



## GEM Conference 2014: Enterprising Educators

Tuesday 2 September – Thursday 4 September 2014

Selwyn College, University of Cambridge

### CONFERENCE OUTLINE PROGRAMME

- How do you raise more income from educational activities?
- What are the best ways of raising money?
- Do you know how ethical this is?

In today's climate of austerity and cuts, more and more funders and senior managers expect heritage education programmes to help pay for themselves. Therefore, heritage educators need to be more creative and innovative in generating income to support their learning projects and programmes.

GEM's 2014 conference will help heritage management and education professionals explore and adopt entrepreneurial attitudes to better support ambitious and resilient heritage education programmes and projects.

The *Enterprising Educators* conference will help you identify and explore the attitudes and skills of entrepreneurship and enterprise, and you will learn how to apply them to:

- heritage learning;
- the emerging concept of “social enterprises”; and
- the place of enterprise in museums, galleries and heritage organisations today.

We will also debate some of the ethical concerns that arise when considering the generation of income from educational activities. Of course, the conference will also provide lots of practical advice on generating revenue from experienced practitioners from across the heritage sector.

GEM's 2014 conference will be practical and relevant, offering engaging and inspiring experiences and opportunities for professionals from career-entry to management level.

*While GEM hopes to run the conference according to this programme, changes at short notice are possible.*

## Tuesday 2 September 2014

- 10.00 Conference registration & networking exhibition open
- 11.00 Welcome & Opening Address, **Dr Nick Winterbotham**, GEM chair
- 11.15 Keynote Address: *Transforming educators into entrepreneurs*  
**Medeia Cohan**, creative director, School for Creative Startups  
How does an educator become an entrepreneur without having to learn all the technical gibberish, pesky acronyms and theoretical rhetoric? Medeia believes that museums and other cultural organisations need to learn to be economically sustainable, and she has some ideas and top tips on how to become an entrepreneur.  
**Keynote Speaker** (to be confirmed)
- 12.35 Lunch & networking exhibition open
- 13.30 Breakout Sessions:
- a) *Over my dead body*  
Laura Pye and Rebecca Williams, Heritage & Culture Warwickshire  
Explore individual comfort zones for income generation. How can museums deal with staff concerns to ensure that everyone is comfortable and committed to income generating activities? Learn to identify your own “moral standards” and understand that others may be different. Explore the “tipping point” by putting figures against activities – if it makes you a million, are you keen? Should money make a difference?
- b) *Working with social enterprise: creating opportunities for all*  
David Judd, Victoria and Albert Museum  
Working with social enterprises to promote opportunities for disadvantaged young people. How museums can be enterprising by working with partners and securing funding, as well as offering opportunities for young people to set up businesses. Social enterprises that provide a service, get an income and increased profile by association with the museum
- 15.15 Member presentations
- a) *How late night opening can boost more than curiosity and imagination*  
Elly Wright, University of Cambridge Museums  
How working together bring new audiences to museums and local businesses. How to develop sustainable ways of delivering large events.
- b) *Does working with big brands equal big bucks?*  
Amanda Chinneck, National Media Museum / Science Museum Group  
How museums can work with big corporate brands to deliver heritage education to large audiences, and the impact this has on income generation.
- c) *Unlocked: collections + creativity*  
Rachel MacFarlane, Colchester and Ipswich Museum  
Models of social entrepreneurship and partnership working that leads to new audiences and increased income at events.
- 16.15 Roundtable discussion of GEM’s new CPD framework  
A chance to learn more about how GEM’s continuing professional development is changing, and an opportunity to influence its development.
- 18.00 Evening meal
- 19.00 Reception at Fitzwilliam Museum

## Wednesday 3 September 2014

08.30 Conference registration & refreshments for day delegates, networking exhibition open

09.00 Welcome & introduction to the day

09.15 Keynote Address: *Sensible conversations with funders*

**Phyllida Shaw**, freelance facilitator, writer and researcher

With her vast and thorough knowledge of the policies and practice of grant-making trusts, Phyllida Shaw is in the ideal position to talk about how best to approach trusts for funding. She will explain how trusts have changed considerably in recent years, and will suggest that it is important to be oneself in order to have a sensible conversation with a potential funder.

