



Provincia autonoma di Trento

tsm TRENTINO SCHOOL OF MANAGEMENT

SCUOLA PER IL GOVERNO DEL TERRITORIO E DEL PAESAGGIO
step

UNIVERSITÀ DEGLI STUDI DI TORINO



DOLOMITI DOLOMITES DOLOMITES
CON IL PATROCINIO DELLA FONDAZIONE

WORLD NATURAL HERITAGE MANAGEMENT

Knowledge and management
of UNESCO World Natural Heritage Sites
(Dolomites and other mountain sites)

January 15th – December 12th 2014

Master
Second edition

Archivio fotografico Apt Val di Fassa, foto Robert Bernard

World Natural Heritage Management

2

Environment, territory, landscape and culture are among the most important issues of our times. How we will tackle these issues will influence everyone's future and the features of our societies' liveability. For these reasons, in the years when the search for new knowledge based development conditions and, in particular, its symbolic dimension, is so important, the ability to preserve and enhance natural heritage sites becomes an even more crucial issue. People's attention, in fact, is more and more directed to the environment's, territory's and landscape's liveability, in order to take part to the preservation of their life space and to meet an increased need for knowledge and interpretation of history, culture and the present days, necessary to create the future. Moreover, it is more and more evident how investments in environmental, territory and landscape policies represent an important development driving force, as well as innovation and social integration factors.

The recent inclusion of the Dolomites in the UNESCO World Heritage list represents an important opportunity to enhance the uniqueness and the distinctiveness of an exclusive natural heritage that distinguishes the territories that are today called to management responsibility. The inclusion of the Dolomites in the World Heritage List represents the recognition of their universal value on one side, and on the other it calls administrations, institutions and communities to be responsible for their preservation, management and development. In order to pursue this goal, we need a strategy as well as the development of appropriate competences. The recognition obtained by the Dolomites, as "exceptional and unique" heritage protected by UNESCO, represents an extraordinary opportunity to create new strategies and skills that are based on the enhancement of natural heritages.

The application of management studies and subjects to the management of territory, environment and landscape, has largely developed in the latest period. Advanced vocational training has to meet the need of creating effective territorial systems that traditionally had a mainly preservative and administrative role, by innovating institutions and organizations that deal with natural heritages, with different interests. The aim of the Master in World Natural Heritage Management is to give students the appropriate innovative theories, methods and tools for the management of institutions and projects that deal with the preservation and enhancement of natural heritages, environment and landscape.

*The second edition of the Master WNHM is dedicated to the memory of **Walter Santagata** who has been one of the course's first promoters.*

The Master's programme in World Natural Heritage Managements is for

- managers, officials, experts and professionals of public and private institutions and organizations
- graduates with a bachelor's or masters degree

interested in the management of heritage sites listed in the UNESCO World Natural Heritage List.

The places available are eighteen.

Goals Participants will follow learning courses aimed at:

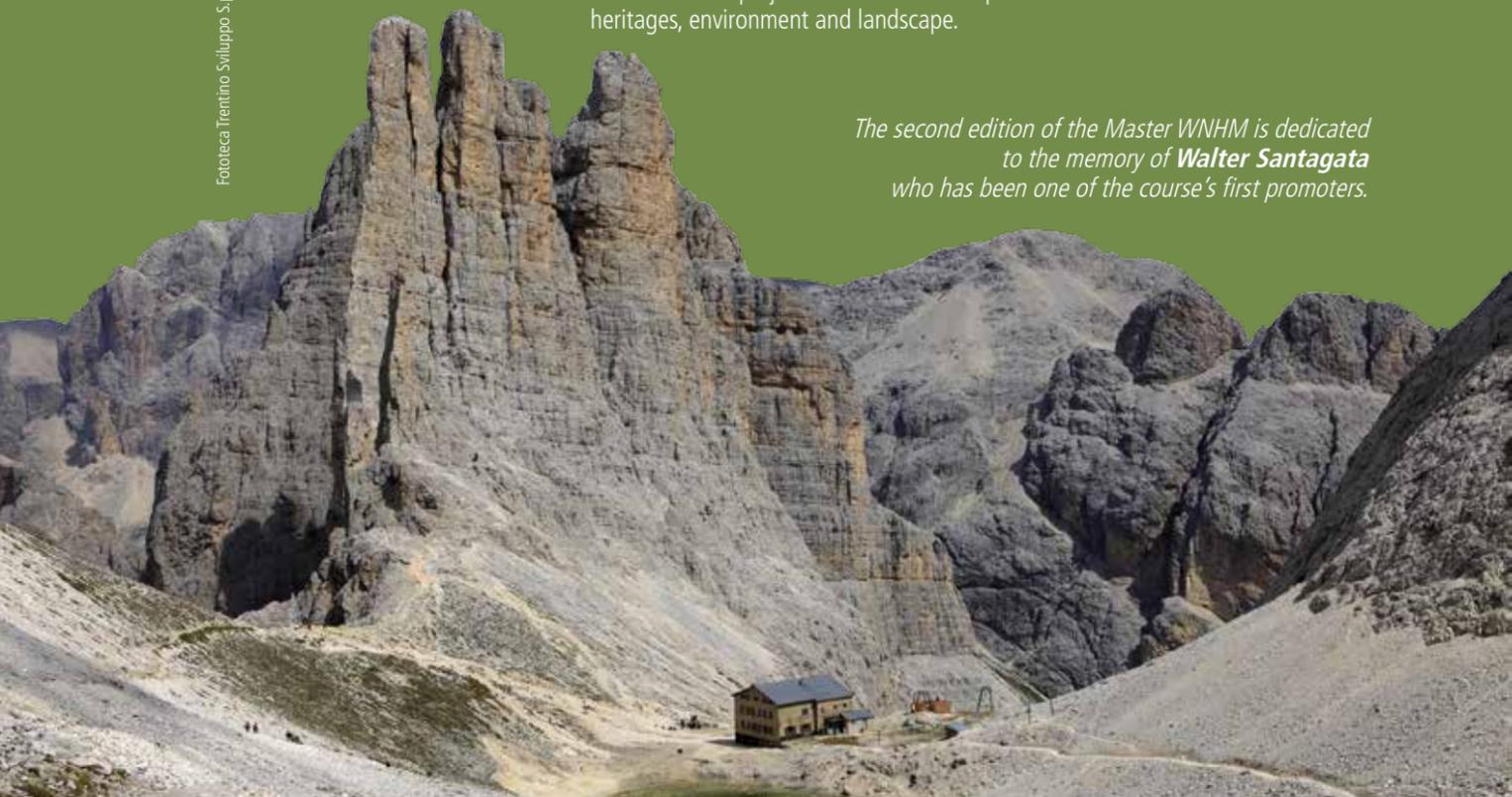
- the development of technical-specialized knowledge in the fields of nature, environment and landscape, strictly linked in the vision of preservation and future development oriented to liveability;
- the creation and management of networks, to integrate and promote choices as regards landscape and environment and the different modalities of offers within the use of a natural heritage;
- encouraging social planning, participation and facilitation of landscape government processes, responsible sustainability and enhancement of a natural heritage site as common heritage;
- the use of methods and techniques in order to create, design and deal with territories', landscapes' and environments' liveability;
- designing and developing education, communication and promotion initiatives regarding liveability, by enhancing and developing a natural heritage site as common heritage.

Development of vocational skills The Master will develop skills that can be used:

- within public and private institutions and public administration departments that deal with territory, environment and landscape;
- for the creation of networks and partnerships for the development of projects that aim at promoting and enhancing natural heritage sites;
- in institutions and associations that are involved with environment, territory and landscape and cultural research;
- in the communication, promotion and education to natural heritage sectors;
- in counselling companies that design and implement initiatives for the territory, environment, landscape and cultural development.

