

合力之力：藝術組織的行動策略

適逢視覺藝術聯盟迎接25週年之際，推出「合力之力—藝術組織的行動策略」國際論壇，藉由梳理世界各地非營利視覺藝術組織的發展脈絡，審視台灣視覺藝術組織的定位，並在後疫情時代重新建立國際組織間合作發展的契機，提升整體藝術生態發展。

「合力之力—藝術組織的行動策略」為五年計畫，第一階段將專注於亞洲地區的內部交流，隨後將擴展連結至歐洲、北美等地的非營利藝術組織，透過實體的交流，探討以下議題：

- ① 在不同環境、文化背景下的發展歷程和運作經驗
- ② 藝術組織的公共目標與價值
- ③ 從各國經驗中，找出共通的連結與合作發展的機會

在今年度第一屆的論壇中，將邀請印尼「切曼提 — 藝術社會中心」營運經理蒂亞拉·阿芙里亞妮 Tiara Afriani、韓國「環形替代空間」執行長楊智允 Ji Yoon Yang 來台，透過實地參訪、公眾論壇以及閉門會議，與台灣的藝術組織進行經驗分享與對話。

在公眾論壇中，印尼 Cemeti - Institute for Art and Society、韓國 Alternative Space LOOP 以及視覺藝術聯盟這三個皆有25年以上資歷的組織，將從「建構、成長、創新」這三個階段來分享他們的發展經歷，探討藝術組織在每個階段延續的關鍵及挑戰，以及他們因應未來的發展策略。會中也特別邀請近年與亞洲藝術組織深入交流的 Ukrainian Gallerists Association 理事長 Marta Trotsiuk 擔任觀察員，回應她在論壇中的觀察與收穫。

閉門會議則採邀請制，邀請國內同樣豐富經歷的藝術組織參與對話，以開誠布公的方式進行深度交流。與會者將探討非營利藝術組織在公共政策、社會影響力和文化推廣中的角色，同時認識不同社會背景下對於藝術文化發展的影響，汲取各機構的寶貴經驗，為組織的未來發展提供借鏡。本計畫亦希望透過國內外藝術組織之間的實質交流，創造更多未來合作的機會與可能性，落實擴大國際藝文交流網絡、豐厚藝術多元發展的長期目標。

Synergy in Actions: the resilience of arts organizations and their strategic approaches

On the occasion of its 25th anniversary, the Association of the Visual Arts in Taiwan (AVAT) is hosting an international forum entitled “Synergy in Actions: The Resilience of Arts Organizations and Their Strategic Approaches.” This initiative will explore the evolving landscape of non-profit visual arts organizations worldwide, reassess its position within the context, and revitalize international collaborations to foster a thriving arts ecosystem in the post-pandemic era.

“Synergy in Actions” is a five-year initiative dedicated to fostering collaborations and knowledge exchange among arts NGOs. The first phase will focus on strengthening regional connections within Asia, followed by extending the network peer arts organization in Europe and North America. Through substantive exchanges, the project will explore the following agenda:

- ① Understanding developmental trajectories and operational experiences in diverse environments and cultural backgrounds;
- ② Exploring the public objectives and values of arts organizations;

③ Identifying commonalities and collaboration opportunities across different countries' experiences.

In the 1st edition of the forum in 2024, AVAT invites Tiara Afriani, the Operational Manager at Cemeti - Institute for Art and Society (Yogyakarta, Indonesia), Ji Yoon Yang, the CEO of Alternative Space LOOP (Seoul, Korea), together with Isa Ho, the chairperson of AVAT to share their experiences and engage in dialogue with Taiwan audience. “Synergy in Actions” will be a two-day event featuring a public forum and a closed-door meeting, Mandarin-English interpretation will be available on-site.

In the public forum, Cemeti, Alternative Space LOOP, and AVAT—three organizations with over 25 years of experience—will discuss their developmental journeys, focusing on the stages of construction, growth, and innovation. They will share key insights, challenges, and coping strategies for future development. Marta Trotsiuk, President of the Ukrainian Gallerists Association, will join as an observer, offering her perspective on the discussions and sharing valuable insights gained from her interactions with Asian arts organizations.

The closed-door meeting will convene experienced Taiwanese arts organizations for open and in-depth discussions. Participants will explore the roles of non-profit arts organizations in public policy, social impact, and cultural promotion. They will also explore how different social backgrounds influence the development of art and culture by learning from the valuable experiences of participating organizations for their future growth. Through substantive exchange, the project aims to foster collaboration opportunities and expand the international art network, ultimately enriching the diverse landscape of art.

