cult
master of advanced studies
swissuniversities

MASTER IN
CULTURAL MANAGEMENT

conservatorio
scuola universitaria di musica

fitzcarraldo
fondazione



Street Art Bordalo II

Master of Advanced Studies (MAS)

CULTURAL MANAGEMENT

Improving the skills to navigate complexity, develop cultural projects, and generate positive economic, social and well being impacts.

SUPSI

Master of Advanced Studies (MAS)

CULTURAL MANAGEMENT

Improving the skills to navigate complexity, develop cultural projects, and generate positive economic, social and well being impacts.

The *Master of Advanced Studies in Cultural Management (MAScult)* offered by the Conservatorio della Svizzera italiana, based in Lugano, is a specialised continuing education programme designed for cultural professionals who wish to deepen their expertise in specific areas to advance their careers, as well as for those seeking to enter the cultural and creative sectors, either by joining an existing organisation or by developing their own project ideas.

Based in Switzerland, the *MAScult* combines an international outlook with strong local roots, aiming to serve as a key point of reference for cultural sector stakeholders in the region and beyond. The programme promotes an in-depth understanding of Switzerland's long-standing tradition of cooperation between the public and private sectors in the field of culture.

Spanning two years, the *MAScult* offers a hybrid learning format, combining in-person and online classes taught in Italian and English. This enables participants to update and enhance their skills and earn a Master's degree without interrupting their professional activities. The teaching approach combines lectures, theoretical frameworks, case studies, guest speakers and workshops.

Focusing on three key preconditions and drivers of growth - sustainability, innovation and participation - the *MAScult* fosters theoretical understanding and strengthens practical knowledge in areas such as cultural management and policy, marketing and communication, fundraising, budgeting, impact evaluation, audience engagement, and improving accessibility to cultural activities.

In collaboration with Fondazione Fitzcarraldo ETS (Turin, Italy), the *MAScult* draws on an international faculty that will deepen participants' knowledge of cultural management and policy, foster leadership development, and provide a comprehensive overview of current and emerging trends in the cultural sector.

The *MAScult* programme is structured around four different *Certificates of Advanced Studies (CAS)*, each dedicated to exploring key issues and the latest innovations, policies and practices in the sector. Candidates can tailor their educational pathway to their individual needs, benefiting from a rich and diverse learning platform.

"The MAScult has transformed my relationship with limitations, giving me the tools to face them and training me to adopt a perspective that sees beyond them."

YLENIA SANTO, Director and Artistic Director
Fondazione Claudia Lombardi per il teatro



CURRICULUM

The *Master of Advanced Studies*' degree is awarded upon completion of four *Certificates of Advanced Studies (CAS)* and a final thesis, for a total of 60 ECTS credits. Admission to each *CAS* requires a Bachelor's degree or at least three years of professional experience in the sector, as well as proficiency in Italian and English (knowledge of French and German is considered an asset). Participants may also choose to attend individual *CAS* programmes and obtain the corresponding Certificate.

The MAScult 2027–2029 curriculum includes:

CAS (Certificate of Advanced Studies)
MANAGEMENT AND CULTURAL POLICIES

February to June 2027 – 20 ECTS credits

The *CAS in Management and Cultural Policies* guides participants on a journey to rethink the mission and working practices of cultural professionals, and to lead organisations in the sector towards change and sustainable innovation. Starting with an analysis of contemporary scenarios and challenges, and moving on to explore cultural policy contexts at global, European, national and local levels, the programme builds a solid understanding of the key principles and practices involved in managing cultural organisations. Topics covered include economic and social sustainability, funding, new organisational models and leadership styles, impact assessment, project management, digital transformation, and new operational tools for managing innovative projects. Particular emphasis is placed on strategic planning, the ability to interpret changes in the operating environment and translate them into informed organisational decisions. The programme strengthens the skills needed to address the challenges facing the sector and foster resilient, inclusive organisations capable of generating long-term cultural and social value.

CAS (Certificate of Advanced Studies)
MARKETING AND COMMUNICATION

September to November 2027 - 12 ECTS

The *CAS in Marketing and Communication* provides participants with the strategic and practical skills needed to develop and manage marketing and communication activities within cultural and creative organisations. The programme explores the latest techniques and technologies in the field, from innovative marketing and audience development to strategic communication planning, from selecting the most effective channels and tools to intercultural communication, as well as press office management and social media promotion. Through an approach that combines theory and practice, participants learn to develop and implement targeted strategies, adapting messages and content to different audience segments. Particular attention is given to audience analysis and segmentation, and to the use of data to understand behaviours and preferences, personalise campaigns, and evaluate their effectiveness through concrete, measurable results.

CAS (Certificate of Advanced Studies)
FUNDRAISING & INSTITUTIONAL DEVELOPEMENT

January to March 2028 - 10 ECTS

The *CAS in Strategic Fundraising and Institutional Development* equips cultural professionals with the tools and skills needed to strengthen the sustainability and support the long-term growth of cultural and creative sector organisations. The programme explores strategies for attracting resources, building lasting relationships with donors, companies, and public and private institutions, and developing partnerships that create new opportunities. Through an interdisciplinary approach, participants explore the role of communication, marketing and networking in relation to socio-economic trends and philanthropic priorities.

The programme provides participants with practical skills to develop tailored fundraising plans, diversify funding sources, and enhance the social and cultural impacts of their institutions, while developing growth and innovation strategies aligned with their mission.

