



ASHMOLEAN

MUSEUM OF ART AND ARCHAEOLOGY UNIVERSITY OF OXFORD

STRATEGIC PLAN 2014-19



VISION

Where do we want to be?

To be in every way the World's greatest university museum of art and archaeology

- Constantly questioning what we do and challenging ourselves to do better
- Intellectually ambitious and coherent
- Ensuring the encounter of our audiences with our collections (both in the museum and online) is as inspiring, meaningful and rewarding as possible
- A powerhouse of teaching and research

What do we do?

Through art and archaeology we tell human stories across cultures and across time

- What links our collections is the activity of people. The story of humanity is at the heart of what we do. Making connections of what we have in common as humans (beliefs and belonging, creativity, delight and communication) and how that is shared across space and time.

How do we do it?

We believe in...

Always aiming high

Relishing the challenging conversations

Having ideas, then making them better

Drilling down, perfecting them, making them happen

Being generous with our expertise and open to ideas

Proud to be a thinking, teaching, listening museum

Always staying focused

Efficient, smart and confident to say 'no'

Why do we do it?

Because we believe in the power of our collections to

- Open Minds and provoke thoughts on big questions
- Enrich lives, inspire, enthuse and delight



ACCESS AND AUDIENCES

A. Key Aim

To provide optimum access to, engagement with and understanding of the Museum's collections, exhibitions and programmes by as wide an audience as possible.

University Strategic Plan: Priority 1 paragraphs 7, 9, 10 and 12; Core Strategies Commitments 8, 9

Objective A1

To build audiences in size and diversity

Outcomes

- A1.1 To increase number of visits to the Museum to 1 million by 2019
- A1.2 To measure, set targets for, and increase the diversity of users, to more fully reflect the demographic of Oxfordshire
- A1.3 To attract more new visitors (meeting the targets of the Audience Development Plan)

Objective A2

To ensure Ashmolean's collections are accessible to all

Outcomes

- A2.1 Physical and intellectual access improved through gallery developments (including continuing to develop plans for Phase III) and enhanced interpretation
- A2.2 Public Programmes (exhibitions and public events) make collections more accessible (See A1 and A3 targets)
- A2.3 To provide better physical access to the collection and archive through maintaining or improving access to study rooms and the creation of a new joint Collection Research Centre
- A2.4 To increase the proportion of the collection available online in a single searchable catalogue - 25% by 2019 (See Objective 4)
- A2.5 Ensure 95% of the galleries are open to the public during opening hours

Objective A3

The Museum provides a major public resource for learning and enjoyment

Outcomes

- A3.1 Increase number of visits for all children under the age of 18 taking part in learning programmes from 43,000 (in 2014) to 51,000 (in 2019)
- A3.2 Increase number of children visiting as part of a family group from 6000 (2014) to 9000 (2019)
- A3.3 Increase number of adults and young people taking part in public programmes from 46,000 (2014) to 50,000 (2019)
- A3.4 Ensure 90% of people rate public programme events excellent or good

Objective A4

To use the latest digital technologies to enhance access and engagement as well as to communicate and further the Ashmolean's position as the world's leading university museum as part of the Oxford University Museums Group

Outcomes

- A4.1 To redevelop the Museum website and its content (by end 2015) to improve access to the collection, provide richer content on the collection and programmes and to drive visitors to the Museum
- A4.2 To increase number and % of Ashmolean collections online (25% online by 2019)
- A4.3 To develop and implement a new ticketing system and linked customer database 2015 and 2016
- A4.4 Increase traffic to our website by 5% year on year; Social media engagement rate +1% year on year; Social media audience size +10k year on year
- A4.6 To install Wi-Fi onsite (2015) and develop plan for content for mobile, tablets, apps and touchscreens
- A4.7 Develop IT infrastructure which underpins the Ashmolean's business and digital presence.
- A4.9 Increase online revenue generation. Online shop sales increase 8% year on year

Objective A5

The Museum will always treat visitors and users with courtesy and care

Outcomes

- A5.1 To meet or exceed 95% of visitors who would recommend a visit.
- A5.2 Implement a new system (2015) for logging and responding to enquiries and complaints



HIGHER EDUCATION

B. Key Aim

To be recognised and respected as a world class centre for research and teaching

University Strategic Plan: Priority 1 paragraphs 8, 9, 10, 12; Priority 2 paragraphs 13, 16; Core Strategies Commitments 1, 2, 3, 5, 6

Objective B1

To encourage and enable the Museum and University's academic staff to use the Ashmolean's collection to deliver world class research

Outcomes

- B1.1 To increase the amount of high quality research conducted by Museum staff so that 50% of eligible staff are returned in the next REF
- B2.2 To increase the amount of research project income administered through the Ashmolean.
- B2.3 To provide better physical access to the collection and archive through the creation of a new joint Collection Study Centre
- B2.4 To provide better virtual access to the collections for researchers with 25% of the collection accessible online by 2019/19

Objective B2

To encourage and enable both the Museum and University's academic staff to use the collection to deliver world class teaching

Outcomes

- B2.1 To maintain the current level of teaching from the collection during the transition of the University Engagement Programme to core staff assuming current staffing levels
- B2.2 To increase teaching from the collections by Faculties

Objective B3

To work effectively with other institutions and organisations in Oxford, nationally and internationally where such partnerships can lead to outstanding research and teaching

Outcomes

- B3.1 Create a central record of partnerships for exhibitions, research and teaching
- B3.2 Encourage the creation and formalization of additional partnerships
- B3.3 Seek to ensure that partnerships properly match the geographical range of the collections and develop new partnerships as appropriate, in consultation with the International Strategy Office.

