

Postgraduate Certificate in Museums and Galleries Entrepreneurship Programme Specification

Awarding Institution:

University of London (Interim Exit Awards made by Goldsmiths' College)

Teaching Institution: Goldsmiths, University of London

Final Award: Postgraduate Certificate in Museums and Galleries Entrepreneurship

Programme Name: Postgraduate Certificate in Museums and Galleries Entrepreneurship

Total credit value for programme: 60

Name of Interim Exit Award(s): Not applicable

Duration of Programme: two 10-week modules (Autumn and Spring term)

UCAS Code(s): Not applicable

HECoS Code(s): (100811) Creative Management

QAA Benchmark Group: Not applicable

FHEQ Level of Award: Level 7

Programme accredited by: Not applicable

Date Programme Specification last updated/approved: May 2024

Home Department: Institute for Creative and Cultural Entrepreneurship

Department(s) which will also be involved in teaching part of the programme: Not applicable

Programme overview

The Postgraduate Certificate in Museums and Galleries Entrepreneurship consists of two separate 10-week modules Museums and Galleries as Creative Entrepreneurs and Museums and Galleries as Cultural Entrepreneurs.

Museums and Galleries as Creative Entrepreneurs.

Museums and Galleries as Creative Entrepreneurs focuses on 'value-added' aspects of the museum and shows how they are increasingly using the collection, exhibitions, displays, events and learning to both communicate and educate but also to raise money and demonstrate sustainability.

In the face of economic pressure to introduce charging, most museums have been forced to develop sophisticated new strategies and apply innovative entrepreneurial thinking that facilitates their mission to attract visitors from a wide range of different backgrounds, levels of education and cultural experience and enable them to take advantage of exciting programmes, attend related events, access museum facilities, restaurants and shops, purchase books, souvenirs and educational materials and become familiar with online resources designed to facilitate individual learning. Adopting these strategies has proved successful and many cultural organisations have been able to remain free but the pressure is on-going and they must continue to look after their buildings, devise ambitious new projects, compete with other forms of entertainment, including educational and leisure venues and establish themselves as important players on the international art scene. Working in an entrepreneurial way has come naturally to those in the creative industries and museums and galleries have enthusiastically embraced the challenges before them to increase audiences, embrace issues of diversity and offer a visitor experience that is both educational and enjoyable.

This ten-week module takes place on Thursday afternoons and will include visits to many outside venues. Individual sessions examine how museums use their collections for education, interpretation and event programming and have successfully developed a dedicated communications strategy to market, promote, fundraise and attract sponsorship.

Museums and Galleries as Cultural Entrepreneurs.

Museums and Galleries of art make an important contribution to income generation in the UK. To achieve this successful outcome it is necessary for them to understand the role that culture plays in our society. This course will focus on new and diverse ways of displaying collections and making them more accessible to a wide range of audiences. Museums should be welcoming, entertaining, friendly and inclusive with diverse opportunities that position culture at the heart of everything they do. This module will begin with an examination of the history of cultural ideas with reference to Raymond Williams, Clement Greenberg, Terry Eagleton, Stuart Hall, Bel Hooks, Brian Eno and Griselda Pollock. It will acknowledge the financial and cultural importance of arts organisations, examine questions of taste and fashion and explore the way in which commercial organisations are keen to partner up with large-scale cultural projects as a way of attracting a new, younger audience and establishing themselves as key players in a modern society. Visits to galleries and other

organisations that put cultural diversity at the heart of their programme is central to this course. The course has made visits to the Jewish Museum, the Mosaic Rooms, the Migration Museum, Tate, the National Gallery and the Whitechapel Gallery.

Both modules will be taught in the academic year and students can take them in any order. Those taking the Certificate can enroll for both modules at the same time. There will be two points of graduation within any year and so students who pass both modules will be presented to the next exam board. Those taking only one module will also have their marks confirmed after the next exam board and will be issued with a transcript.

Programme entry requirements

Applicants should have a basic set of skills and attributes required to fulfill the demands of the framework:

- mature academic knowledge and skills, normally at or above honours degree level, normally in related disciplines;
- professional experience in the creative industries, normally two years or more.

Applicants should confirm their ability to study at postgraduate level (Level 7) by presenting evidence of:

- appropriate achievement at first degree level, normally a 2.1 (Upper Second Class Honours) or equivalent; or
- equivalent intellectual maturity through experience demonstrated in portfolios or records of achievement and/or by tasks set at interview, confirmed by employer reference/s; or
- any combination of academic, vocational and experiential qualifications, to be considered using Recognition of Prior Learning (RPL) principles.

Applicants must have a recognised qualification in English language. Applicants whose first language is not English should present evidence of English language proficiency via the Cambridge/British Council English Language Testing Service (IELTS) with an average score of 6.5 and for each component 6.5 or above, or an equivalent level of attainment in an alternative test to IELTS.

