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The Glucksman, University College Cork
Strategic Plan 2018 - 2022

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University College Cork recognises the importance of the creative spirit and the value of the Glucksman as an internationally significant space for the exploration, understanding and enjoyment of contemporary art on our historic campus. We are a university in the community, of the community and for the community, committed to delivering value in a trustworthy and transparent fashion.

The Glucksman creates a welcoming space for future, current and graduate students of UCC to learn from art, and enriches the campus environment through the care and presentation of the UCC art collection. The culture of innovation and passion for access at UCC is embodied in the Glucksman’s curatorial and educational programmes and enables the University to nurture creative connections between people and disciplines.

Professor Patrick G. O’Shea
President, University College Cork

The Glucksman is a leading museum nationally and internationally for creative learning and access to the visual arts. The impressive and versatile gallery spaces present thought-provoking exhibitions that have thrilled audiences of all ages and abilities. This Strategic Plan builds on the curatorial and community strengths of the artistic programme to further promote Irish art in the context of international practice.

The Glucksman’s ambitious curatorial model will be sustained through local and global partnerships, as well as philanthropic investment that recognises the power of creative learning and exploratory risk at University College Cork. The Board of Directors is committed to working with the executive team to implement this plan and ensure that the Glucksman provides creative leadership on campus, in Cork and beyond.

Lawrence O’Hana
Chairperson, The Glucksman Board of Directors
The Glucksman is a contemporary art museum in the historic grounds of University College Cork. It was opened by President Mary McAleese in October 2004 and since then has won numerous awards for its architecture and creative programmes. The Glucksman presents ambitious exhibitions of Irish and international art in tandem with a wide range of events and activities designed to encourage participation from all visitors, whether an art professional or first time gallery-goer.

The Glucksman provides an essential connection for the University with the wider world, enabling public understanding of the visionary research undertaken in all departments and disciplines, and welcoming students, staff and visitors to explore, enjoy and learn about art right in the heart of the UCC campus. In 2017, the Glucksman received 91,207 visits to the gallery with over 10,000 participants in its education and events programme.

As well as the informal learning opportunities threaded throughout the museum experience, the Glucksman actively provides formal education programmes at every level from primary to postgraduate to professional development. The Glucksman also facilitates formal learning in the gallery spaces in partnership with academic colleagues in Ireland. The Glucksman has actively moved beyond STEM to STEAM provision to identify and integrate artistic and creative endeavour throughout all disciplines offered at third level.

The Glucksman was the first museum in Munster to receive full accreditation on the Museum Standards Programme for Ireland and on 11 July 2017, the curatorial team received an award from Minister for the Arts in Dublin Castle for maintaining these standards across all areas of the museum’s operations including Governance, Management, Collections, Documentation, Exhibitions, Education and Visitor Services.

The Glucksman’s exhibition programme features creative collaborations with high profile national and international collections as well as unique curatorial propositions that have been developed with all four UCC colleges. In 2017, the Glucksman was admitted by the Arts Council of Ireland to its Strategic Funding Programme. In its detailed assessment, the Arts Council observed that: “the Glucksman’s artistic programme has continued to support an excellent standard of curatorial practice and artistic presentation. The Glucksman has been continually effective at selecting themes and interpretative pathways for its temporary exhibitions that both engage audiences, and provide scope to coherently represent a wide range of artistic practices. The programme has mainly incorporated a mixture of internationally recognised work alongside a selective array of significant work by artists from Ireland. This curatorial pattern has constructively and positively gained momentum since the Glucksman’s founding in 2004.”
The Glucksman operates in the educational context of its parent organisation University College Cork and in the national context of public cultural provision in Ireland. This plan aligns with UCC’s Strategic Plan 2017-2022 as well as taking account of national policy frameworks such as the Arts Council’s Making Great Art Work 2016-2025, the Department of Arts Strategy 2016-2019 and the Creative Ireland Programme 2017-2022.

As outlined in UCC’s Strategic Plan, “Participation in the arts and cultural activities is recognised as having implications for individual and societal wellbeing and achievement” and through its artistic, education and community programmes, the Glucksman will contribute to the lifelong and life-wide learning of people of all ages and abilities.

