This Plan was adopted by a meeting of the University Court of the University of Edinburgh on XX/XX/2010. It is the overarching developmental plan which covers the following collections and services:

Centre for Research Collections (CRC)
  Special Collections and Archives
  University Archives
  Lothian Health Services Archive
  Fine Art Collections and the Museum Heritage Collection

Edinburgh University Collection of Historic Musical Instruments (EUCHMI)
Talbot Rice Gallery

and those collections directly administered through the Colleges & Schools:

Anatomy Resource Centre & Collections
Cockburn Museum of Geology
Chemistry Collection
Natural History Collections
School of Scottish Studies Archive
Polish School of Medicine Historical Collection
Classics Collection

This Plan will be reviewed in 2012 against targets set for the period August 2009 to July 2012 through the workplanning process. Targets will then be set for the period August 2012 to July 2015.

Individual curators are responsible for writing annual Forward Plans for Accredited Collections in their charge, which inform the University of Edinburgh’s Collections Development Plan, and which form the basis for future policy and decision-making. All of the plans are reviewed annually with in-depth reviews taking place every three years. Each plan includes a mission statement, a situation review and a list of strategic aims and current objectives. Other collections are managed using an annual workplanning process.

Mission Statement
Preserving, Promoting and Providing access to the University’s Historic and Cultural Collections

To achieve this mission, the University is committed to expanding, maintaining and enhancing its collections in order to make the best possible use of them not only for scholarly research and teaching, but also as a valuable point of contact and knowledge exchange between the University and the wider community at local, national and international levels.

Strategic Objectives
1: Mainstream use of collections for University teaching, learning and research
2: Improved access to collections and the spaces that house them
3: Excellence in stewardship and collections development
4: Capacity building through fundraising and workforce development
5: Pursue collaboration and convergence opportunities across University Collections to maximise impact and produce efficiency gains

Objective 1: Mainstream use of collections for University teaching, learning and research

Strategies
- Exploit funding-streams, partnerships and technologies to improve knowledge of collections amongst academic staff and improve potential for multi-disciplinary initiatives based on the collections
- Develop CRC as the main hub of the University Collections, with spokes of constant communication to related museum and cultural spaces to disseminate University Collections aims and objectives
- Maintain and develop the Internship Programme and volunteer support
- Promote collections, services, spaces, resources and expertise

Objective 2: Improved Access to Collections and the spaces that house them

Strategies:
- Build projects with cross collection collaboration potential
- Maintain and develop CRC reading room and seminar room services to facilitate secure, supervised consultation of all types of cultural items including objects
- Build on existing cataloguing and conservation activities to recognised standards to support access to collections
- Expand digitisation of targeted collections, and develop website/online resources
- Focus on SCHMI (St Cecilia’s Hall Museum of Musical Instruments) as an accessible visitor attraction
- Mainstream educational and outreach provision into museum and other collections services
- Develop exhibition spaces, programmes and associated personnel
- Develop integrated collections, images management systems and finding aids
- Provide suitable support and storage for digital media
- Develop framework Service Level Agreements with Digital Library Section / Information Technology colleagues for technical support and development

Objective 3: Excellence in Stewardship and Collections Development

Strategies:
- Expand collections in accordance with collections policies, legal requirements and recognised professional standards
- Manage and monitor strong room facilities, public and office accommodation spaces and systems to professionally recognised standards
- Undertake rolling review of security systems across University Collections
- Establish conservation function across University Collections
- Establish or gain access to trusted digital repository for preservation of ‘born digital’ corporate and other archival status collections
- Mainstream best practice with Disaster Response & Recovery (DR&R) and Accreditation-compliant collections management policies and procedures into daily operations
- Maintain full Accredited Museum status with MLA, The Council for Museums, Archives and Libraries for the five collections which are currently fully accredited and to examine the feasibility of museum Accreditation for additional collections as considered appropriate and as resources allow
Objective 4. Capacity building through Fundraising and Workforce Development

Strategies:
- Expand percentage level of external fundraising through large scale donations
- Work with the relevant University departments to increase philanthropic giving to University Collections
- Invest in staff development and build on Intern Programme

Objective 5: Pursue collaboration and convergence opportunities across University Collections to maximise impact and produce efficiency gains

Strategies:
- Further develop the collaboration culture across University Collections by fostering appropriate projects, sharing expertise and skills, and valuing peer support
- Formalise the Centre for Research Collections as a hub for collaboration activity and planning across University Collections
- Where appropriate work towards the convergence of services and collections across University Collections

Dr John Scally
Director of University Collections
March 2010
Appendix A1
THE UNIVERSITY OF EDINBURGH
EDINBURGH UNIVERSITY COLLECTION OF HISTORIC MUSICAL INSTRUMENTS

Strategic Development Plan 2010 - 2015

This Plan was adopted by a meeting of the University Court of the University of Edinburgh on XX/XX/2010. Edinburgh University Collection of Historic Musical Instruments operates within the University of Edinburgh Collections Policy. The Museums & Galleries Collections Development Plan for 2009/2010 - 2014/2015 is not repeated here; the following plan is supplementary text specific to the Collection of Historic Musical Instruments.

