



MASTER IN
CULTURAL MANAGEMENT

conservatorio
scuola universitaria di musica

fitzcarraldo
fondazione



Master of Advanced Studies (MAS)

CULTURAL MANAGEMENT

*Training and empowering forward-thinking professionals
in the cultural and creative sectors*

SUPSI

Master of Advanced Studies (MAS)

CULTURAL MANAGEMENT

Training and empowering forward-thinking professionals in the cultural and creative sectors

The new edition of the Master of Advanced Studies in Cultural Management (MAScult) at the Conservatorio della Svizzera italiana, based in Lugano, is an executive programme designed for cultural professionals who wish to deepen their skills to boost their careers, or for those aspiring to enter the cultural and creative sectors, either by joining an existing organisation or by developing their own project idea.

Based in Lugano, Switzerland, MAScult combines an international perspective with strong local roots and aims to be a point of reference for key stakeholders in the region. It also promotes a deeper understanding of the well-grounded Swiss tradition of public-private cultural co-operation.

Delivered over two years, MAScult combines in-person and online sessions, in Italian and English. The scheduling of the teaching sessions allows participants to update their skills and earn a Master's degree while continuing with their professional activities.

Focused on three main drivers of change for the cultural and creative sectors – sustainability, innovation, and digitalisation – MAScult develops a solid theoretical grounding as well as practical skills in such areas as cultural management and policies, marketing and communication, fundraising, audience engagement, and accessibility to cultural activities.

Thanks to the scientific collaboration with Fondazione Fitzcarraldo ETS (Turin, Italy), MAScult draws on an international faculty to enhance participants' knowledge of cultural management and leadership, and to offer an in-depth exploration of both current issues and debates and of future scenarios for the cultural and creative sectors.

MAScult's programme consists of four different Certificates of Advanced Studies (CAS), each dedicated to exploring the latest innovations, policies, and practices in the field, thus allowing candidates to customise their learning paths.

“MAScult gave me the tools to develop a successful new sociocultural activity.”

ELISA VOLONTERIO, Director of Cultural Association Frequenze



CURRICULUM

The Master's degree is awarded upon the completion of four Certificates of Advanced Studies (CAS) and of a final thesis, for a total of 60 credits under the European Credit Transfer and Accumulation System (ECTS). Admission to each CAS requires a Bachelor's degree or a minimum of three years' work experience in the field, along with proficiency in Italian and English (knowledge of French and German is desirable but not essential). It is also possible to enrol in an individual CAS and obtain the corresponding Certificate.

The curriculum of MAScult 2025-2027 includes:

CAS (Certificate of Advanced Studies) MANAGEMENT E POLITICHE CULTURALI

February to July 2025 – 20 ECTS credits

This CAS guides participants on a journey to rethink the missions and operational methods adopted by cultural professionals, and to lead cultural and creative sector organisations towards sustainable change and innovation. By analysing scenarios and challenges, assessing appropriate governance and long-term strategies, and exploring cultural policy contexts at global, European, national, and local levels, this CAS builds a solid understanding of key management principles and practices for the sector.

The programme addresses topics including economic and social sustainability, financing and emerging organisational models and leadership styles, as well as digital transformations and tools for managing innovative projects.

CAS (Certificate of Advanced Studies) MARKETING E COMUNICAZIONE

October to December 2025 – 12 ECTS credits

The CAS in Marketing and Communication provides practical and strategic skills to manage these functions within cultural and creative organisations. The programme offers insights into the latest marketing techniques, technologies, tools and channels, as well as into strategic communication planning, intercultural communication and the management of press offices and social media advertising.

CAS (Certificate of Advanced Studies) FUNDRAISING E SVILUPPO ISTITUZIONALE

January to March 2026 – 10 ECTS credits

The CAS in Fundraising and Institutional Development provides specialised skills to help ensure the sustainability of cultural and creative organisations. The programme offers students a comprehensive view of institutional development, of advanced fundraising techniques, of the role of patrons and foundations (with a focus on Switzerland) and of the importance of achieving a funding mix. Participants will acquire the necessary skills to diversify funding sources and build effective fundraising strategies.

CAS (Certificate of Advanced Studies)

AUDIENCE ENGAGEMENT, ACCESSIBILITÀ E PARTECIPAZIONE CULTURALE

April to July 2026 – 10 ECTS credits

This CAS explores international debates and practices in the fields of audience development and cultural participation. By analysing the most recent and innovative experiences, it provides methodologies and tools to support the creation of new audience engagement strategies within cultural and creative sector organisations. The programme includes comparisons with project experiences in Switzerland and the rest of Europe, as well as international research in areas such as cultural participation and democracy, accessibility, cultural inclusion, prototyping for diverse audiences, non-attenders, and applications of design thinking.

FINAL THESIS

October 2026 to February 2027 – 8 ECTS

To complete MAScult, candidates must write and present a research project based on their own professional interests and ambitions, with support from the faculty. Candidates may choose a topic related to their organisation and/or the sector they wish to work in. The final thesis typically includes the specification of a methodology, an initial context evaluation, case studies, strategic and operational processes to achieve the stated goals, and conclusions. Candidates must attend an oral exam where they will present and discuss their work with an evaluation panel.

