST after the end of the project?*

The CCA will continue to develop our existing educational programs and to provide mentoring on career development in AST at the European level. The CCA is in the process of establishing, together with the CCA partners, a post graduate private university in Croatia where AST is part of our curriculum.

### Project partners

MANAGERIAL/LEAD | [University of Nova Gorica](#), School of Arts (Slovenia) ACADEMIC, R&D | [Madeira Interactive Technologies Institute](#) (Portugal) | [Graz University of Technology](#), [Institute of Spatial Design](#) (Austria) ENTREPRENEURIAL & PRODUCTION | [Kersnikova Institute](#) (Slovenia) NETWORKING & OUTREACH | [Culture Action Europe](#) (Belgium/EU) | [Croatian Cultural Alliance](#) / Unicult programme (Croatia)

### Associated Partners

EQ-Arts (Netherlands) | [University of Madeira – UMa](#)(Portugal) | [Stromatolite](#) (Sweden/UK) | [The University of Arts Belgrade](#) (Serbia) | [Institute for Development and International Relations – IRMO](#) (Croatia) | [Hakan Lidbo Audio Industries](#) (Sweden) | [European Creative Business Network – ECBN](#) (EU wide) | [European Digital Art and Science Network](#) (EU wide)



*The MAST project is co-financed by the European Union. Entire content of this document reflects the views only of the author(s), and the European Commission cannot be held responsible for any use which may be made of the information contained therein.*

### PROGRAMME CONCERNED

(Creative Europe / Connect/2017/3346110) REFERENCE NUMBER OF THE CALL FOR PROPOSALS  
Directorate-General for Communications Networks, Content and Technology Media and Data  
(Audiovisual Industry & Media Support Programmes)