Statement of Purpose and Strategic Aims
The Statement of Purpose and Strategic Aims of the Edinburgh University Collection of Historic Musical Instruments will be reviewed every three years. This Plan will be reviewed in 2012 against targets set for the period August 2009 to July 2012. Targets will then be set for the period August 2012 to July 2015.

Mission Statement
The purpose of the Collection is to promote the study of the history, construction and functions of instruments of music and all cognate matters, the furtherance of research and the propagation of knowledge of instrumental history.

Situation Review
Edinburgh University Collection of Historic Musical Instruments is the largest museum collection of musical instruments in Scotland, the fourth largest in the UK, and includes many instruments of exceptional interest and quality. It constitutes a significant component of the worldwide heritage of historic instruments. It is a Recognised Collection of National Significance to Scotland.

The Collection is housed and displayed in two museums, both listed buildings of historical importance and both including performance auditoria. The Reid Concert Hall Museum of Instruments is the oldest purpose-built musical museum in the world (1859) still in use for its original purpose. The Collection was started by John Donaldson, Professor of Music from 1845 to 1865, as a teaching museum of instruments and acoustical apparatus. St Cecilia's Hall is the second oldest concert hall in Britain, and was restored to its original function in 1968 at which date the museum galleries were also inaugurated. An annual grant is received from the Scottish Funding Council in respect of the services provided to the higher and further education community by both museums. Both museums are Accredited Museums under the scheme operated by MLA, The Council for Museums, Archives and Libraries.

The purposes served by the Collection are now much wider than the original role as a teaching collection. The teaching role has expanded to include support for undergraduate courses in the School of Arts, Culture & Environment and the School of Physics, the museum galleries provide the locus for the undergraduate course in History of Instruments and the Masters postgraduate course in Musical Instrument Research and doctoral studies. The Collection is an important resource for organological research, with its holdings discussed in theses and journal articles produced by scholars from the British and international communities. Instruments in the collection serve as models for instrument makers meeting the needs of performers on historical instruments. The museums are valuable visitor attractions for the University of Edinburgh and for the City of Edinburgh, playing a role in widening participation in higher education.
Access to the collection is promoted in a variety of ways. There is an active programme of publication providing information for scholars and instrument makers. Edinburgh University Collection of Historic Musical Instruments is a partner (and project leader) in the MIMO (Musical Instrument Museums Online) project to make available to all images and descriptive text for the whole Collection and sound and video samples of selected instruments. This publication programme is augmented by research conferences and other educational events. Instruments are lent for prestigious exhibitions in Britain and overseas. Some instruments are maintained in playing order and are used in teaching, for demonstrations, in concerts and for recordings.

The Reid Concert Hall Museum of Instruments and St Cecilia's Hall Museum of Instruments are managed by a single team, with line management responsibility through the Director of University Collections. St Cecilia's Hall and Museum benefit from a very active friends organisation which undertakes the organisation of various events and activities which complement the work of the professional staff.

**Strategic Aims**

- To build on and extend use of the collections in University teaching, learning and research
- To improve access to the collections and to public spaces as beacons and destinations
- To achieve excellence in stewardship and in development of the Collection
- To build capacity in the workforce, developing the staff, students, interns, guest curators and volunteers

**Current Objectives**

To foster research into musical instruments by members of the University and visitors, and formulate a research policy for the EUCHMI workforce

To continue to foster research and scholarship by organising exhibitions, symposia and conferences

To actively participate in developing and delivering the University's academic programmes

To implement the St Cecilia’s Hall redevelopment plan through refining the Project vision, developing a Project Plan and mounting a fundraising campaign

To develop the delivery of educational and outreach activities through the completion of the EUCHMI Education Project (2011), through building on the success of this Project and planning for the next phase, and through staff training where necessary

Acquisitions: in line with the Acquisition and Disposals Policy, some of the historic musical instruments offered as gifts will be accepted, and some of the historic musical instruments becoming available for purchase which will best enhance the research and teaching resources of the Collection will be purchased, drawing on the national and local funds which generously support such acquisitions