As third level institutions nationally and internationally grapple with changing modes of student engagement and learning, it is a fascinating moment of evolution for the university art museum. According to IMPACT AND ENGAGEMENT, the joint report of the University Museums Group (UK) and University Museums in Scotland, “museums are stimulating, informal and social places which promote discussion, debate and performance. They provide opportunities for students to experiment with ideas and to develop creative and innovative thinking, to engage with unique cultural resources and to gain skills and employment experience.”

The Glucksman has always fostered learning in the environment of the museum, placing particular emphasis on the unique role of visual media in communicating knowledge. Central to this is its creation of discursive relationships between academic disciplines and art practice, clearly evident in the collaborative nature of its exhibition programme. The programme support that the Glucksman has attracted from public funding agencies and philanthropic gifts, speaks to the potential of the organisation to leverage inward investment to enhance the scholarly, cultural and social experience of UCC students and staff, as well as that of community stakeholders, locally, nationally and internationally.

The Glucksman is a creative and flexible organisation that will respond quickly and thoughtfully to the economic, social, technological, cultural and demographic changes that are taking place in Ireland and globally. It has developed corporate partnership opportunities and income generation activities to maximise opportunities for development from the renewed growth in the Irish economy. Over the course of the Strategic Plan 2013-2017, the Glucksman increased grant income from national and international agencies and philanthropic trusts. In the period 2018-2022, the Glucksman will seek to build on these private and public partnerships, with a particular emphasis on funding opportunities available through the Creative Europe programme.

The Glucksman engages with local, national and international audiences. In 2016, the Glucksman was recognised by Cork Chamber as the overall Digital Media Champion in Cork and this plan seeks to build on our digital provision to extend the Glucksman’s learning and cultural experiences online.
OUR VISION
A place of creative connections between people and disciplines

OUR MISSION
To enable the exploration, understanding and enjoyment of art for all ages and abilities
The Glucksman contributes to the innovative academic mission of University College Cork through the exhibition and interpretation of contemporary art.

The Glucksman’s artistic and educational programmes foster open enquiry and exploratory risk in the gallery environment generating new opportunities for research, teaching and learning on campus and actively engaging diverse communities of interest and place with the university.

The Glucksman prioritises excellence in collections care, creative practice and audience engagement, and is an integral part of public cultural provision in Ireland.
<table>
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<th><strong>GOAL 1: CREATIVE ORGANISATION</strong></th>
<th>Be a place of creative engagement that fosters exploratory thinking, knowledge exchange and imaginative encounters with art.</th>
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<td><strong>GOAL 2: LEARNING ORGANISATION</strong></td>
<td>Pioneer lifelong learning opportunities that encourage the discovery, practice and scholarship of contemporary art in an interdisciplinary context.</td>
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<td><strong>GOAL 3: INCLUSIVE ORGANISATION</strong></td>
<td>Enable diverse communities and people to access and contribute to our programmes.</td>
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<td><strong>GOAL 4: COLLECTING ORGANISATION</strong></td>
<td>Provide professional care and development for the University College Cork art collection.</td>
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<td><strong>GOAL 5: COLLABORATIVE ORGANISATION</strong></td>
<td>Expand the curatorial programme through Irish and international partnerships to encourage local and global participation in our activities.</td>
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Be a place of creative engagement that fosters exploratory thinking, knowledge exchange and imaginative encounters with art.
Pioneer lifelong learning opportunities that encourage the discovery, practice and scholarship of contemporary art in an interdisciplinary context.

1. Maximise formal and informal learning opportunities for students and staff in the gallery environment.

2. Deliver primary and second-level schools programme that connects contemporary art with other subjects on the curriculum.

3. Devise curatorial projects that explore contemporary art as it relates to the three priority strands of our education programme: Health and Wellbeing; Equality and Diversity; Climate Action and Sustainability.

4. Provide educational courses and creative activities for all ages including targeted initiatives for art professionals, young people, families, and senior citizens.

5. Support continuing professional development in creative practice through informal and accredited programmes, residencies and research opportunities.

6. Promote and assist Cork’s designation as a UNESCO Lifelong Learning city.
Enable diverse communities and people to access and contribute to our programmes.

GOAL 3: INCLUSIVE ORGANISATION

1. Facilitate participation in Glucksman programmes for people who may not ordinarily or easily access cultural experiences, and in particular young refugees and asylum seekers.

2. Invite communities of interest and place to participate in curatorial projects that link contemporary art to the cultural, social and economic fabric of the region.

3. Showcase the creativity of UCC students and staff, schools and community groups through a dedicated programme of exhibitions in the Glucksman foyer.

