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 out 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
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
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.
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)