To complete the HLF-funded project to build a collection of bagpipes by 2014

To maintain Accreditation status and Recognition status by undertaking procedural and collections management reviews and implementing recommendations for improvement; to endeavour to maintain Scottish Funding Council funding

To deliver MIMO (Musical Instrument Museums Online project to research, organise and deliver catalogue information online and in printed formats as appropriate

To produce illustrated catalogues of the Rodger Mirrey and Raymond Russell collections
To redesign and relaunch the EUCHMI website in light of internal restructuring, the MIMO Project and Musical Instruments at Your Fingertips online educational web-based project

To revisit the staffing profile for EUCHMI and fundraise for implementation

Arnold Myers (EUCHMI Chair), Darryl Martin (EUCHMI Curator), Jacky MacBeath (Museums Development Manager)
March 2010
Strategic Development Plan 2010/2015

Introduction

This plan is based on the Statements of Purpose and Strategic Aims for Fine Art Collections adopted by a meeting of the Court of the University of Edinburgh on xx/xx/xx.

Statement of Purpose and Strategic Aims

The statement of purpose and strategic aims of the Fine Art Collections will be reviewed every three years. The Plan will be reviewed in 2010 against targets set for the period August 2009 to July 2012. Targets will then be set for the period August 2010 to July 2015.

Mission Statement

The purpose of the Fine Art Collections at the University of Edinburgh is to collect and make accessible works of art for teaching and research purposes, to increase the enjoyment and enrichment of the University environment for the University community and general public, and to preserve significant works that contribute to the history and development of the University.

Situation Review

The University holds around 1400 works of art in its collections. The Fine Art Collections are notable for their emphasis on Dutch and Flemish art of the 17th and 18th centuries, Scottish portraits, and modern Scottish art. The Fine Art Collections are Accredited by the MLA Accreditation Scheme, and governed by the University’s Museums & Galleries Policies Documents 2010-2015.

Dr Bill Hare, Honorary Teaching Fellow, History of Art, is the Honorary Curator of the Fine Art Collection. The Collections are managed by the Museums Support Team, and can be seen on display throughout the University, enhancing public, private and student spaces. Many of the most important portraits and portrait busts are on view in the public spaces of Old College and the Chancellor’s Building, Little France. The Talbot Rice Gallery is the University’s public gallery where a changing exhibition programme is presented including from time to time exhibitions drawn from the University collections.

The University does not have a regular collecting budget which would allow the continued systematic enlargement of these collections. Works are nevertheless acquired either through commission, purchase, gift or bequest, and project-funding is sought in the case of particular acquisitions. The Fine Art Collections section of the General Museums & Galleries Acquisitions & Disposals Policy is based upon these strengths, and has as one of its main aims the further enhancement of its 20th century Scottish collections, and the establishment of a 21st century collection. There is also scope for developing the contemporary element of the Portrait and Bust Collection.

It is our policy where possible to acquire works which contribute to the dispersed nature of the Collection, in enhancing the staff, student and public spaces of the University. The display of artwork in areas open to the staff, students and visitors enriches the cultural environment of the campus and thereby enhances the University's role in teaching, research, and service.
There are a number of threats and opportunities facing the Fine Art Collections in the next five years. Staffing is a particular pressure point, with Dr Bill Hare due to retire as Honorary Curator in August 2011. The lack of dedicated trained technical or art handling staff continues to be addressed by the Museums Support Team by hiring an external company (Thistle Removals) for collections moves, which necessarily strains limited resources. Management for the collection (all matters relating to stewardship, internal and external loan requests, enquiries, facilitation of scholarly visits, management of intern programme, conservation and framing requirements, preventative conservation measures) accounts for a large percentage of time of Museums Support Officer who has a commitment across all University Collections, but in particular in the operation of the CRC, and EUCHMI. The major issue of the scattered storage of the Collection between CRC and inadequate attics at the TRG will be addressed in 2011/2012 with the creation of the Museums Store in the Main Library.

There is no longer a permanent collections display in Talbot Rice Gallery, and consequently no one destination for visitors to view the University’s Fine Art Collection. This creates a tension in upholding Accreditation Scheme standards in wholly dispersed collection, however the redevelopment of an exhibition space in the Main Library has created an opportunity for display potential. Additionally, the long loan of the most notable works from the Torrie old masters collection to the National Galleries of Scotland allows them to be seen by a wider public, in context with other works of similar calibre and genre.