Applicants should have sufficient motivation to benefit from the programme, based on a mature understanding of what it involves.

NOTE: Applicants will be directed to sign up for the Certificate but would also be accepted for the individual modules.

Programme learning outcomes

The programme aims to develop the skills of those who are thinking of embarking on a career in museums and galleries and those already engaged in professional museum roles. Each module is designed to encourage understanding about the roles of Intrapreneur and Entrepreneur and facilitate students with the necessary tools to work in museums and galleries.

Graduates of the certificate will have gained detailed insight into the ways in which major museums and galleries are managed, mission, aims, objectives and strategic policy. Some students will already work in museums and galleries and for them the programme will offer them valuable CPD experience, others may be employed in different areas of the cultural industries, and for these students, the programme may offer an entry path to a new career.

Entrepreneurial thinking in museums and galleries is unique and cannot be viewed in the same way as other start-up businesses or commercial ventures, rather as a progressive way of developing commercial strands within the public sector. To embed the specificity of the study area, students who enrol on the certificate will have the opportunity of visiting, with their tutor, a number of London museums and galleries with the aim of researching specific aspects of the programme. During these visits, students will meet and engage with potential employers in different departments. They will be expected to identify key elements of entrepreneurial activity within the museum, be aware of the department within which these activities sit, the people involved, the qualifications necessary to work in this area, the target audiences for whom activities or resources have been developed and the type of income raised. Students will then be required to feedback to the group using their observations and in more detailed presentations.

On successful completion of this programme of study students will be able to:

Knowledge and understanding

Code	Learning outcome	Taught by the following module(s)
A1	identify the key attributes of an entrepreneurial museum or gallery and provide detailed analysis of the relative contributions of departments involved in establishing, promoting and running a successful museum or gallery	Both modules
A2	assess the role of culture in the entrepreneurial and art museum or gallery	Both modules
A3	articulate the relationship between the museum or gallery and fundraising, marketing, media and digital web based communication	Both modules
A4	analyse and provide a model of the relationships between the different museum and gallery departments and the roles they take	Both modules

Cognitive and thinking skills

Code	Learning outcome	Taught by the following module(s)
B1	critically evaluate the main theories and concepts underpinning gallery and museum entrepreneurship	Both modules
B2	identify and provide a detailed analysis of the complexity of museum structures and the manner in which cultural organisations work	Both modules
B3	engage in detailed and in depth discussion of the manner in which museums and galleries attract sponsorship, develop a marketing strategy and communicate their brand	Both modules
B4	apply analytical, critical and conceptual skills to communicate, discuss and defend an argument in the areas of museum education, and entrepreneurship	Both modules

Subject specific skills and professional behaviours and attitudes

Code	Learning outcome	Taught by the following module(s)
C1	devise and implement different learning strategies for the ongoing acquisition of skills and knowledge in the museum and gallery sector	Both modules
C2	conceive, pursue and complete an independent research project in the museum and gallery	Both modules
C3	develop, contact and implement networking skills when interacting with museum and gallery professionals	Both modules

Transferable skills (Elements)

Code	Learning outcome	Taught by the following module(s)
D1	write and make oral presentations to a high academic level	Both modules
D2	summarise and present arguments and defend them in critical discussion	Both modules
D3	conceive, develop, pursue and complete an independent research project	Both modules
D4	apply self-management skills, including enhanced time- management and reflective iterative practice	Both modules

Grading criteria

Mark	Descriptor	Specific Marking Criteria
80-100%	Distinction (Outstanding/ Exceptional)	Represents the overall achievement of the appropriate learning outcomes to an exceptionally accomplished level. Marks in this category will be awarded for work which demonstrates a conceptual mastery of the material, is highly original and potentially shows new insights into both business and the application of creative process.
70-79%	Distinction	Represents the overall achievement of the appropriate learning outcomes to an excellent level. Marks in this category will be awarded to work which shows conceptual and stylistic distinction; which features a secure and discriminating acquaintance with the field of study; which engages with the subject in a notably intelligent way; and which is clearly and

