Mission

The UQ Art Museum’s mission is to

Provoke wonder and enquiry
Stimulate assessment of personal values and knowledge
Embrace and inspire innovation and excellence
Encourage respect and understanding of other perspectives and cultures
Foster a critical appraisal of how knowledge, histories and values are constructed

In order to achieve this mission, the Art Museum uses

Works of art
Exhibitions
Publications
The UQ Art Collection
Educational strategies
The Art Museum building and its systems
Appropriate spaces in campus buildings
Public space
Online engagement and resources
Collaborative partnerships with the University’s faculties, schools and institutes
Collaborative partnerships with national and international professional colleagues

The principal hierarchy of audiences toward which this mission is directed is

UQ community
University executive and leadership (in their roles as institutional leaders)
Professional colleagues, artists and peers
Significant individuals and entities in our society
Upper high-school teachers and students
Staff and students of other Brisbane universities
Brisbane and Queensland communities
Local, national and international communities reached via media and the internet

front cover:
Born to Concrete: Visual poetry from the Heide collection 2013
The Art Museum’s areas of special focus are

<table>
<thead>
<tr>
<th>Exhibitions</th>
<th>Collections</th>
<th>Education</th>
<th>Research</th>
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</thead>
<tbody>
<tr>
<td>Thesis-driven temporary exhibitions programmed with significance, diversity, and educational value at their core</td>
<td>Australian art, with particular attention to Queensland. Indigenous and artists’ self-portrait works (in unusual and particularly relevant cases, non-Australian works may be acquired)</td>
<td>Foster interdisciplinary enquiry, debate and collaboration; challenge participants in the Art Museum’s ‘sibling’ disciplines’ with relevant visual discourse; mentor students in museum practice and art-historical research; and build educational pathways for sectors in schools and the community</td>
<td>Engage with, research, document contemporary artistic practice, and focus scholarship on Australian art history and museum practice</td>
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Therefore gathering, stewarding, and conversing about works of art is central to executing the mission.

Engagement

All of the above conditions and directions enable the Art Museum to function as one of the University’s principal sites of external engagement. This role is an important integral dimension of the Art Museum’s purpose.

Campus museums

The UQ Art Museum will collaborate, where appropriate, with the UQ Anthropology Museum, the R.D. Milns Antiquities Museum and the Fryer Library.

Environment

The Art Museum and its activities should exist within an ethical and sustainable environment of the highest standard.

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1 Art history, museum studies, media studies, cultural studies, architecture, philosophy, Australian history, creative arts, creative writing, theatre, film studies, etc., according to each project’s disciplinary affinity
Robert MacPherson, Rex Butler and Winthrop Professor Ted Snell AM CIWA, Marioni / MacPherson 2013
The University of Queensland provides a rich context for the UQ Art Museum to engage clearly defined audiences in consistent educational experiences; to collaborate with academics and students in scholarship; to assist in communicating that scholarship to wider audiences; to provide opportunities for professional training for students within relevant disciplines; and to function as a primary site of engagement for the University.

In order for the Art Museum to fulfil these goals, careful planning, definition and change is required. This plan focuses on three fundamental domains of the Art Museum’s operations (Program, Collections and Engagement), and also includes objectives for those resources that enable the Art Museum’s operation.
1.0 Program

The UQ Art Museum’s program comprises its exhibitions, education tools and events, public programs, publications and other domains of activity that enable it to engage with and influence its audiences (see Mission Statement above). The Art Museum’s program is nationally recognised as being innovative, relevant and influential. While maintaining this profile remains important, the Art Museum’s principal purpose is to give value to the University community. Our primary ambition is to stimulate enquiry and learning across the disciplines both in teaching and research environments, by engaging academics and students in developing provocative programs that address contemporary discourse. This will both foster the scholar’s pathway to professional success and communicate their research to a wider audience. By doing so, audiences outside the University will also find increased fulfilment from the focussed, relevant and provocative discourses the program contains.

Principal Objectives

1.1 We will ensure the program’s relevance and value to its principal audience.

To achieve this we will:

- Collaborate with at least one UQ academic in the conception, development and delivery of each exhibition
- Focus each program’s discourse on at least one identifiable significant discourse that is currently engaging both academics and students
- Design and apply relevant engagement methods that will ensure that targeted student groups participate in the program.
Note: in all programs, attention will be given to Indigenous students

1.2 We will be a viable participant in influential research and/or assist in communicating that research to a wider audience.

To achieve this we will:

- Partner with UQ researchers to expand and/or communicate their research output through UQ Art Museum programming
- Encourage and facilitate relevant Research Higher Degree (RHD) projects that will benefit from an exhibition outcome and/or engage with the University’s collection.

1.3 We will increase the Art Museum’s value to our principal and secondary audiences by reaching beyond the Art Museum’s walls.

To achieve this we will:

- Identify appropriate spaces in buildings and other spaces on UQ campuses, and conceive and produce relevant programs for them
- Develop provocative exhibitions and educational strategies that will “tour” to other UQ and external sites
- Research, design and execute a communications plan to articulate our program and its purposes giving priority to our mission and nominated audiences
2.0 Collections

The UQ Art Collection is a substantial and expanding capital and educational resource. It is one of the more significant public art collections in Queensland. “The development of the Collection will focus on six key areas – National Artists’ Self Portraits, Aboriginal and Torres Strait Islander art, the 19th to early 20th century, Modernism, The post-war period, and Late 20th-century art to the present.”