The greatest opportunity for the Collection in the near future is the development of online access. Collections level descriptions will be available via the web, Culture Grid and European from the summer of 2010, and a user-friendly front end for our in-house collections management tool will be developed for item level records. It is anticipated that this will open up access to the collection and create opportunities for currently unexplored paths to teaching, learning and research.

**Strategic Aims**

1: Mainstream use of collections for University teaching, learning & research  
2: Improve access to Collections  
3: Excellence in stewardship & collections development  
4: Capacity building and fundraising – workforce development (staff, interns, volunteers)

**Objectives 2010-2015**

1: Mainstream use of collections into University teaching, learning & research

Explore and develop emerging opportunities for MSc courses to use Fine Art Collections in learning and research outputs

Extend existing strong internship programme which focuses on enhanced cataloguing through collections research into other areas

Contribute to research-based exhibitions both within and outwith the University

2: Improve access to Collections

Develop accessible user-friendly front-end for Vernon Collections Management System

Build on relationship with Edinburgh College of Art to converge collections and services where appropriate and develop partnership projects
3: Achieve excellence in stewardship & collections development

Bring the new Museums Store online in 2011/2012, developing converged and, where appropriate, integrated collections management systems (physical and digital)

Promote Fine Art Collections procedures and Guidelines for Commissioning Artworks for University of Edinburgh via CRC website, committee structure and staff awareness sessions

Work with University and museum sector colleagues to continue collections development to populate University spaces with artworks and address collecting areas identified by the Acquisitions & Disposals Policy 2010-2015

4: Capacity Building & Fundraising – Workforce Development (staff, interns, volunteers)

Succession plan for Honorary Curator

Develop a body of volunteers

Jacky MacBeath / Bill Hare
February 2010
Appendix A3

UNIVERSITY OF EDINBURGH
NATURAL HISTORY COLLECTIONS

Development Plan for 2010- 2015
This Plan was adopted by a meeting of the University Court of the University of Edinburgh on XX/XX/2010.
The Natural History Collections operate within the University of Edinburgh Museums & Galleries Development Plan 2010-2015. The text of that general policy is not repeated here; the following plan is supplementary text specific to the Natural History Collections

Statement of Purpose and Strategic Aims
The Statement of Purpose and Strategic Aims of the Natural History Collections will be reviewed every three years.

Mission Statement
The purpose of the Collection is to collect, curate and make accessible research and teaching collections in the general areas of Natural History, especially Zoology, and of the history of teaching of Zoology in the University. We also aim to increase the enjoyment and enrichment of the University environment for the University community and general public by making these collections available for viewing or private study.

Situation Review
The University of Edinburgh’s Natural History Collections have developed from the teaching museum established in the seventeenth century for the edification of students and members of the public. The Collections are still a vibrant part of teaching within the School of Biological Sciences, with NHC specimens used in practical classes and projects from first year to final honours level, and thus accessed by over a thousand students each academic year.

As a well-managed research collection, the NHC specimens are useful to academic research, and we have frequent requests for access especially to the important collections of mammal skeletal and other materials. We continue to accession research collections from Edinburgh and elsewhere.

The Collections are housed within the active teaching areas of the Ashworth Laboratories, King’s Buildings. While we enthusiastically open the collections to small groups and individual researchers on application, the main times the public has access to the collections are during open doors days in the non-teaching months. In 2008-2009 for example, we had over 700 visitors on open doors day, and hosted four Edinburgh College of Art students for research visits, and a Scottish Arts Council-funded visiting artist. We recognize that physical access to collections is an issue for NHC, and we will continue to investigate increased opening hours outside the academic year, in accordance with one of the Areas for Improvement recommended by the 2008 Accreditation Committee.

In the period of the last five year plan, the existing Curator, Dr Pat Preston, retired, and thus we (Prof. Mark Blaxter and Dr. Graham Stone) have willingly stepped into the role as joint curators. We bring a joint enthusiasm for the collections, and a growing vision of how they can be better developed for the needs of students, researchers and the general public into the 21st century.

Strategic Aims

1. Maintenance of the Collections
2. Cataloguing the Collections

3. Improving access: a web portal for the Collections

4. Improving access: building ‘teaching treasure chests’

5. Improving access: collaborations with artists and writers

6. Improving access: raising funds

Details of aims 2010-2015

Maintenance of the Collections

A key part of our five-year plan is to maintain the Collections in such a way that they are still available for teaching, research and public access, while building upon the experience of good practice in physical and administrative maintenance established by the previous curator Dr. Pat Preston.