關於視盟 About AVAT



「社團法人台灣視覺藝術協會」(視盟)是一個中介型非營利組織。自1999年成立至今，以服務藝術社群為主要宗旨。作為台灣歷史悠久的非營利視覺藝術組織之一，視盟積極探索與國際各地視覺藝術組織的交流機會。近年的交流計畫納入新的創意、工具、媒介與實踐方法，主動向外嘗試國際交流與合作互動的多元樣貌，逐步建構台灣在當代藝術語境中的獨特語彙，以持續拓展台灣在全球藝術生態的影響力。視盟期望藉由對各地藝術組織經營模式的研究，創造未來合作的契機，並將國際資源與國內社群共享。

The Association of the Visual Arts in Taiwan (AVAT), is an intermediary non-profit organization founded in 1999 with the main goal of supporting the art community. As one of the long-established non-profit visual arts organizations in Taiwan, AVAT has actively sought and facilitated opportunities to collaborate with visual arts organizations worldwide. The exchange programs in recent years have incorporated new creative approaches, tools, mediums, and practices to extensively explore the diverse and interactive reality of international exchange and collaboration. The ceaseless effort has allowed AVAT to develop unique vocabularies that represent Taiwan's contemporary art context and expand Taiwan's impact on the global art scene. AVAT hopes to create more collaboration opportunities and introduce international resources to Taiwan's art community by studying the operational models of arts organizations in different regions.

議程 Agenda

華山小客廳 Huashan 1914 Creative Park 2024.11.9 SAT. 09:30-16:00

09:00-09:30	與會者報到 Attendees Check-In
09:30-09:50	計畫簡介、貴賓、講者介紹 Welcome and Opening Remarks
09:50-10:50	協作基石：印尼篇 The Cornerstone of Collaboration: Cemeti – Institute for Art and Society, Indonesia Q&A 講者 Speaker 蒂亞拉·阿芙里亞妮 Tiara Afriani
10:50-11:00	茶敘 Break
11:00-12:00	協作基石：韓國篇 The Cornerstone of Collaboration: Alternative Space Loop, Korea Q&A 講者 Speaker 楊智允 Ji Yoon Yang
12:00-13:30	午餐 Lunch
13:30-14:00	協作基石：台灣篇 The Cornerstone of Collaboration: The Association of the Visual Arts, Taiwan Q&A 講者 Speaker 何孟娟 Isa Ho
14:00-14:20	觀察報告 Observer Report 講者 Speaker 瑪塔·特羅修克 Marta Trotsiuk
14:20-14:30	茶敘 Break
14:30-16:00	圓桌論壇 Roundtable Forum 主題1：焦慮與挑戰 主題2：合力共進 Theme 1: Anxiety and Challenges Theme 2: Collaboration and Collective Moves 主持人 Moderator 姚孟吟 Anne Yao 講者 Speaker 蒂亞拉·阿芙里亞妮 Tiara Afriani、楊智允 Ji Yoon Yang 瑪塔·特羅修克 Marta Trotsiuk、何孟娟 Isa Ho

AVAT 台灣視覺藝術協會
ASSOCIATION OF THE VISUAL ARTS IN TAIWAN



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講者 Speaker

蒂亞拉·阿芙里亞妮 Tiara Afriani

藝術經理人蒂亞拉·阿芙里亞妮為印尼日惹「切曼提－藝術社會中心」的營運經理。她的藝術生涯始於2013年至2017年間，在 LIR Space 任職畫廊職員，在那裡獲得了與印尼當代藝術有關的寶貴經驗和知識。2017年至2020年，她在卡裡烏昂渡假村 (Kaliurang) 舉辦的現地雙年展「900mdpl」中，擔任駐村藝術家的研究與製作助理，該歷史悠久的渡假村就座落於日惹最活躍的默拉皮火山下。2020年至2023年間，她在策展團體LIR擔任策展助理，並協助過多位藝術家的研究和製作計畫，包括：安谷·普萊米亞布都·強派特·庫斯維達納托、馬里揚托·艾娃·歐托夫·賽門·肯真斯·迪多·尤沃諾、藝術團體「默拉皮之南」、拉赫瑪·亞凡迪等。阿芙里亞妮擁有文化人類學學位，曾參與研究印尼偏鄉地區各種社會文化議題的研究團隊。過往工作及教育經驗，讓她得以發展出藝術製作、藝術家駐村及社會參與式藝術實踐等相關專業。

Tiara Afriani is an art manager working as the Operational Manager at Cemeti - Institute for Art and Society in Yogyakarta, Indonesia. She began her career in art as a Gallery Staff at LIR Space from 2013 to 2017, gaining invaluable experience and insights into the Indonesian contemporary art landscape. From 2017 to 2020, Tiara expanded her expertise by working as a Research and Production Assistant for artists-in-residence in "900mdpl", a sitespecific biennale in Kaliurang, a historical resort village under the most active volcano, Mt. Merapi and later in 2020 to 2023 as Curator Assistant for LIR curator collective. She has assisted in the research and productions for artists' projects such as Anggun Priambodo, Jompet Kuswidananto, Maryanto, Eva Olthof, Simon Kentgens, Dito Yuwono, Merapi Siring Kidul, and Rachmad Afandi, among others. With a bachelor's degree in Cultural Anthropology, she has also been involved in research teams addressing various socio-cultural issues in remote areas of Indonesia. Her work experiences and education have shaped her expertise in artistic production, artist residency, and socially engaged art practice.