MAScult is in dialogue with *Divisione cultura città di Lugano, Kunst Halle Sankt Gallen, LAC Lugano Arte e Cultura, Locarno Film Festival, Orchestra della Svizzera italiana, Osservatorio culturale del Cantone Ticino, Service de la culture du Canton du Valais, Servizi culturali della Città di Locarno.*

“MAScult allowed me to identify what are the main areas of development in the cultural sector today and to develop skills useful for my freelance career.”

NOAH STOLZ is an independent exhibition curator. After obtaining his MAScult his field of specialization became the processes of re-purposing modern cultural heritages. He is currently curating the Mischa Epper archive for the Ignaz and Mischa Epper Foundation in Ascona, Italy.



SCHEDULE

The CAS courses are offered through a combination of in-person and online sessions, with classes held on alternate weeks.

In-person sessions' schedule:

Friday, 16:00-19:00

Saturday, 09:00-18:00

Sunday, 09:00-13:00

Online sessions' schedule:

Thursday and Friday, 15:30-19:00

Saturday, 09:30-13:00

FEES

- CHF 6,000 for the Certificate of Advanced Studies in Cultural Management and Policy
- CHF 4,000 for the Certificate of Advanced Studies in Marketing and Communication
- CHF 3,000 for the Certificate of Advanced Studies in Institutional Development and Strategic Fundraising
- CHF 3,000 for the Certificate of Advanced Studies in Audience engagement, accessibility and cultural participation
- CHF 2,500 for the Final Thesis

DIPLOMA

The Master of Advanced Studies in Cultural Management is awarded by the University of Music of the Conservatorio della Svizzera italiana, a State-recognized university school affiliated with the University of Applied Sciences and Arts of Southern Switzerland (SUPSI).

*"An enlightening training, with solid theoretical insights
that gave me new opportunities and above all stimulated
visions"*

AIXA ANDREETTA
Access Services RSI



ADMISSION, ENROLLMENT AND REGISTRATION PROCEDURE

Enrollment will open the 11th November 2024 and close the 20th January 2025

1) APPLICATION

- a) Write a report of interest to **mascult@conservatorio.ch**
- b) Attach the following documents:
 - 1) Scan of ID;
 - 2) Scan of academic qualifications;
 - 3) Curriculum vitae;
 - 4) Motivation letter;

Incomplete dossiers will not be considered. Applications outside the deadline may be exceptionally accepted only if there is availability of places. The University School of Music reserves the right to request additional documents, such as translations or certificates.

2) ENROLLMENT

Once the dossier has been evaluated, candidates deemed eligible receive by e-mail the confirmation of enrollment and the invoice including application fee and first tuition payment.

The signed letter and bank deposit receipt should be sent either by email (servizi.accademici@conservatorio.ch) or by paper mail to the Education Secretariat by the date indicated on the letter itself.

Once received, the candidate is officially enrolled in the University School of Music of the Conservatorio della Svizzera italiana. For those who will follow the entire Master's course, in CAS Nos. 2, 3, 4 the application fee of 250 CHF will be deducted. Instalments of the fees are possible upon request.

3) REGISTRATION

Enrolled students are required to complete matriculation by presenting themselves at the Secretariat teaching office with the original degree (or with the certificate of former matriculation, if from another Swiss university).

TITLE ISSUANCE

The student is awarded the degree provided that:

- has completed all the credits stipulated in his or her degree plan;
- Has successfully taken the final examination;
- has paid the prescribed fees.

The University of Music of the Conservatorio della Svizzera italiana is a university school recognized by the state and is affiliated with the University of Applied Sciences of Southern Switzerland (SUPSI) and the degrees it awards are recognized by the Swiss Confederation according to the Federal Law on the Promotion and Coordination of the Swiss University Sector (UGC) of 30 September 2011.

GENERAL PROVISIONS

The course is subject to the Regulations of Studies of the University of Music currently in effect. The University of Music reserves the right not to activate the course if there are not the necessary conditions.

Extension of the course of study: subject to the approval of the Head of Continuing Education, the student is given the opportunity to extend the course of study by a maximum of 2 semesters. In this case the student is billed CHF 250 each semester.

Repetition of the final examination: in case the student does not show up for the final examination, or does not successfully take it, he/she may exceptionally request to repeat it at a later appeal. Appeals are normally held every semester. The student is allowed to procrastinate the examination for 1 or a maximum of 2 consecutive semesters. For each semester of procrastination the student is billed only the relevant semester administration fee of CHF 250.

Suspension of studies: in exceptional cases, and with the prior approval of the Head of Continuing Education, the student may request to temporarily suspend studies for 1 or maximum 2 consecutive semesters. For each semester of suspension the student is billed only the relevant semester administrative fee of CHF 250.

Renunciation of studies: in case the student decides to renounce studies, the request for renunciation should be submitted by registered mail to the Education Office by the end of November. After the deadline, the student is billed for all related ordinary costs.

CONTATTI

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