



# Forward Plan: 2012-2014

## 1.0 Introduction

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This document has been prepared by the RD Milns Antiquities Museum at the University of Queensland to detail its strategic direction and activities over the next three years (2012-2014). During this period, the Museum seeks to extend community knowledge of the ancient world by collecting, preserving, exhibiting and interpreting ancient artefacts, and by fostering innovative teaching, learning and research. It will strive to provide up-to-date, relevant and engaging programs to all members of the community. It is also committed to maintaining its artefact collection at a high standard. In doing so, the Museum will provide an inspirational and accessible gallery space in which visitors can gain an important understanding of ancient world cultures and their modern legacies.

## 2.0 Audience

The Antiquities Museum welcomes a wide range of visitors to its collection each year. Most prominent among these audiences are:

- Primary and Secondary School visitors, who attend guided tours of the Museum's collection and hands-on workshops featuring objects from the collection. These groups are mainly senior secondary school classes (grade 11 and 12), but there has been a noticeable increase in grade seven visitors in recent years. Growth in this area is steady.
- Academic visitors, who use the Museum on a regular basis. University students and volunteers interact with the collection on a daily basis in the following ways:
  - o Artefacts from the collection are included in a large number of Classics and Ancient History courses (in both lectures and tutorials). Many tutorial groups also visit the Museum formally as a group, while individual students completing research assignments generally visit the Museum on multiple occasions.
  - o Researchers, both internal and external, also make use of the collection. Some have played a key role in the research and publication of artefacts within the collection. Research is one area which the new Museum staff is keen to expand upon, though it is recognised that external funding will be needed in order to undertake some of the more substantial projects that have been mapped out. In the short term, there are artefacts that will be researched for publication.
- The general public, which is the most diverse of the Museum's audiences, but also its least developed. The new gallery and location on Michie Level 2, into which we moved in March 2012, has already raised the public profile of the Museum. We are also hosting a number of special events that are designed to promote engagement with the community more effectively. The success of raising the public profile of the Museum will again depend on staffing and funding.

### **3.0 UQ Strategy and Policy**

The Key Operational Priorities (Strategic Plan) for the University of Queensland 2012-2016 are supported by the Strategic (Forward) Plan of the R.D. Milns Antiquities Museum. The Museum's Forward Plan will help the University deliver the UQ Advantage. The Occupational Priorities supported include:

- Enhancing broad educational opportunities, ensuring flexibility in pathways, and helping to meet postgraduate growth targets (Learning Strategy 1.1)
- Supporting a suite of opportunities and experiences that foster key skills and also help to prepare students for leadership roles (Learning Strategy 1.2)
- Seeking to attract, support and retain high-achieving students, and prioritising the need to improve the participation and success of students from low socio-economic status and indigenous backgrounds ( Learning Strategies 1.4)
- Ensuring research is consistent with international best practice in research integrity (Discovery Strategy 1.6)
- Supporting the development of state-of-the-art teaching spaces and student learning facilities (UQ Learning Plan)
- Developing technology to support high-quality blended learning (UQ Learning Plan);
- Helping to develop opportunities for professional development for early career researchers (UQ Discovery Plan)
- Helping to develop research centres whose members have skills in areas of research strength (UQ Discovery Plan)
- Helping to develop UQ's reputation as leaders among local, national and international communities and becoming a key contributor in helping UQ to achieve effective solutions to contemporary issues and challenges (UQ Discovery Plan)
- Helping to develop an enhanced role for UQ as a provider of cultural resources to the Queensland community (Engagement Strategy 1.3)
- Continuing to support engagement activities with alumni and other key constituencies (Engagement Strategy 1.2)
- Implementing a marketing and communication plan to position the University as a destination of substantial philanthropic investment (UQ Engagement Plan)
- Through intentional engagement with alumni and other key constituencies, develop opportunities for student internships and graduate career placement.