		accurately presented. The work will be of excellent achievement in all or a consistent combination of the above areas
60-69%	Merit	Represents the overall achievement of the appropriate learning outcomes to a very good level. Some of the qualities of first-class work may be found in this category but the difference will be either of degree or realisation. The work will be characterised by soundness of argument or analysis, acquaintance with the field of study, coherence and relevance. The work should be of high merit in all these areas, or considerable merit in some areas and a good standard in others.
50-59%	Pass	Represents the overall achievement of the appropriate learning outcomes to a threshold level. Marks in this range will reflect solid competence and achievement, although the work might be partial rather than consistent in clarity, precision and effectiveness. (It might, for example, rely too heavily on secondary sources at the expense of personal critical activity; be insufficiently detailed; or tend towards description rather than analysis.) The work should be of good standard in the areas listed in the classification above or good in some areas and of a satisfactory standard in others.
30-49%	Fail	Represents an overall failure to achieve the appropriate learning outcomes. Marks in this range will reflect work that is significantly inconsistent or flawed in relation to all or some of the areas listed above. The work relies heavily on a very limited research and is descriptive rather than analytical in nature.
10-29%	Bad fail	Represents a significant overall failure to achieve the appropriate learning outcomes. The work will be significantly flawed, not respect appropriate reading or knowledge of the subject area and will have attempted to address one of the learning outcomes, but not all of them.
1-9%	Very bad fail	A submission that does not even attempt to address the specified learning outcomes (shall be deemed a non-valid attempt and must be re-sat).
0%	Non submission or plagiarised	A categorical mark representing either the failure to submit an assessment or a mark assigned for a plagiarised assessment

Mode of study

Programme structure

There are two separate modules which run over 10 weeks, which can be taken in any order. The first is in the Autumn term, the second in the Spring term.

There is a suggested session content and title for each week in the module specifications. In the last sessions of the module, students will share a short presentation and receive feedback before writing their essay/project for the module assessment.

Module Name	Module Code	Credits	Level	Module Type	Term
Museums and Galleries as Creative Entrepreneurs	IC71108A	30	7	Compulsory	1
Museums and Galleries as Cultural Entrepreneurs	IC71107A	30	7	Compulsory	2

Academic support

Support for learning and wellbeing is provided in a number of ways by departments and College support services who work collaboratively to ensure students get the right help to reach their best potential both academically and personally.

All students are allocated a Personal Tutor who has overall responsibility for their individual progress and welfare. Personal Tutors meet with their student at least three a year either face-to-face, as part of a group and/or online. The first meeting normally takes place within the first few weeks of the autumn term. Personal Tutors are also available to students throughout the year of study. These meetings aim to discuss progress on modules, discussion of the academic discipline and reports from previous years if available (for continuing students). This provides an opportunity for progress, attendance and assessment marks to be reviewed and an informed discussion to take place about how to strengthen individual learning and success.

All students are also allocated a Senior Tutor to enable them to speak to an experienced academic member of staff about any issues which are negatively impacting their academic study, and which are beyond the normal scope of issues handled by Programme Convenors and Personal Tutors.

Students are provided with information about learning resources, the [Library](#) and information available on [Learn.gold \(VLE\)](#) so that they have access to department/programme handbooks, programme information and support related information and guidance.

Taught sessions and lectures provide overviews of themes, which students are encouraged to complement with intensive reading for presentation and discussion with peers at seminars. Assessments build on lectures and seminars, so students are expected to attend all taught sessions to build knowledge and their own understanding of their chosen discipline.

All assessed work is accompanied by some form of feedback to ensure that students' work is on the right track. It may come in a variety of forms ranging from written comments on a marked essay to oral and written feedback on developing projects and practice as they attend workshops.

Students may be referred to specialist student services by department staff or they may access support services independently. Information about support services is provided on the [Goldsmiths website](#) and for new students through new starter information and induction/Welcome Week. Any support recommendations that are made are agreed with the student and communicated to the programme so that adjustments to learning and teaching are able to be implemented at a programme level and students can be reassured that arrangements are in place. Opportunities are provided for students to review their support arrangements should their circumstances change. The [Disability](#) and [Wellbeing](#) Services maintain caseloads of students and provide on-going support.

The [Careers Service](#) provides central support for skills enhancement, running [The Gold Award](#) scheme and other co-curricular activities that are accredited via the Higher Education Achievement Report ([HEAR](#)).

The [Centre for Academic Language and Literacies](#) works with academic departments offering bespoke academic literacy sessions. It also provides a programme of academic skills workshops and one-to-one provision for students throughout the year.

Placement opportunities

This Certificate does not have a placement as part of the programme, however having taken it, it will put students in a better position to obtain one, in a very competitive environment.

Employability and potential career opportunities

The programme, situated within ICCE has direct access to a great many potential employers, some listed above and through our Partners in Learning over one hundred more. The programme covers many different areas and roles within Museums and Galleries as most employment will be specific to a department such as marketing and communication, programming or fundraising (Development) so that students can understand how each performs individually but also the interconnection between each discipline.

The Certificate is a good qualification to obtain either employment in relation to career change, crossing sectors and using existing experience. For those already within the sector but with no formal qualification in this area it can be seen as ideal for CPD. For students undertaking study in the area for the first time it can provide a first level qualification to lead to further study of professional entry in 'first level' employment.

Programme-specific requirements

The second module may be taken up to two years from completion of the first to qualify for the award.

Tuition fee costs

Information on tuition fee costs is available at: <https://www.gold.ac.uk/students/fee-support/>

Specific programme costs

Not applicable.