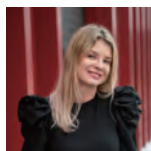
講者 Speaker

楊智允 Ji Yoon Yang

楊智允為「環形替代空間」和「韓國聲音藝術」總監。在參與荷蘭阿姆斯特丹 De Appel 當代藝術中心的策展計畫後，她擔任首爾「角落藝術空間」總監和「擬態美術館」的總策展人；2007年起，她與多媒體藝術策展人巴魯赫·哥特利伯共同擔任「SFX首爾國際聲音藝術節」總監。透過對視覺文化的議題觀察，楊智允從中拓展當代藝術的界線，並利用廣播、網路和社群媒體等公眾管道，進一步落實她對這些議題的想像。

Ji Yoon Yang is the director of 'Alternative Space Loop' and 'Sound Art Korea'. After participating in the curatorial program at the Amsterdam De Appel Art Center, she worked as the director of 'Corner Art Space' and the chief curator of 'Mimesis Art Museum'. Since 2007, she has been directing 'Sound Effect Seoul: Seoul International Sound Art Festival' with Baruch Gottlieb. She explores issues in visual culture that expand the scope of existing contemporary art. She has a steady interest in implementing these issues through public communication using radio, the Internet, and social media.

LOOP
ALT SPACE



講者 Speaker

瑪塔·特羅修克 Marta Trotsiuk

Gallery 101 創辦人、烏克蘭畫廊協會理事長，同時也是紀實性 Podcast「文化對抗侵略」的作者，和烏克蘭國內及國際藝術活動策展人。

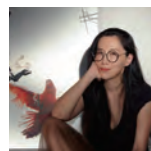
半年來旅行全球，探訪美術館、畫廊，並參與研討會、藝博會、論壇等活動，研究各地藝術現場。

特羅修克的關注重點為草根性的文化外交、烏克蘭藝術市場發展、促進烏克蘭國內當代藝術，並向世界介紹烏克蘭藝術。

Founder of Gallery 101, President of the Ukrainian Gallerists Association, author of the documentary podcast "Culture Against Aggression", curator of Ukrainian and international art events.

Traveling half of the year and researching the art scene around the world by visiting art museums, galleries, conferences, fairs, forums, and more.

Her primary activity is focused on grassroots cultural diplomacy, the development of the art market in Ukraine, the promotion of contemporary art in Ukraine, and Ukrainian art abroad.



講者 Speaker

何孟娟 Isa Ho

畢業於國立臺北藝術大學藝術創作碩士。專注於影像創作和當代攝影。通過這些方法，反映社會議題與關懷。曾獲2018年 Arte Laguna Prize 特別獎、2013年 ISE 文化基金會獎、2012年和2015年亞洲文化協會獎助金以及2011年高雄獎。2023年至2024年期間，她擔任視覺藝術聯盟理事長，並舉辦了首屆台灣視覺藝術圓桌會議，討論生態危機的緊迫議題。

Isa Ho received her Master of Fine Arts from Taipei National University of the Arts. She concentrates on digital and contemporary photography. Creates simulated reality through these methods that she works to address her social concerns and fulfill her personal responsibility to society. She was awarded 2018 Arte Laguna Prize special prize, 2013 ISE Cultural Foundation Award, 2012 and 2015 Asian Cultural Council grant, 2011 Kaohsiung Art Award. From 2023 to 2024, she served as the Chairperson of the Visual Arts Alliance, organizing Taiwan's first Visual Arts Roundtable to discuss urgent issues related to the ecological crisis.

主持人 Moderator

姚孟吟 Anne Yao

資深藝文工作者，從藝術村、閒置空間再造等國際案例研究連結國內藝文生態發展，協同竹圍工作室創辦人蕭麗虹建構國內外的藝術交流網絡，體認藝術可以跨越語言、文化，創造深刻對話的能量。現任福室繪工作室執行總監、視覺藝術聯盟常務理事。

With a background in social studies, Anne Yao has been a dedicated cultural practitioner since 1998. She has served as a policy researcher and program director at Taiwan's most influential art hub, the Bamboo Curtain Studio, and has actively contributed to various art movements, including the founding of AVAT in 1999 and the Intra Asia Network in 2005. Specializing in cross-cultural exchange programs and art intervention projects, she currently serves as the executive director of Fortune House Studio and is a board member of AVAT.



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F O R U M

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藝術組織的行動策略

SYNERGY in ACTIONS

The Resilience of
Arts Organizations and
Their Strategic Approaches

臺灣 TAIWAN
Association of the
Visual Arts in Taiwan

印尼 INDONESIA
Cemeti-Institute
for Art and Society

韓國 KOREA
Alternative Space
LOOP

烏克蘭 UKRAINE
Ukrainian Gallerists
Association