

Quality Enhancement Plan

Glucksman Gallery

	Panel Recommendations	Gallery Response	Responsibility for Action ¹	Resource Implications ²	Implementation Date ³	Progress Achieved
	Recommendations to the Gallery <i>The Panel recommends that the Gallery:</i>					
1	Develops a strategic plan for the Gallery, in alignment with the University's Strategic Plan 2017 - 2022, which articulates and communicates its vision and mission, and provides a "roadmap" and business plan for the implementation and appropriate resourcing of this plan	This is already part of the Glucksman's planning process. The Glucksman aligned itself with the University's Strategic Planning Process in 2013 and continues to do so as articulated to the panel in the SER. The Glucksman's Strategic Plan 2018 – 2022 was approved by the Board of Directors at its 20 April 2018 meeting. The implementation plans and budgets are brought to the Board of Directors on an annual basis.	Director		Implemented	Plan approved by Board of Directors 20 April 2018 Final public document published online September 2018 http://www.glucksman.org/about/information/governance

¹ E.g. Head of School, Director, School Manager, all staff, specific committees etc

² Resources – the financial or human resources required to implement the recommendation

³ Interim milestone dates can be included here

2	Develops an effective promotional and marketing strategy to communicate its core values and distinctiveness to all its audiences and potential audiences to include signage.	<p>This has been included as an objective in the Glucksman’s 2018 – 2022 Strategic Plan.</p> <p>It is disappointing that signage is not articulated as an action for Buildings + Estates in the recommendations to the University.</p>	<p>Director Senior Curator Education + Community Senior Curator Exhibitions + Collections Retail + Development Manager</p>	Annual marketing spend agreed by Board as specified line within overall Glucksman budget	<p>Marketing strategy implemented. Review of external signage underway with B+E</p>	<p>Marketing strategy presented to Board of Directors 14 September 2018</p> <p>Glucksman currently case study as part of Strategic Marketing module for Final Year B.Comm students</p>
3	Assesses the needs and opportunities for greater engagement across the continuum of student experience (prospective, undergraduate, postgraduate and alumni) on an academic and experiential level	This is a priority for the Gallery. The Glucksman regularly assesses its provision in relation to the continuum of student experience. The 2018 – 2022 Strategic Plan articulates a goal with six objectives that relates to our engagement with students as a learning organisation.	<p>Director Senior Curator Education + Community Senior Curator Exhibitions + Collections Education Assistant</p>	<p>As appreciation of Glucksman as a flexible learning space grows, undergraduate and postgraduate teaching has significant staff resource implications and it is not possible for us to fulfil levels of demand.</p> <p>Education budget makes provision for participation by UCC and community groups.</p>	<p>Implemented and reviewed each season to ensure optimal engagement with student body.</p>	<p>As part of its Strategic Plan 2018 – 2022, the Glucksman has identified two goals key to public engagement:</p> <ol style="list-style-type: none"> 1. As a learning organisation, to pioneer lifelong learning opportunities that encourage the discovery, practice and scholarship of contemporary art in an interdisciplinary context. 2. As an inclusive organisation, to enable diverse communities and people to access and contribute to our programmes. <p>Glucksman Public Engagement Plan presented to Board of Directors on 18 September 2018</p> <p>Student Union Education Officer invited to attend all Glucksman board meetings.</p> <p>Current and forthcoming education projects available online: http://www.glucksman.org/discover/education</p> <p>Classroom Museum outreach project awarded Creative Ireland funding for 2019 http://www.glucksman.org/projects/the-classroom-museum</p>