Learning model The attention to each and every participant and the importance given to the relation between teachers and students are achieved with the choice of a teaching method that is structured into various activities, such as:

- actions of individual counselling and guidance;
- training and application relations with University teachers and representatives of companies and national and international institutions;
- study trip and meetings with representatives of international institutions that deal with the management of UNESCO Natural Heritage Sites;
- applied research projects – RBL - Research Based Learning;
- traineeships in national and international institutions and organizations;
- visits and workshops in partner companies and institutions;
- evaluation of the process and of the results of the whole training course.



3

World Natural Heritage Management

Initial Opening seminar of the Master. Creation of the group, presentation of the education areas and definition of the training contract. Participants will explain the group the project they presented during their application, regarding the management of institutions and the projects dealing with the protection and enhancement of natural heritage sites, environment and landscape, which will be elaborated with the participation to the Master.

Tutorship and individual counselling All participants will be constantly accompanied via a tutorship and the possibility to attend some hours of individual counselling, in order to support the learning ability and the skills acquired during the Master, in particular during the traineeship phase, towards the creation and implementation of their project regarding the management of institutions and projects dealing with protection and enhancement of natural heritage sites, environment and landscape.

Exploring the world natural heritage Students will be taken to explore one or more natural heritage sites, discovering their multiple and controversial aspects connected to management and development. The trip also represents a meeting and discussion opportunity with the responsible people of the institutions committed in the management of UNESCO Natural Heritage Sites. A visit to the main Dolomites sites is also in programme, organized with the Dolomiti-Dolomiten-Dolomites-Dolomitis UNESCO Foundation.

Lectures During the course there will be a series of special classes, transversal to the themes carried out in the course, where some themes regarding the World Natural Heritage Management will be studied in depth.

RBL-Research Based Learning Learning based on the method RBL - Research Based Learning features the course, with a work of research-intervention on the field, born from real needs expressed by a client. This way, students apply what learned at the Master to a real situation, testing themselves on the field. In fact, by working as a group and having to face a specific task, students will learn to manage uncertain and conflictual situations, to negotiate development projects more effectively and to define project contents.

Distance learning activities The Master is particularly directed to people that carry out working activities. In this sense, it aims at facilitating the access for workers, who can carry out part of the training activities with distance learning (tutorship and online training) and concentrating the hours of attendance.

Internship and projectwork Managers, officials and professionals of public and private institutions and organizations will have the possibility to carry out the traineeship within their institution, with a specific project defined with the working group. Moreover, it will be possible, for two or more participants, to jointly carry out projects for the management and the enhancement of natural heritage sites. During the traineeship period and for the implementation of the (individual or group) project works, participants will be accompanied with a counselling service.

Evaluation The evaluation of the process and of the results of the whole training course is particularly focused in the intermediate and in the final phase, and it regards each content area, as well as the management of the learning process. A final work with the features of a project work, aimed at integrating theoretical learning with the practical experience, is also in programme.

Structure The Master will be carried out in the period between January 2014 and December 2014.

The Master in World Natural Heritage Management (WNHM) will include:

- 320 hours in the classroom and study trip;
- 360 hours traineeship and project work;

29 th November 6 th December 2013	Process of selection
15 th January 2014	Initial. Team building
16 th January – 13 th June 2014	Core modules, RBL, exploring the world natural heritage site
8 th September 28 th November 2014	Stage and project work
12 th December 2013	Project work presentations. Graduation Day

The **Master in World Natural Heritage Management** (WNHM) is structured in six areas. From these areas, in an interdisciplinary perspective, derive contents and methods that feature the training course. Each area is divided into modules.

initial			
exploring the world natural heritage lectures	1. Protection, promotion and enhancement of natural heritage sites	Tutorship and counselling	
	2. Natural and cultural resources as a strategic engine for local development		3. International institutions, regulations and government processes of natural heritage sites
	4. Capacity building and Project Management for the management and the enhancement of natural heritage sites		
	5. Government and management of environment, territory and landscape		6. Management of common, intangible and symbolic heritage sites
Focusing the Master's Project			
Internship and projectwork			

