

# GLAM Strategic Plan 2020/21-2022/23 A response to the impact of COVID-19

Gardens,  
Libraries  
& Museums



## Introduction

Current circumstances mean it is not possible to launch a multi-year strategic plan without taking pause and reflecting on what we have learned through the lens of a global pandemic in the last 12 months. The GLAM strategic plan (2020-2025), drafted before the arrival of our new ways of working, did not have the focus that has been born of our present conditions. From the first UK lockdown of March 2020, the GLAM institutions closed their doors but did not suspend the delivery of our mission and purpose. A ready shift to digital platforms, enabled by the creativity of GLAM staff, transformed the delivery of exhibitions, public engagement with collections and research, and generated new digital services to support readers and researchers alike. In the period that our sites re-opened to our academics and public visitors, this new way of working continued and a true blend of physical and digital continues to develop with more creative means to reach out and engage with visitors.

This has been achieved with many staff working remotely and in times where adapting to new circumstances has been a perpetual act. It has resulted in extending our audiences globally and truly realising our abilities to support diverse groups and communities. In doing so, the support of colleagues and the collaboration across GLAM institutions has never been stronger.

It does not take much reflection to understand the privilege that we have with our creative and highly skilled workforce, our beautiful spaces indoor and out, and our vast resource of physical and digital collections and the importance each of those have had through this period.

We have therefore taken the decision to refocus the strategy in length – reducing the period to just over two years rather than five – and with the assumption that much of this period will involve working under some form of restrictions due to Covid. This strategy takes account of our new ways of working, with an emphasis on the critical priorities that allow us to continue to grow in our capabilities and build back better from this period of the pandemic – supporting each other, our communities and delivering on our mission with even bolder ambition.

Professor Anne Trefethen  
Pro Vice-Chancellor, People & GLAM

**GLAM 2023: Greater in reach, resilient in response, diverse by design**

# GLAM Strategic Plan

## 2020/21-2022/23

A response to the impact of COVID-19

Gardens,  
Libraries  
& Museums



## Our Vision

By end of 2022/23, GLAM will have grown its global audiences while nurturing and supporting local communities and fostering new ways of working. By investing in our people, our digital and our physical infrastructure, we will create new 'spaces' that allow a deeper understanding of culture and science past, present and future.

## Our Guiding Principles

The GLAM priorities will be delivered through three guiding principles:



### Diversity and Inclusion

Increasing diversity in our audiences, in the workplace, in our governance; reflecting diversity through our collections to become more inclusive and to create more equitable access to collections; Communicating our content in more dynamic and inclusive ways.



### Wellbeing

Growing our places as spaces of wellbeing for staff, volunteers, students and visitors.



### Environmental Responsibility

Reducing our environmental impact and promoting biodiversity through changes in working practices, programmes and spaces.

# Our Priorities

The GLAM priorities support the delivery of our vision and the plans of the individual institutions and reflect the University's strategic priorities.

Gardens,  
Libraries  
& Museums



## Collections

Continue to champion excellence in research, teaching and public access to GLAM's world-class collections, which is dependent upon the care and curation of the collections and on the knowledge and scholarship within GLAM.

### Priorities:

1. Develop and enhance digital collections and their associated data while integrating these with physical collections to increase access for researchers and educators.
2. Ensure research collections (especially within the Bodleian), either acquired externally or created from outputs of Oxford researchers, are developed to support the research strategy of the University.
3. Improve the physical spaces for collections by delivering new storage solutions to enhance collections care and accessibility and to facilitate research and teaching.



## People

Focus more than ever on supporting staff at a time when they face unprecedented uncertainty and pressures.

### Priorities:

1. Minimise the impact of the pandemic on the physical and mental wellbeing of our staff and volunteers through clear communication, policies and support.
2. By always considering staff wellbeing and modelling good behaviour, create and sustain a respectful, welcoming, supportive and inspiring work culture that fosters resilience and enables us to better face future challenges.



## Audience Engagement

Deepen our knowledge of and engagement with physical and digital audiences to develop exceptional, creative, onsite and online programming and services that truly meet audience needs.

### Priorities:

1. Invest in creating inspiring visitor experiences, developing and embedding digital, hybrid or new means of programme delivery.
2. Invest in audience insights and evaluation to better inform planning and programming and to ensure we are meeting changing audience needs.
3. Increase our civic role to actively enhance the life of the city of Oxford and the region, working with local government and cross-sector partnerships to rebuild customer confidence.



## Research and Impact

Continue to play a significant part in the University of Oxford's research infrastructure by housing creative research programmes, enabling research from across the University and beyond, and driving innovative public engagement with research that connects with diverse audiences.

### Priorities:

1. Further invest in digital tools and infrastructure to support a culture of open scholarship and digital access to collections for research.
2. Continue to enhance public engagement with research across GLAM (especially digital) and act as a bridge between researchers and the public.
3. Develop GLAM as an incubator for inter- and transdisciplinary research within the University and with other HEIs.
4. Enhance the research capacity and vibrancy of GLAM institutions post-REF2021 through the recruitment of early-career independent research fellows.



## Teaching and Education

Further the understanding of the world and support the development of skills through collections-based, object-centred teaching across the full disciplinary range of the University.

### Priorities:

1. Establish the GLAM Collections Teaching and Research Centre as the main resource for object-centred, interdisciplinary teaching in Oxford.
2. Develop digital delivery of teaching across all age groups to extend our global reach and impact and establish sustainable and effective ways of delivering lifelong learning.



## Financial Resilience

Respond to the financial impact of the pandemic, by maximising all external income opportunities (with a particular focus on digital engagement) and improving operational efficiency and resilience.

### Priorities:

1. Develop and deliver a two-year financial strategy, which will maximise external income with less reliance on physical visitors and events.
2. Identify opportunities for improving operational efficiency and resilience.