CAS (Certificate of Advanced Studies)
AUDIENCE ENGAGEMENT, ACCESSIBILITY AND CULTURAL PARTICIPATION
April to June 2028 - 10 ECTS

The *CAS in Audience Engagement, Accessibility and Cultural Participation* explores international debates surrounding the challenges and opportunities of cultural participation, with a particular focus on the inequalities that continue to limit access to culture. The programme encourages participants to rethink the relationship between cultural institutions and their audiences, considering audience engagement and accessibility not merely as approaches for participation, but as strategic elements that shape organisations' missions, governance and social roles. Drawing on cultural policies, research and innovative practices in Switzerland and across Europe, the *CAS* explores topics such as cultural democracy, inclusion, universal design, co-creation with artists and communities, and the links between culture, well-being and social cohesion.

FINAL THESIS
September 2028 to February 2029 – 10 ECTS credits

To complete the *MAScult*, candidates must develop and present to, and discuss with, an assessment committee a written thesis, based on a research project tailored to their professional interests and ambitions, with the support of the faculty. The thesis project may also stem from a work experience or professional collaboration, offering candidates the opportunity to explore a specific area of interest, conduct research on a topic related to their professional development, and establish contact with an institution or organisation in the cultural sector.
The *MAS in Cultural Management* thesis must consist of an individual written paper of 40–60 pages, or approximately 70,000–100,000 characters (including spaces), excluding the bibliography, webography, and appendices. The final thesis typically includes a clearly defined methodology, an assessment of the initial context, case studies, the strategic and operational processes required to achieve the stated objectives, and final conclusions

The MAScult maintains an ongoing dialogue with the following organisations: the City of Lugano's Cultural Division, Kunst Halle Sankt Gallen, LAC Lugano Arte e Cultura, Locarno Film Festival, Orchestra della Svizzera italiana, the Cultural Observatory of the Canton of Ticino, the Cultural Affairs Department of the Canton of Valais, and the Cultural Services unit of the City of Locarno.



"MAScult has provided me with new tools, valuable connections, and fresh perspectives to build on many years of hands-on experience."

SUZANA GOSTIMIROVIĆ
Cultural and Music Manager

SCHEDULE

The *CAS* programmes follow a hybrid format, combining in-person and online classes, which take place on alternate weeks.

In-person classes
Fridays: 4:00 pm–7:00 pm
Saturdays: 9:00 am–6:00 pm
Sundays: 9:00 am–1:00 pm

Online classes
Thursdays and Fridays: 3:30 pm–7:00 pm
Saturdays: 9:30 am–1:00 pm

TUITION FEES

The total tuition fee for the *MAScult* is CHF 18,800, broken down as follows:

- CHF 6,000 for the *CAS in Management and Cultural Policies*
- CHF 4,000 for the *CAS in Marketing and Communication*
- CHF 3,000 for the *CAS in Institutional Development and Strategic Fundraising*
- CHF 3,000 for the *CAS in Audience Engagement, Accessibility and Cultural Participation*
- CHF 2,800 for the Final Thesis

DIPLOMA

The *Master of Advanced Studies in Cultural Management* is awarded by the University School of Music of the Conservatorio della Svizzera italiana, a state-recognised university-level institution affiliated with the University of Applied Sciences and Arts of Southern Switzerland (SUPSI).

Registration opens on November 5, 2026
Deadline: January 11, 2027
To register: www.conservatorio.ch/mascult-en

"MAScult broadened my perspective and refined my approach to working in the cultural sector."

MATTIA BISI
Graphic designer and cultural practitioner



APPLICATION, ADMISSION AND ENROLMENT PROCEDURE

1) APPLICATION FOR ADMISSION

a) Send an expression of interest to mascult@conservatorio.ch.

b) Attach the following documents:

- a scanned copy of an identity document;
- scanned copies of educational qualifications;
- curriculum vitae (cv);
- letter of motivation.

c) Register for the first CAS in Cultural Management and Policies at the following **LINK**

Incomplete applications will not be considered. Applications submitted after the deadline may exceptionally be accepted, subject to availability of places. The University School of Music reserves the right to request additional documentation, such as translations or certificates.

2) ENROLMENT

Once the file has been evaluated, suitable candidates will receive a confirmation letter of registration by email. The signed letter must be sent both by email (servizi.accademici@conservatorio.ch) and by regular post to the Academic Secretariat (via Soldino 9, 6900 Lugano) within the deadline specified in the letter. Upon receipt, the candidate is officially registered at the University School of Music of the Conservatorio della Svizzera italiana.

3) REGISTRATION

Matriculation is not required for individual *CAS* modules. Once the four *CAS* modules of the *MAScult* program have been completed, students enrolled in the Final Thesis are required to proceed with matriculation by presenting themselves at the Academic Secretariat with the requested documentation.

AWARDING OF THE DEGREE

Students are awarded the degree provided that they:

- have successfully completed the four CAS modules and the Final Thesis required by the curriculum;
- have paid all applicable fees.

The University School of Music of the Conservatorio della Svizzera italiana is a state-recognized university institution affiliated with the University of Applied Sciences and Arts of Southern Switzerland (SUPSI). Qualifications awarded by the institution are recognized by the Swiss Confederation in accordance with the Federal Act on Funding and Coordination of the Swiss Higher Education Sector (HEdA) of September 30, 2011.

CONTACTS

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