Fototeca Trentino Sviluppo S.p.A. - Foto Plo Geminiiani



Contents 1. PROTECTION, PROMOTION AND ENHANCEMENT OF NATURAL HERITAGE SITES

Methods and analysis for global and controversial problems

Ugo Morelli, University of Bergamo

Climate processes and natural site transformation

Luca Mercalli, Società Meteorologica Italiana

Geophysical analysis of natural sites

Piero Gianolla, University of Ferrara
Marco Avanzini, MUSE, Trento

Preservation, protection and impact analysis of natural sites

Davide Geneletti, University of Trento

Accessibility and relations with natural sites contexts. Environmental impact evaluation

Raffaele Mauro, University of Trento

The journey, the other and the elsewhere

Marco Aime, University of Genoa

2. NATURAL AND CULTURAL RESOURCES AS A STRATEGIC ENGINE FOR LOCAL DEVELOPMENT

Natural and cultural districts, property rights and sustainable economic development

Giovanna Segre, University IUAV, Venice

Natural and cultural capital and the theory of sustainable development

David Throsby, Macquarie University, Sydney

The relation State-Market: for an economical enhancement of the mountains

Giovanna Segre, University IUAV, Venice

Common and natural resources

Giangiacomo Bravo, University of Turin

Rural and natureal landscape

Mauro Agnoletti, University of Florence

Landscape, reuse and sustainable tourism development

Patrizia Lombardi, Politecnico di Torino

Tourism Economy

Alessia Mariotti, University of Bologna

Case studies: Management plan and valorisations projects for natural heritage sites

Experts from the International World Heritage sites

3. INSTITUTIONS, REGULATIONS AND GOVERNMENT PROCESSES OF NATURAL HERITAGE SITES

The UNESCO World Heritage Convention: procedures and related activities

Philippe Pypaert, UNESCO Venice Office, Environment Sector
Matteo Rosati, UNESCO Venice Office, Culture Sector

The world heritage capacity building strategy developed by ICCROM and IUCN

Joe King, ICCROM-International Centre for the Study of the Preservation and Restoration of Cultural Property

Capacity building and management effectiveness for natural UNESCO designated sites

Leticia Leitao, ICCROM-International Centre for the Study of the Preservation and Restoration of Cultural Property

Managing world heritage: experiences from Swiss sites

Carlo Ossola, Commissione UNESCO Svizzera

Present priorities in the management of natural sites

Andrew Seidl, University of Colorado and IUCN advisor

Heritage, communities and mountains

Safiullah Baig, Aga Khan Trust for Culture, Pakistan

4. CAPACITY BUILDING AND PROJECT MANAGEMENT FOR THE MANAGEMENT AND THE ENHANCEMENT OF NATURAL HERITAGE SITES

The relationship between public-private sectors and management of natural heritage sites

Massimo Marrelli, Università Federico II di Napoli

Economic theory of Organizations and Economic theory of Institutions

Enrico Bertacchini, University of Turin

Management planning for the UNESCO World Heritage sites

Alessio Re, SITI-Istituto Superiore sui Sistemi Territoriali per l'Innovazione

Evaluation activity for the recognition of World Heritage Natural Sites

Roberto Gambino, Politecnico di Turin

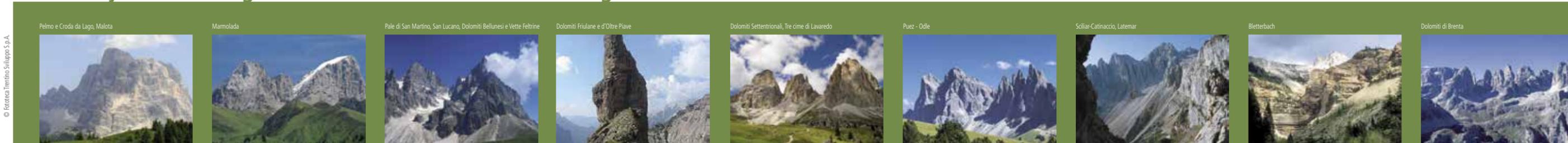
Economic evaluation of environmental, landscape and cultural sites

