



STRATEGIC PLAN

2026–36

OUR VISION

By 2036, The Hunterian will be Glasgow's university museum, recognised locally, nationally and internationally for ethical leadership, inclusive access and critical engagement.

We will be deeply embedded in academic and civic communities, acting as a convening space between the University and society. Our physical and digital spaces will highlight the impact of the University of Glasgow's teaching and research, while enabling communities, students and researchers to shape knowledge together.

Our collections, programmes and partnerships will drive positive social change, reflect the communities we serve, and position The Hunterian as a distinctive window into the University's world-changing work.

OUR CONTEXT

The Hunterian is the University of Glasgow's Museum and Art Gallery. We are an ethical and accessible cultural institution, critically engaged with our historic legacy and committed to inclusive practice. Through our collections, expertise and partnerships, we support the University's ambition to positively affect society and be a trusted, valued and inclusive civic organisation.

OUR MISSION

As an integral part of the University of Glasgow, The Hunterian cares for, develops and activates its collections, spaces and expertise to support learning, research and societal engagement.

Working collaboratively with students, staff, communities and partners, we create inclusive opportunities for teaching, knowledge production and critical reflection, generating public value and distinctive impact for the University and wider society.

THE HUNTERIAN'S DISTINCTIVE VALUE TO THE UNIVERSITY OF GLASGOW

The Hunterian provides the University of Glasgow with a unique platform through which its teaching, research and civic mission are made visible, accessible and meaningful to society. As a public-facing and trusted cultural institution, The Hunterian offers a space for hosting dialogue, testing ideas, community participation and engagement in ways that complement and extend academic activity. Through our collections, programmes and partnerships, we act as a window into the University's impact, by connecting scholarship with public-facing lived experience and public benefit.

OUR VALUES

Ambitious: We challenge ourselves to redefine what a university museum can be and do.

Transparent: We are open about our legacy, decision making and accountability.

Curious: We explore new forms of participation, engagement, research and partnerships.

Inclusive: We value diversity and share power with equity to be a living organisation of dialogue, reflection and repair.

STRATEGIC OBJECTIVES

1. Share The Hunterian's social and cultural capital to enable and empower people within and beyond the University.
2. Support the University of Glasgow's ambitions in learning, teaching and research through distinctive museum-based activity.
3. Build structural and sustainable relationships with student communities.
4. Deliver people-centred physical and digital spaces through capital redevelopment and online experiences.
5. Ensure inclusive access to the use of, and knowledge production with, the collections.

STRATEGIC THEMES

Our work is organised around three interconnected themes, designed to reinforce one another and avoid siloed activity:

1. Societal Engagement
2. Learning and Teaching
3. Research

1. SOCIETAL ENGAGEMENT

We will continue sector-leading participatory, anti-racist and community-centred practice, further strengthening The Hunterian's role as a civic and academic host. We will invest in people-centred physical and digital environments and ensure our partnerships respect the agency, care and expertise of our collaborators.

We will:

- Co-develop programmes and projects with communities.
- Strengthen partnerships with civic, third sector and local organisations so The Hunterian becomes a hub of societal exchange.
- Design programmes that critically engage with our historical legacy, reflect inclusive narratives, and create pathways for learning, reflection and public benefit.

2. LEARNING AND TEACHING

We will strengthen the student experience through enhanced access to collections, improved learning spaces and expanded object-based learning. Working collaboratively with University colleagues, we will support the University's Learning & Teaching Strategy and other initiatives that develop graduate attributes, skills and employability.

We will:

- Collaborate with University teaching staff to embed collections-based learning within curriculum design.
- Expand object-based learning and digital access to collections for blended flexible teaching.
- Provide student-led opportunities including internships, co-creation, volunteering and research support.
- Support lifelong learning through engagement with alumni, community learners and external stakeholders.
- Support pathways into the University for people from underrepresented and low socio-economic backgrounds.

3. RESEARCH

We will enable interdisciplinary and transdisciplinary research through enhanced access to our collections, improving our facilities and building a robust digital infrastructure. Our research activity will align with mission-driven priorities addressing societal challenges and will be grounded in ethical practice that includes community participation, repatriation and restitution, and transparent evaluation.

We will:

- Ethically review and contextualise legacy collections.
- Build internal and external research partnerships that draw on The Hunterian's assets and expertise.
- Use The Hunterian's spaces as laboratories for knowledge co-creation, experimentation and innovation.
- Support research impact in key areas such as health, sustainability, culture and environmental and social justice.

STRATEGIC ENABLERS

1. Capital redevelopment that increases accessibility and improves sustainability.
2. Continued culture changes grounded in inclusion, participation and professional practice.
3. Evaluation-driven accountability across the University and civic priorities.
4. Collections management to international standards, with enhanced digitisation and access.

SUCCESS BY 2036 LOOKS LIKE:

- A fully inclusive Hunterian working with equity alongside diverse communities to shape knowledge and outcomes.
- Students engaging continuously through formal and informal learning, volunteering and co-creation.
- Collections that are accessible physically and digitally, and actively used in teaching and research.
- A reputation rooted in community trust, ethical leadership and academic excellence.

KPI'S

- Participation data of co-created projects with priority audiences: communities, students and researchers.
- Diversity of audiences: age, socio-economic status and ethnicity.
- Student engagement data: modules, hours, feedback and satisfaction.
- Research outputs using The Hunterian's collections and acknowledging staff and collaborators.
- Digital Engagement statistics: visits, downloads and remote users.
- Workforce metrics: pay equality, contract types and progression of under-represented staff.
- Carbon/carbon-equivalent metrics for museum operations.
- Budget and income diversification to support long-term resilience.
- Visitor Satisfaction.
- Online and onsite accessibility compliance.
- Venue improvements.
- Data enhancement collections.
- Public trust/inclusion measures.

TIMELINE AND PHASING

2026–28 (Phase 1)

- Secure foundational funding for major redevelopment and digital upgrade.
- Embed curriculum links and expand student engagement.
- Launch community-partnered programmes and establish evaluation metrics.
- Complete workforce review and training programme.
- Pilot participatory research practice with community partners.
- Develop permanent solution for storage, teaching and research facilities.
- Review Strategic Plan and delivery.

2029–32 (Phase 2)

- Redevelop first venue and finalise plans for subsequent phases.
- Secure further funding for major redevelopment and digital upgrade.
- Be recognised as a sector exemplar in workforce inclusion and sustainability.
- Develop digital accessibility and research output growth.
- Scale up community participation and audience reach.
- Review Strategic Plan and delivery.

2033–36 (Phase 3)

- Complete redevelopment and migrate to net-zero operations.
- Achieve full curriculum integration and consolidate student-led opportunities.
- Embed community co-creation and maximise reach and impact.
- Fully developed digital accessibility and research output.
- Review Strategic Plan and develop a new 2037–46 Strategic Plan.