The collection describes a rich and diverse terrain of discourses, with works increasingly utilised for exhibitions both within the UQ Art Museum and by important national and, in some instances, international museums. Our ambition is that the Collection becomes a widely visible, investigated and an influential force in UQ’s academic, cultural and social life.

Principal Objective

2.1

We will substantially increase the Art Collection’s exposure within, and its educational value to the UQ community

To achieve this we will:

- Complete the Collection’s Content Audit in order to identify and exploit its diverse range of discourses.
- Identify important philosophical and ideological themes either contained in the Collection or that are believed to be valuable to the Collection, and focus Collection development accordingly.
- Increase the number of works from the Collection displayed in appropriate places across UQ’s campuses
- Design and produce a ‘works study room’ (to be located in Gallery 4 level 3) wherein works requested by academics will be placed and made accessible for analysis by students in classes and for other research and scholarship
- Provide a valuable arena for student professional experience in the Collection: the principles and methods underpinning its development and use, and the physical demands of its care and management.
3.0 Engagement

The UQ Art Museum is a public facility, open to all without charge. Its mission, building, program, collection and tone, exemplifies the University’s commitment to: learning, discovery, engagement with contemporary issues, innovative outcomes, national and international connectedness, excellence in presentation and performance, community cultural and social interaction, and encouragement of diverse views and people. Functioning at the nexus of educational, cultural and social engagement, it is the University’s most public institution. In addition, the Art Museum plays a leading role in providing cultural enrichment for the campus communities. Our ambition is to become the principal site for the University to engage with its internal and external communities.

Principal Objectives

3.1

We will provide facilities and experiences that exemplify the University’s mission and values for both the campus and regional communities

To achieve this we will:

- Identify and apply the most appropriate hours of operation to accommodate both campus and regional communities
- Design and implement effective research tools to gather data and enable analysis of the relevance and influence of Art Museum programs upon targeted audiences
- Encourage and provide appropriate social and cultural events that are responsive to the unique opportunities existing in the campus communities (academic, college, student, weekend visitor, local external, etc.)
- Ensure that the Art Museum’s public events respond to and accommodate key campus and external communities
- Collaborate with the UQ Anthropology Museum, the RD Milns Antiquities Museum and the Fryer Library on communications and programs
- Provide facilities and support for engagement between University leadership and important external figures
- Support the work of the central Advancement Office and the Advancement directors and managers throughout the University by hosting engagement events at the Art Museum

3.2

We will nurture fruitful relationships with people who have the capacity to contribute positively to the Art Museum’s mission and plan.

To achieve this we will:

- Develop and apply an effective Advancement Plan that includes appropriate infrastructures for receiving gifts, and that will ensure that contributions and benefactors are recognised and honoured satisfactorily
- Design and apply an appeal that will communicate to Art Museum stakeholders the importance of non-University resources to the Art Museum’s development and, at the same time, establish a foundation of donors
- Establish Art Museum fundraising council with central focus on resource growth.
- Augment the Art Museum’s operational budget in order to increase effectiveness in programming and education.
4.0 Enablers

At its core, the UQ Art Museum comprises a building, a program, a philosophy and a body of staff, each of which are integrated in its Mission. The Art Museum’s program and philosophy are addressed (at least incrementally) in the Plan above. However, its building and staff are key resources that enable the successful outcomes anticipated in the Plan. Both need development and support. In addition, resources must be focussed more completely upon the core of the Mission and withdrawn or reduced from operations that are not essential to it.

Principal Objectives

4.1 The Art Museum’s building will be adjusted to support the above Plan within the limits of available resources and current political conditions.

To achieve this we will:

- Update and improve the electronic facilities of the Art Museum’s Boardroom and promote it for use as an engagement space
- Investigate the feasibility of converting Gallery 4, Level 3 into a ‘works study room’ and execute the project according to available resources
- Investigate the feasibility of establishing a light food and beverage facility in the Art Museum in order to hold visitors longer and increase visitor satisfaction, and to encourage students and staff to think of the Art Museum as a place of social as well as intellectual engagement
- Find, establish and occupy external spaces for additional Collections and crate storage, office space and student engagement spaces, thereby enabling Art Museum spaces to be used more productively
- Obtain suitable furniture to enhance visitor experience

4.2 The roles, organisational relationships and complement of staff will be adjusted to support the Art Museum’s Mission and the above Plan in an efficient and effective way.

To achieve this we will:

- Finalise position reclassifications approved at the end of 2012
- Finalise leadership training for new supervisors and design effective organisational structure
- Identify non-University funding sources that will enable an increase in curatorial and education engagement with the University community
- Establish effective communications systems to enable the roles of Advancement Manager and Communications consultant to be as efficient and effective as possible

4.3 We will reallocate resources in order to focus on those operations most pertinent to the Mission and Plan.

To achieve this we will:

- Analyse the purposes, effectiveness and resources associated with Art Museum publications in order to establish the most purposeful and resource-efficient principles to apply to the Art Museum’s future publication developments
- Analyse the format, effectiveness and resources associated with Art Museum exhibition openings and other events in order to ensure that these functions reach the right audiences in the most resource-efficient manner.
- Initiate and implement an effective Advancement Fundraising Plan (see above).
UQ Art Museum Board

Ms Louise Doyle Assistant Director-General, Access and Communications, National Archives of Australia

Prof. Tim Dunne Executive Dean, Faculty of Humanities and Social Sciences

Dr Campbell Gray Director of The University of Queensland Art Museum

Assoc. Prof. Jason Jacobs Head of School of English, Media Studies and Art History

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Winthrop Professor Ted Snell AM, Director Cultural Precinct, University of Western Australia

Dr Jane Wilson Deputy Chancellor