Giovanni Signorello, University of Catania

Evaluation methods for the european projects

Luca Moreschini, Nucleo Valutazione Regione Piemonte

The nine systems forming the Dolomites UNESCO World Heritage Site



5. GOVERNMENT AND MANAGEMENT OF ENVIRONMENT, TERRITORY AND LANDSCAPE

Integrated planning and territory organization

Bruno Zanon, University of Trento

Regulations and local institutions for the government of natural sites

Eugenio Caliceti, University of Trento

Information systems and evaluation of the impacts of natural heritage sites

Cesare Furlanello, FBK, Trento

Local development: the cultural district model

Giorgio Tavano Blessi, docente a contratto, Libera Università di Bolzano

Governance of alpine system

Annibale Salsa, Fondazione Dolomiti UNESCO

Economy and culture in the alpine region

Giuseppe Dematteis, Associazione Dislivelli

Landscape, nature, environment

Elisabetta Bianchessi, Politecnico of Milan

6. MANAGEMENT OF COMMON, INTANGIBLE AND SYMBOLIC HERITAGE SITES

Organizing and management

Ugo Morelli, University of Bergamo

The role of Mirroring and embodied simulation in social relations

Vittorio Gallese, University of Parma

Global and controversial problems management

Alberto Felice De Toni, University of Udine

Management and enhancement of vocational competences

Giuseppe Varchetta, University of Milano Bicocca

Landscape education

Domenico Luciani, Fondazione Benetton Studi Ricerche

Marketing of intangible goods

Matteo Caroli, LUISS, Rome

Destination management in the alpine region

Umberto Martini, Università degli Studi di Trento

Socialing: ethics, transparency and life quality in the relations between suppling and demand of intangible goods

Lorella Zanardo, Writer, communication processes' expert

Reserve: in agreement with the autonomous Province of Trento **tsm**-Trentino School of Management can modify the structure, the contents, the attendance conditions, the admissions' requisites, the organisation and the Master course schedule whenever necessary. tsm-Trentino School of Management will moreover evaluate whether starting the Master course depending on the overall participants' effective number.

Partnership The Master in **World Natural Heritage Management**, promoted by the Autonomous Province of Trento, is supported by the partnership between tsm-step Landscape and Environment School of Government and the University of Turin.

In 2008, the University of Turin founded the international Master *World Heritage at Work (WHW)*, that focuses on the government of cultural sites of the UNESCO World Heritage. The partnership between step-Landscape and Environment School of Government and the University of Turin was born from the enhancement of the experience of the World Heritage at Work Master on the government of cultural sites, that involves a few institutions that contribute with relevant experiences, as regards the management of UNESCO heritage sites: the UNESCO World Heritage Centre in Paris, the Politecnico of Turin, Silvia Santagata-EBLA Study Centre in Turin, the ICCROM-International Council on Monuments and Sites in Rome, SiTI (Higher Education Institute for Territorial Systems for Innovation) in Turin.

For the **Master in World Natural Heritage Management** other institutions that cooperate with tsm-step will also be involved: the Benetton Studies Research Foundation in Treviso, the MUSE-Museum of Sciences in Trento, SAT-Society of Tridentine Mountaineers, Dislivelli Association.

The Master is under the patronage of the Dolomiti-Dolomiten-Dolomites-Dolomitis UNESCO Foundation.

Organization and staff The **Scientific Committee** determines the educational programme of the Master. The Committee's members have the function of area **directors** and they organize the educational contents, the relations with the teacher that take care of their competence area and the relations with participants.

The members of the Scientific Committee are:

- Ugo Morelli, step-Landscape and Environment School of Government
- Paola Matonti, step-Landscape and Environment School of Government
- Giovanna Segre, IUAV of Venice
- Fabio Scalet, Autonomous Province of Trento
- Alessio Re, CSS-EBLA

The **President** of the Master's Scientific Committee is Ugo Morelli.