						<p>Future Forms project worked with over 1000 young people in Cork to articulate a future vision for Cork city.</p> <p>http://www.glucksman.org/projects/future-forms</p>
4	<p>Works with the Gallery Board to programme more single artist and broader-appeal exhibitions</p>	<p>This recommendation is addressed as per the Glucksman's Strategic Plan Goal 1 and Goal 3. The Board note that it is not good governance to participate in programming, however, the Board has approved the Strategic Plan 2018-2022 which addresses this specific issue.</p>	<p>Director Senior Curator Education + Community Senior Curator Exhibitions + Collections</p>	<p>Arts Council funding Project funding awards from local, national and international agencies</p>	<p>Implemented</p>	<p>Single artist exhibitions presented as part of 2018 and 2019 programme including Josef and Anni Albers, Richard Proffitt, John Minihan and Deirdre Breen. Please see our exhibition and projects archive for detailed information.</p> <p>http://www.glucksman.org/exhibitions/archive</p> <p>http://www.glucksman.org/projects</p> <p>Glucksman exhibitions are monitored and assessed in relation to visit numbers, public engagement and media coverage.</p> <p>PRISM exhibition with Tyndall Institute described as “most instagrammable show you will see all year” indicating ability of curatorial team to present broad appeal exhibitions with academic partners.</p>
5	<p>Develops a mechanism (to be articulated in the strategic plan) to broaden engagement that informs decision-making around Gallery programming</p>	<p>It is noted as an objective in the 2018 – 2022 Strategic Plan that the Glucksman will build on partnerships established with all four UCC colleges to promote creative practice, engaged research and interdisciplinary collaborations across all areas of the University. The Glucksman's implementation plan will articulate actions for 2018 – 2019 to enable colleagues to engage with</p>	<p>Director Senior Curator Education + Community Senior Curator Exhibitions + Collections</p>	<p>Workshop and hospitality funding provided by the Glucksman's earned income.</p>	<p>Implemented.</p>	<p>As part of Cork Discovers European Researchers' Night on 27 September 2019, the Glucksman hosts a Creative Connections Forum that invites academics from across the four colleges of University College Cork to share their experiences of working on exhibitions and projects with the Glucksman with UCC colleagues and the general public.</p> <p>The roundtable discussion will focus on the value of interdisciplinary conversations and the challenges and rewards of sharing research in a civic space like a museum. The event will include a reception where members of the public will have the opportunity to learn more about the creative ways academics disseminate their research.</p>

		the curatorial planning process.				
6	Expands the potential for collaboration with the broader cultural offering of the city (e.g. Crawford Art Gallery, Public Museum etc.)	The Glucksman submitted a stakeholder map (Appendix 5) as part of its supporting documentation to the panel. This outlined 37 cultural partners, 7 within UCC and 11 in Cork city. The executive also noted to the panel its participation in a number of city-wide cultural networking groups. This active participation and collaborative outlook of the Glucksman will continue and is articulated as an objective in the 2018-2022 Strategic Plan.	Director Senior Curator Education + Community Senior Curator Exhibitions + Collections	Staff resources to foster and participate in networks and partnership meetings. Funding to develop collaborative projects usually achieved through project grants from Creative Ireland, Cork City Council and Cork County Council.	Implemented and reviewed every season.	Numerous partnerships ongoing at local level including with Crawford Art Gallery, Cork Public Museum, Cork Midsummer, National Sculpture Factory, and Cork Printmakers. For current examples, please see: http://www.glucksman.org/discover/community http://www.glucksman.org/events The Director is a member of the Cork Inclusive Arts Steering Group which meets monthly to progress the Cork City Council Local Economic and Community Plan aim of establishing Cork as European Centre for Excellence in Inclusive Arts. The Glucksman hosted the first public consultation of this initiative. https://www.eventbrite.ie/e/arts-for-all-public-consultation-tickets-61298428249# Reports provided on partnerships to Board of Directors on local, national and international cultural collaborations. Bandfield project presented by the Glucksman that engages with city history and public realm, as well as involving participation of community and professional music groups. http://www.glucksman.org/projects/bandfield
7	Enlists University services to further support the Gallery mission e.g. Marketing and Communications, the Development Office, Information Services etc.	The Glucksman works closely with these services but as noted in discussion with the panel, they do not have the resources to provide dedicated supports to the Gallery.	Director		Currently working with OCLA on SLA with UCC to enlist support from University services.	Agreement with Director of Development to work in tandem for the benefit of Glucksman and UCC on alumni, fundraising and development activities.