4. Encourage visitors to the Glucksman through an effective marketing strategy that communicates our core values and distinctive programme to current and potential audiences.

5. Contribute to the realisation of UCC’s Civic Engagement Plan.

6. Support Cork City and region to achieve its vision in becoming a European Centre of Excellence for Inclusive Arts.
Provide professional care and development for the University College Cork art collection

GOAL 4: COLLECTING ORGANISATION

1. Care for the University College Cork art collection in accordance with the Museum Standards Programme for Ireland.

2. Develop the University College Cork art collection as a teaching and learning resource.

3. Promote the University College Cork art collection as an integral part of the visitor experience to the Glucksman and the wider campus.

4. Expand the University College Cork art collection through philanthropic investment.
Strategic Objectives

1. Enable Irish audiences to experience global art practices in Cork and Irish artists to present their work in the context of their international peers.

2. Produce and promote exhibitions, projects and events with investment from local, national and international funding agencies.

3. Work in tandem with UCC to increase philanthropic support for the Glucksman’s mission from individuals, corporate sponsors and membership programmes.

4. Collaborate with arts organisations locally, nationally and internationally to create a wider reach for our programmes.

5. Support internationalisation at UCC by developing artistic and cultural partnerships through cultural, university and civic networks.

6. Partner with artists and makers to stage annual Craft + Design Fair as highlight of Cork cultural calendar.

7. Cooperate with relevant organisations to promote Cork city and the wider region as a destination for creative and cultural experiences.

Expand the curatorial programme through Irish & international partnerships to encourage local and global participation in our activities.

GOAL 5: COLLABORATIVE ORGANISATION
The work of the Glucksman is governed by a range of policies, strategies and plans. The Director will submit an annual budget and implementation plan to the Board of Directors that outlines specific actions and performance targets under each objective in the Strategic Plan.

As well as the annual Strategic Management Plan, the work of the executive will be guided by the Collections Policy, Care of Collections Strategy, Child Protection Policy, Disaster Plan, Disposal Policy, Education Policy, Exhibitions Policy, and Loans Policy. These policies are approved by the Board of Directors and reviewed as required. The gallery submits an annual Safety Report and a Safety Report Implementation Plan to the Board of Directors.

The Board may direct the executive to develop and implement additional policies and operational plans as necessary to the work of the gallery.

In addition, the following performance measures will also provide an overview of public and critical engagement with the gallery:

- Financial performance
- Visitor Numbers
- Public Participation
- Qualitative feedback
- Online Engagement
- Media Coverage
OPENING HOURS
Tuesday – Saturday 10am – 5pm
Sunday 2 – 5pm
Closed Mondays
Admission Free / Suggested donation €5

CONTACT DETAILS
info@glucksman.org / + 353 21 4901844
www.glucksman.org

SPECIFICATIONS
The Glucksman is located beside University College Cork’s ceremonial entrance on Western Road and is designed by O’Donnell + Tuomey architects. The building comprises over 2000m² and includes display spaces with international museum standard environmental controls, education facilities, a riverside restaurant and gallery shop.

Lower Gallery
350m², linear run of display wall 55m x 4.9m height

Close Control Gallery
63m², linear run of display wall 30m x 5.05m height

Close Control Room
21m², linear run of display wall 17m x 2.4m height

Upper Gallery
335m², linear run of display wall 67m x 4.75m height

Loading
Lift: 3.4m x 2.5m x 2.4m Delivery bay and podium access

HONORARY PATRON
Loretta Brennan Glucksman

BOARD OF DIRECTORS
Patrick O’Shea, President, UCC
Lawrence O’Hana, Chairperson
Paula Cogan
Brian Fay
Caroline Fennell
Nora Geary
Nicholas Fox Weber

EXECUTIVE TEAM
Director
Fiona Kearney

Senior Curator Exhibitions + Collections
Chris Clarke

Senior Curator Education + Community
Tadhg Crowley

Production Manager
Mark Flynn

Retail + Development Manager
Mathilde Corbineau

Administrator
Damian Jones

Facilitators
Ellen Byrne Aoife Hegarty
Aisling Ivers Cillian Moynihan
You can find out more about our programmes on our website www.glucksman.org on facebook.com/theGlucksman, by following us on twitter @glucksman, on instagram @theGlucksman or just by dropping in to say hello!

We look forward to welcoming you.

The Glucksman, University College Cork, Ireland