

1. EVALUATION

14. April. 2011 – Fulya Erdemci

2008-2009- Landing and re-rooting / understanding and adaptation:

Research Meetings, Visits and Interviews

Individuals, institutions and exhibitions/events – more than 95 visits in the Netherlands

External view of SKOR:

- Metaphor of tower - closed, non-communicative, non-transparent, introvert (also Raad van Cultuur)

SKOR team:

- Internal view of SKOR: Island metaphor - turbulence, insecurity, atomized isolated units

Prognosis: Closeness / Anomie / Stagnation / Out-dated

Task: Transformation and adaptation/updating of SKOR (a legacy of the social welfare) to the new conditions

How: Not top-down, but, bottom-up and inside out: brainstorm and think tank sessions (public programme preparations), weekly meetings and confrontations with different parties like academies, institutions and intelligentsia

2009- 2011- new vision and restructuring of the organization:

Transformations following the changes in the governance and ideology from social welfare state to neo-liberalism:

- “Public Art” to “art in public domain” (contemporary art)
- Facilitator to curator (as critical agent) and initiator
- **From Civil Servant to Public Agent:** An open (to dialogue and change), communicative, independent, critical, context-responsive and experimental contemporary international art institution that aims at transforming the society.

Goal: maximum interaction with diverse publics and socio-political actors

Visionary changes:

- **Educational activities and public programme:** became integral part of

SKOR projects, enlarging public participation and exposure

- **Institutional alliances, collaborations and partnerships** to strengthen the field: De Appel, Witte de With, BAK, Boijmans van Beuningen Museum, Stedelijk Museum, Stedelijk Museum Bureau Amsterdam, Stroom, W139, Smart Project Space, Sandberg institute (Goldsmiths College, Creative Time, Casco and Van Abbe museum collaborations are being realized in 2011).
- **Internationalization of SKOR**: developing international relations, partnerships and events (OPEN launches in Istanbul and Berlin Biennials, NY Art Book Fair, international editorial board for OPEN, or Goldsmiths college alliance, ENPAP, Symposium, etc)
- **Building up its local and international communities and publics / audiences** and put them into dialogue: Through ENPAP (peer reviews and workshops), interactive website, symposium and other public programme and educational activities.
- Develop **curatorial agenda as critical agent / mediator**: specialization (new media, community projects, urban public space, land art, etc) for instance Annette Dekker (new media and web curator), Yael Messer (community / neighborhood projects), Nils van Beek (rural areas and land art); diversification of curatorial team: external curators like Lisette Smith, Huib Haye van der Werf (international projects and events); de Appel curatorial students; project-based curators (like Nanda Jansen); internationalization of the team (Christina Lee – China, Yael Messer – Israel, Vesna Madzosi – Serbia, etc). Introduction of curatorial meetings, workshops, exhibition visits, etc. Introduction of the idea of multiplicity and cultural diversity into the process of exhibition making and artist selection.
- **Initiating projects and programmes**: “Collectie”, symposium & expert meetings, artist talks, open call (not yet conceptualized), pilot urban public space exhibition (not yet conceptualized), new publication policy(not yet conceptualized), re-connecting OPEN to SKOR
- Reloading the **advisory board** and reviving its function as critical sparring partners.

Organizational Changes:

- Revising **the administrative and financial structure**: Business director, new book keeper, new accounting firm
- Revising the **artistic structure**: De Appel curatorial programme participants, Interns, Project-base curators, external curators, research

and editorial groups.

- **Controlling the procedures:** Lifecycle of a project, intakes, advisory and managing boards, etc
- **Communication, public relations and press:** A policy, visual identity and brand manual are prepared. Revising all communication tools; new brochure, annual report, a new interactive and relational website.
- **A new office space** to strengthen the team spirit as well as to provide extra space for an exhibition place, library and archive space to open these to publics.

2. VISION 2011 - 2013

Realization of the Vision and Finalization of Restructuring: Reloading and Re-launching of SKOR

- Critical Agent (researcher, initiator and advisor)
- Initiating a second line of activities and events / outside of SKOR's traditional working fields
- Different Funding system: International/national collaborations, co-productions and private sponsorship
- New commissioning practices: art institution, government body, private company, gallery – i.e. collectie
- Internationalism: Profiling SKOR internationally (also co-production and joint projects)
- A critical institution –establish close contacts with the changing society, analyze the ground and respond to it

3. MILESTONES

Initiate, develop, settle down and root:

- New Space for Office and Activities (exhibition, presentation, debate/talk, library and archive)
- Restructuring Publication Department as Research, Public Programme and Publication (new policy and series)

- Educational activities and public programme (also develop further i.e. summer school projects by artists)
- -International co-productions and collaborations (Baltic Art Center, Creative Time, Public Space-French Ministry and Serpentine Gallery) – create a series of programmes through these collaborations
- Collection
- International Open Call Competition: Museum Plein and a Contrasting one (Stedelijk, Rijks, Situations (Bristol), Serpentine (London), city, a bank (ABN Amro, etc)
- Pilot - International urban public space exhibition (biennial model) –in collaboration with international curators
- Soesterberg Military Base
- Renovated Train Stations – programming the art activities in collaboration with art academies and universities.