Coordination is carried out by Paola Matonti and Alessio Re, who have the function of Master's technical-executive body.

The **tutor** of the Master is Gabriella De Fino.

The **organization of the Master** is carried out by step-Landscape and Environment School of Government which supports the course through its internal structure, that includes administrative, education, communication, external relations and information technology services.

Archivio fotografico ApT Val di Fassa, Foto Nicola Angeli



World Natural Heritage Management

10

Venue The **Master in World Natural Heritage Management** will be held at the step-Landscape and Environment School of Government, in the historical city centre of Trento, via Diaz 15.

Some modules will be residential, in particularly relevant places from a natural, landscape, environment and point of view, as well as for the government of mountain and Dolomites resources.

Attendance conditions The **Master World Natural Heritage Management** is part-time, over a one year period.

During the classroom phase, participants are required to attend lessons according to the following timetable:

- Wednesday from 2pm to 6pm
- Thursday from 8.30am to 12.30am and from 1.30pm to 5.30pm
- Friday from 8.30am to 12.30am and from 1.30pm to 5.30pm.

Lessons will partially be taught in English.

The certificate of attendance will be issued to participants who will have attended at least 70% of the classroom lessons and 50% of the traineeship and that will pass the final exam.

Admissions In order to participate to the selection process, candidates must submit the online application by **November 25th 2013** on the website www.tsm.tn.it.

Selections Selections will be held on **29th November** and **6th December 2013**.

Participation to the Master will depend on:

- a motivational interview;
- an English interview
- an individual project. The application will have to be accompanied by a project (6.000 characters including spaces using the form that can be filled on the website www.tsm.tn.it.) regarding the management of institutions and projects dealing with the preservation and the enhancement of natural heritage sites, environment and landscape, that the applicants believe can be supported by the skills acquired through their participation to the Master.

The main points of the individual project that candidates have to cover, are:

- motivation to the participation to the Master;
- candidates' interest subject or content of feasibility;
- method and elaboration phases of the project;
- feasibility conditions in a real context;
- local, national and international interdependencies of the project proposed.

11

Fees The total fee is € 5.000,00, it includes:

- teaching materials;
- books;
- transport and accommodation costs for study trips.

The fee to be paid in two instalments:

- first instalment € 2.500,00 on acceptance of admission offer;
- second instalment € 2.500,00 (April 18th 2014).

Payments may be made by bank transfer in Euros, with the following information:

Cassa Centrale Banca - Credito Cooperativo del Nord Est - Sede di Trento

Via Segantini, 51 - 38122 Trento

Conto Corrente: 000000115177

IBAN IT76 U035 9901 8000 0000 0115 177

Riferimento: step Master WNHM 2013

Grants tsm-Trentino School of Management offers 5 grants with an amount of € 2.000,00 each, that will partially cover the participation fee. Grants will be assigned on the basis of income/properties criteria (ISEE certification) and merit criteria (selections results). For further information, please contact the Master's administration office.

More informations on: www.tsm.tn.it

Archivio fotografico Apt Val di Fassa, Foto Nicola Angelli



step

SCUOLA PER IL
GOVERNO DEL
TERRITORIO E DEL
PAESAGGIO



Provincia autonoma
di Trento

tsm TRENTINO
SCHOOL OF
MANAGEMENT



tsm-Trentino School of Management

Società Consortile a responsabilità limitata
per la formazione permanente del personale

Sede Amministrativa
Via Giusti, 40
38122 Trento – Italy

T. +39.0461. 020 020
F. +39.0461. 020 010
E. info@tsm.tn.it

step-Scuola per il governo del territorio e del paesaggio

Via Diaz, 15
38122 Trento – Italy

T. +39.0461. 020 060
F. +39.0461. 020 010
E. step@tsm.tn.it

WWW.TSM.TN.IT