Objective B4

To use the Ashmolean's exhibitions, displays, website and public programmes to draw attention to world class research conducted within the University of Oxford and elsewhere

Outcomes

- B4.1 To develop projects with all University divisions
- B4.2 To consider and develop connections between the exhibition programme and University research

SUSTAINABILITY

Objective C. Key Aim

To operate with financial and organisational efficiency with a sustainable funding model

University Strategic Plan: Core Strategies Commitments 10, 11, 12;
Enabling Strategies 1, 3, 5

Objective C1

The Museum has the highest standards of stewardship to preserve and develop its exceptional collections for present and future generations

Outcomes

- C1.1 To define and introduce Benchmarking assessment across the museum for collections care, referencing UK and international standards
- C1.2 Advance the creation of a joint Collections Research Centre

Objective C2

The Ashmolean achieves a sustainable funding model

Outcomes

- C2.1 Additional Endowment income increased to £1m by 2018/19
- C2.2 Friends income increased to £220k by 2018/19; Friends and regular giving income increased to £717k by 2018/19
- C2.3 Trading net income increased to £1,541,950 by 2018/19
- C2.4 Increase the contribution of research funding to £109k by 2019/20
- C2.5 Work with the University, ASUC and Academic Divisions to secure greater, University, Divisional and Departmental recognition of the University Museums' contribution to teaching, research, public engagement and stewardship
- C2.6 Work with the University, ASUC and the Oxford University Museums and the University Museum's Group to ensure that the Ashmolean's core grant from HEFCE is sustained
- C2.7 Work with the University, ASUC and partner Museums to ensure that ACE funding of the Oxford University Museum Group is sustained

Objective C3

The Ashmolean works with ASUC to develop areas of joint working with the University and University Collections to increase efficiency and improve organisational resilience.

Outcomes

- C3.1 Explore and where appropriate implement the recommendations of ASUC reviews of joint services

Objective C4

The Ashmolean has a competent, confident and highly motivated workforce who have the tools, resources and support available to enable them to perform their role to an exceptional level

Outcomes

- C4.1 Develop management skills within the Museum to ensure effective management and appropriate attitudes and behaviours
- C4.2 Recruit and retain people who meet the needs of the Museum
- C4.3 Improved workforce communication and engagement
- C4.4 Promote a conflict-free work environment
- C4.5 Establish and promote high standards of health safety and welfare

Objective C5

The Ashmolean minimises its negative impact on the environment

Outcomes

- C5.1 The Museum reduces our carbon footprint in line with the University's commitment as a signatory of the Low Carbon Oxford charter.



NATIONAL & INTERNATIONAL IMPACT

Objective D. Key Aim

The Ashmolean is an International organisation which helps promote the University and Oxford

University Strategic Plan: Priority 1 paragraphs 7, 8, 10, 12; Priority 2 paragraph 16; Core Strategies Commitments 7, 8, 9

Objective D1

The Ashmolean builds key strategic partnerships with overseas organisations to establish and deliver benefits in terms of audience, teaching and research, professional development and revenue

Outcomes

- D1.1 For teaching and research partnerships see B3
- D1.2 Number of visits to Ashmolean touring exhibitions (international)
No of loans to international venues
- D1.3 Increase engagement with priority international audiences. In 2015 – develop communications plan for Chinese visitors and increase attendance of Chinese visitors

Objective D2

The Ashmolean has a national role as a leading University Museum and world-class collection

Outcomes

- D2.1 The Ashmolean plays a leading role within the OUMP and UMG as an advocate for the University Museum sector
- D2.2 Number of visits to Ashmolean touring exhibitions (UK)
Number of loans to UK venues
- D2.3 The Ashmolean helps support the University of Oxford's international development aims
- D2.4 Maintain and develop formal and informal sustainable collaborations with regional museums, universities and other organisations and explore opportunities for collaborative working (see B3)

The Ashmolean contributes effectively to the cultural, social, and economic life of the city of Oxford and the surrounding areas.

Outcomes

- D3.1 Visitors from Oxford and the region increase by 2.5% by 2019
- D3.2 Programmes and events attract 35,000 visitors from Oxford and the region
- D3.3 Ashmolean attracts tourist visits to Oxford (tourist visits to Ashmolean from 408,000 – 475,000)



ASHMOLEAN

MUSEUM OF ART AND ARCHAEOLOGY UNIVERSITY OF OXFORD