#### **4.0 Statement of Goals (Key Performance Areas)**

Based on the Museum's current position and apparent opportunities for development, the following list of strategic goals has been developed, in order of priority:

1. To update Museum policies which will be relevant for the period 2012 – 2014
2. To develop and implement a Conservation Management Plan for the Museum's new gallery and to re-house objects in order to achieve a national standards level
3. To develop and implement a plan for the Museum's exhibitions and displays
4. To implement a new Museum website and research and public database
5. To establish a UQ Museum Governance Committee, headed by the Museum Director, responsible for fund raising, government and industry liaison and high level advocacy
6. To review and redevelop all public programs (school, academic and visitor)
7. To develop and implement a comprehensive research and publication strategy

#### **5.0 Strategies and Performance Indicators**

##### ***5.1 To Update Museum Policies to Cover the Period 2012 – 2014.***

The Museum staff will develop a set of governing policies based on the Australian National Standards for Museums, including:

- i. The review of the current Mission and Vision Statements, and the Collections Policy
- ii. The Completion of a Conservation policy
- iii. The development of associated procedures and operating plans
- iv. The integration of Forward (Strategic) Plan into these documents

Responsible Staff: Museum Director; Manager; Assistant Manager.

Other Staff: Consultation on the final document will be required with stake-holder groups including the Head of the Discipline of Classics and Ancient History, The Head of the School of History, Philosophy, Religion and Classics, The Executive Dean of the Faculty of Arts.

Performance Indicators:

- Established and operational policy documents in accordance with National Standards.
- Policy documents signed off by Museum and Gallery Service QLD (MAGSQ).

### ***5.2 To Develop and Implement a Conservation Management Plan for the Museum's New Gallery.***

After the Museum's move to its new space in 2012, management will engage a professional conservator to help prepare a conservation management plan together with Museum staff, and to facilitate its implementation. This process should include:

- i. An audit of current practices
- ii. A written Conservation Plan to supplement the conservation policy
- iii. The development of an integrated staff education program
- iv. The implementation of preventative conservation measures
- v. Targeted remedial conservation on significant and threatened items
- vi. The development of a Disaster Management Plan

Responsible Staff: Museum Director, Manager and Assistant Manager; Consultant Conservator.

Other Staff: All staff should be involved in training. Other volunteers and staff supplement as needed for practical work.

Performance Indicators:

- 90% of artefacts housed in appropriate storage/display environments
- Conservation treatments on critical objects
- All paid staff trained in preventative conservation
- Written conservation and disaster plan documents

### ***5.3 To Develop and Implement a Plan for the Museum's Exhibitions and Displays.***

Once reinstalled in the new gallery, the Museum management will undertake a reconfiguration of the Museum space for University and Public Programs including:

- i. The development of a new permanent displays plan (5 years)
- ii. The development of a short-term exhibition plan (rolling plan, 1 year per exhibition)
- iii. The development of a special exhibition plan (6 months, special topics, small scale (1 case max))
- iv. The implementation of display plans including lighting, cases, graphics and interpretation during 2012
- v. Holding one major special exhibition in 2012 (achieved with Redux), a minor exhibition will also be organised to support the Girls Grammar online Olympics exhibition.
- vi. Instituting a guest curatorship program with HPRC and for visiting academics (will probably require additional funding)

Responsible Staff: Museum Director, Museum Manager, Academic Staff, Consultant Teachers.

Other Staff: Tour guides. Other staff and volunteers as required.

Performance Indicators:

- 5 Long Term displays for School Programs with interpretation
- One major exhibition each year 2012 – 2014
- At least three special exhibitions
- Guest curatorship program, at least within HPRC
- The ongoing development of a full Museum interpretation and exhibition policy
- Some of the above may depend on securing additional funding

***5.4 To Implement a New Museum Website and Public Database.***

With the assistance of the Faculty of Arts, the Museum will develop a new public website. This digitisation project is important for research, community outreach and internationalisation. The website and database should provide online visitors with an educative and engaging experience while allowing Museum staff and researchers effective access to in-depth information not provided by the current Museum website.