8	Facilitates the opportunity for relevant professional development for staff	Agreed where budgets allow.	All Staff	Staff encouraged to review professional development opportunities provided by UCC, and professional bodies such as Visual Artists Ireland, the Arts Council and Creative Europe Desk.	Implemented. Research and development budget assigned to staff for participation in professional development activities particularly areas aligned to Glucksman Strategic Plan.	Professional development opportunities have included participation by the curatorial team in international art events, networking development through the British Art Network, International Association for Art Critics, Irish Museums Association, International Council for Museums as well as national events run by Arts in Education portal, Leargas and Museum Standards Programme of Ireland.
9	Develops metrics and KPIs to demonstrate delivery of its strategic plan, with particular reference to international best practice in University settings	<p>The Director submits 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.</p> <p>As well as this annual Strategic Management Plan, the work of the executive is 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 have been</p>	<p>Director</p> <p>Senior Curator Education + Community</p> <p>Senior Curator Exhibitions + Collections</p>	<p>Staff resources</p> <p>Funds required for design and online publication of Annual Report.</p>	<p>Implemented.</p> <p>Feasibility of staff and design costs required to present an Annual Report to record breadth of cultural and learning programmes in the gallery and to share significant achievements</p>	<p>Annual budget approved by Board of Directors 14 September 18 and financial reports brought to every board meeting.</p> <p>Annual implementation plan approved by Board of Directors 14 September 18 and update brought to every board meeting.</p> <p>Policy review undertaken annually by Curatorial team</p> <p>Financial performance; Visitor Numbers; Public Participation Numbers; Qualitative feedback; Online Engagement; and Media Coverage noted and where required addressed by executive at weekly meetings.</p> <p>Annual report would be published online in governance section of the website: http://www.glucksman.org/about/information/governance</p>

		<p>reviewed by the Museum Standards Programme for Ireland and ensure international best practice for the Gallery.</p> <p>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 Numbers; Qualitative feedback; Online Engagement; and Media Coverage.</p>				
	<p>Recommendations to the University</p> <p><i>The Panel recommends that the University:</i></p>					
1	<p>Articulates the University's vision and policy for the Glucksman, recognising the Gallery's distinct identity, mission, autonomy and contribution to civic engagement</p>	<p>This takes place through the Strategic Planning process with the active contribution of the President, Deputy President and Vice-President for External Affairs.</p>				

2	Makes explicit how the Gallery could become central to the teaching and learning mission of the University	The Gallery welcomes all support it can bring to the teaching and learning mission of the University.				
3	Clarifies the reporting line of the position of Director within the University	The Director currently reports to the Board of Directors. In addition, all UCC subsidiary companies will now provide annual reports to both UMTO and Governing Body. The Glucksman welcomes any further clarification on the reporting line of the position of the Director within the University.				
4	Seeks to include the Director/team members on appropriate bodies such as relevant Academic Council committees	The Gallery welcomes all integration into the university that enables it to support the research, teaching and learning mission of UCC.				
5	Explores how the University can provide in-kind support to the Gallery e.g. the website, PR,	The Gallery welcomes all support that may be provided to the executive from existing UCC services.				

	Marketing and Development					
6	Agrees a sustainable financial funding model with the Gallery	The Gallery is in the first year of a five-year financial funding model with the University. The sustainability of this model relative to the Gallery's requirements is made possible through additional and significant philanthropic investment.				
7	Expands the Gallery Board to include civic and academic representation, and to guarantee <i>ex officio</i> representation by the UCC Registrar & Deputy President, Corporate Secretary and Student Union representative	<p>The addition of ex-officio board positions for Corporate Secretary, Deputy President and Student's Union representative was welcomed. It was noted that the Student's Union representative should ideally be the Education Officer and always drawn from the full-time officer roles.</p> <p>The Board did not accept a cap of eleven members and as a skills-based model of governance, further external members will be sought to fill roles in relation to Fundraising and Communications.</p>				