**Keynote Speaker** (to be confirmed)

11.15 Breakout Sessions:

a) *Can we make money from the national curriculum?*

Sue Davies, Leeds Museums & Galleries

A reflection on the results of a teacher consultation undertaken in 2013 that provides a snapshot of primary and secondary school teachers' opinions on museum services, and what they are prepared to pay for. How much will it cost to run an outreach service within a 20 minute radius of your museum? Learn what your museum's next steps are when it comes to the new national curriculum and museum outreach.

b) *Is it really worth it?*

John Stevenson, director, GEM

An exploration of how to work out the effectiveness of our income generating activities. How much net income are we really generating – if any? What do we mean by words such as “cost”, “price”, “value” and “worth.” How do you assess the impact which time spent by education staff on income generation has on the delivery of the education programmes? What strategies should we use to make income generation effective?

13.45 Workshops

a) *Running a workshop on a tight budget*

Rosalyn Wade, University Museum of Zoology

Taking place at the Fitzwilliam Museum. Learn how to put together a workshop on a tight budget. Learn how to repurpose an informal workshop for a formal learning session. Hear about how the Young Zoologists Club remained sustainable whilst their museum was closed for refurbishment.

b) *Talking shop: mystery shopping for youth groups*

Anna Green, Norwich Castle Museum & Art Gallery

Location to be confirmed. Find out the value of a user-friendly mystery shopper pack for young people, created and tested by young people. Customise and deploy a generic template and find out how to present the information to senior management and ensure real change.

c) *Should inclusive cultural models always need to be free?*

Joanna Holland and Edye Hoffman, dementiaCOMPASS

Taking place at the Fitzwilliam Museum. This hands-on workshop shares practical skills, enabling you to tailor talks and workshops to the needs of people with dementia, and better understanding how museum spaces can engage those affected by it. The debate over charging will consider if paying for activities can sometimes be empowering.

17.00 Roundtable discussion of GEM's proposals to “professionalise” the membership

A chance to learn more about how GEM's membership structure might change in order to make it more aligned with GEM's new CPD framework. The aim is to recognise the achievements and skills of museum educators through a process of peer-review. Your input and guidance in developing this new structure will be invaluable.

## Thursday 4 September 2014

08.30 Conference registration & refreshments for day delegates, networking exhibition open

09.00 Welcome & introduction to the day, **Peter Carne**, GEM trustee

09.15 Keynote Address: *Are you trying to build an igloo in Africa?*

**Peter Latchford**, chief executive, Black Radley

Good enterprise is about being ready to try things and to stop doing things that don't work, rather than taking unnecessary risks. Income generation is about understanding what people want and giving them more of it, rather than grabbing their money. Good museums encourage innovation and change, and know that experimentation is essential. Robust success measures are required to know what to do more and less of.

10.00 Keynote Address: *Unlocking the entrepreneur within*

**Shailendra Vyakarnam**, director, Centre for Entrepreneurial Learning, University of Cambridge Judge Business School

Having led and developed practitioner-led education for entrepreneurship at the Cambridge Judge Business School for over ten years, Dr Vyakarnam, will explain how we best learn enterprising skills and how communities of highly diverse individuals can work together to build enterprising capacity in museums.

11.15 Breakout Sessions:

a) *Practical fundraising skills for heritage educators*

Miranda Stearn, Heritage Lottery Fund

Should heritage educators become experts on income generation? If so, what skills do educators already possess that can support this and what skills do they need to develop? This breakout will offer practical fund-sourcing activities and guidance for those seeking to bid for funding either through bodies such as HLF, local commissioning or philanthropy. Learn how to be proactive and secure the funding you want.

b) *Arts Award: a self-financing programme*

Lucy Sercombe, the Fitzwilliam Museum

Participation in the Arts Award gives museums the opportunity to work with new audiences whilst continuing to raise funds. What potential does Arts Award have in your museum and how can you make it work? Learn how Discover Arts Award became self-financing and how it is sold as a package through case studies and discussion.

13.30 Workshops

a) *New models of income generation and partnership*

John McMahon, Crafts Council and Michael Judge, A New Direction (AND)

Using AND's Connected London programme as an example, explore emergent models for innovation in cultural education partnerships, delivery and funding. Participants will leave with a greater awareness of these models, especially when concerning fundraising sustainability.

b) *Events planner or heritage professional? – I wanted to work in museums, not run a bar!*

Laura Pye and Rebecca Williams, Heritage & Culture Warwickshire

A practical session using real examples, demonstrating what is necessary to consider when running an income generating event. Exploring if an event is practical and what planning is needed for events in advances such as licences, risk assessment and marketing.

c) *Entrepreneurship vs ethics... or is it?*

Nick Winterbotham, GEM chair

A detailed look at the issues that arise from being entrepreneurial, testing ethics as a team and discovering where we become compromised. This workshop will involve group work, team engagement and reflection with the opportunity to create personal targets.

15.45 Closing remarks