Key features will include:

- i. 3D integration (Collaboration with ITEE)
- ii. Complete Collections Database (for staff)
- iii. Public Access Database
- iv. Photography and Document digitisation
- v. Museum shop
- vi. Interactive tools and learning resources

Responsible Staff: Museum Director; Museum Manager; ITEE staff.

Other Staff: Other staff and volunteers as required.

Performance Indicators:

- 500 key objects available online
- New website with database; public programs; store
- 50 x 3D Models

### ***5.5 To Establish a Museum Support Committee to Supplement Faculty Funding and Public Program Income.***

To enhance its public profile and supplement income from Public Programs and the Faculty of Arts, the Museum will establish a Support Committee drawn from stakeholder groups whose responsibility is the ongoing support of the Museum's activities and staffing. Its role will include:

- Community, industry and government advocacy
- Developing fund-raising and sponsorship strategies
- Securing external funding, including grants
- Planning strategic goals with management

Responsible Staff: Museum Director; Museum Manager; Classics Discipline Convenor; HPRC School Manager; other Faculty/University staff with specific expertise in these areas as required.

Other Staff: Stakeholder groups and HPRC/Arts staff as required.

#### Performance Indicators:

- Committee established and meeting regularly
- Research into corporate or other sponsor/major donor
- Research into major and minor grants
- Attainment of grants/sponsorship/donations in the future

### ***5.6 To Review and Update All Public Programs (school, academic and visitor).***

In order to attract, maintain and develop its key audiences, the Antiquities Museum will undertake to renew all its public programs in order to consolidate and supplement its current activities for school students, academics (including undergraduates, postgraduates and research higher degree students) and the public by:

- i. Reviewing program structures and pricing (where relevant)
- ii. Completing marketing strategy and audience research
- iii. Finalising Volunteer, Internship and Work Experience Programs
- iv. Creating a Professional Development program
- v. Exploring Outreach Teaching options
- vi. Developing Undergraduate Teaching Kits
- vii. Establishing where relevant a cross-disciplinary Education Program with Museum Studies, and Archaeology
- viii. Developing Special Exhibitions
- ix. Implementing a yearly Public Programs Calendar for identified Museum audiences, including school holiday events, open days, tours, weekend and evening events, monthly lectures where relevant

Responsible Staff: Museum Director; Museum Manager; Museum Guides; HPRC Staff; Museum Administrative Staff; Teaching Consultants (as needed); Faculty of Arts Marketing Manager.

Other Staff: Student and public focus groups; volunteers as needed.

Performance Indicators:

- 2000 yearly school visitors by end of 2013 including 500 primary school students
- 2500 visitors by end of 2014 including 750 primary visitors
- Course-specific teaching packs for 75% of relevant Ancient History Courses
- Increasing attendance at Public Programs and related events
- Placements for 500 volunteer hours, 3 yearly interns, 2 yearly work experience students

***5.7 To Develop a Comprehensive Research and Publication Strategy.***

As part of its Academic Development Program, the Museum will institute a planned staff and student research program which will enhance the Museum and Discipline's research profile.

It is intended that the Program will include:

- i. Staff and Student collaborative Projects
- ii. Collections Research Priorities List (including inscriptions)
- iii. Museum Publication and Research Output Strategy Document
- iv. Museum publications

Responsible Staff: Museum Director; Museum Manager.

Other Staff: Classics and Ancient History and other Academic staff; Classics and Ancient History Research Students; Australian and International Research Higher Degree Students and established researchers, where appropriate.

Performance Indicators:

- Publications in relevant respected journals
- 2 Summer Scholars per year (if possible)
- Publication of articles in Educational Journals
- Exhibition Catalogues (dependent on funding)
- Attendance at conferences (dependent on funding)