To this end we will continue to build upon the skills of the University technicians who perform basic maintenance tasks, such as insect infestation monitoring, spirit bottle filling and other tasks. This base level specimen curation forms the core of our activities. We will seek to upgrade the facilities and storage in the museum where feasible, and seek funding from the University and other places to permit replacement of aging or not fit for purpose storage systems.

We will continue to accession new materials to the Collections where it is clear that we are the best placed (or at least well-placed) to house them, and where we have the resources to do so. We will actively seek to replace or duplicate material that is used in open class teaching, where the current acquisitions used are of an age or condition that additional wear is contraindicated.

Cataloguing the Collections

The Collections have comprehensive and informative written catalogues that includes much in the way of provenance and other important metadata. Obviously such catalogues are both important (and fragile) objects in their own right as well as being important reference records. Access to the catalogues is significantly limited, and researchers have to visit the Collections to consult them in detail.

The past five-year plan proposed the digitisation of the catalogues, and that process is now near complete. We will complete the transfer of the data from the written catalogues (which remain the catalogue of record) to an electronic database. As information technologies have improved, we realise that our current database management software may not continue to be fit for purpose (especially in a web context, see below) and so we will migrate the digital records to a fully relational database system that is more compliant with museum curation standards.

Improving access: a web portal for the Collections

One way of enabling access to the collections is through use of the web. This is an area we can address that will have long-term benefits. The internet is an ideal medium to present not only the fact of the Collections’ existence, and the delights of the specimens on open display, but also to build new collaborations around our unique specimens and teaching materials. The 2008 Accreditation Committee recommended that NHC ‘review information available on the website about the collections’. We have a rapidly aging web presence in the form of a homemade web site started in the late 1990’s. We will bring this into the present day through a complete upgrade and rewrite.

Our vision is for a three-phase process of change. The first is to rebuild the main portal to the NHC web presence, and to carry out a design and test process on novel portals onto our accessions catalogue. The second phase will be to populate and fully implement a portal onto
digital image of the specimens in the Collection. These images will include over 1200 3-inch-square teaching slides rediscovered in 2006 that provide a unique Zoological as well as historical record of teaching practice in the Department of Zoology from the turn of the 19th century. We will also start to digitally image many of our 3D specimens and other collections for presentation through this portal. The third phase will be to build interactive learning paths through our web data (to assist our missions of undergraduate teaching and of engagement with the wider public), and to develop a web-based income stream from sale of images, whether on postcards, t-shirts or for publication elsewhere.

**Improving access: building ‘teaching treasure chests’**

We receive many requests from schools for materials for class learning. Some of these can be catered for with visits to the Collections under the supervision of school and University teaching staff, but this option is not available for frequent visits or for large class sizes. In addition these events, being outside the normal teaching schedule, require a lot of bespoke planning and work. We would therefore seek to develop travelling treasure chests of robust specimens (or copies of specimens) and objects from the Collections that could be used on site, or could be taken to visit schools and colleges to further understanding of the natural world, of zoology, of evolution and of biodiversity. We will seek funding from University outreach allocations for this activity.

**Improving access: collaborations with artists and writers**

We will build on the unique cultural and visual resource of the Collections to forge collaborations with visual and other artists, and writers and other documentary workers. These might range from simple encouragement of students from the art schools and colleges to visit the Collections for inspiration, through to sponsoring and hosting of placements and research visits by established art workers, resulting in themed exhibitions or publications.

**Improving access: raising funds**

The plans for the Natural History Collections rest significantly on our ability to attract funding beyond the existing awards of staff time and consumables from the School of Biological Sciences. We will actively seek to gain grants and donations from external bodies to underwrite developments in the Collections’ infrastructure, to pay for development of outreach materials (both virtual, such as the world wide web, and physical such as the treasure chests), and to establish funded summer internships for students in the Collections to carry out either scientific or cultural research. We will also develop alternative income streams such as sale of items with NHC images and branding to undergraduates, staff and visitors.

Professor Mark Blaxter, Co-Curator, NHC
Ashworth Laboratories, King’s Buildings, Edinburgh EH9 3JT

11 March 2010
Strategic Development Plan 2010 – 2015

This Plan was adopted by a meeting of the University Court of the University of Edinburgh on XX/XX/2010.

The Cockburn Museum operates within the University of Edinburgh Museums & Galleries Development Plan 2010-2015. The text of that general policy is not repeated here; the following plan is supplementary text specific to the Cockburn Museum.

Mission Statement
It is the aim of the Cockburn Geological Museum to collect, curate and interpret all kinds of Earth Science materials used for teaching, research and promotional purposes in the School of Geosciences, and to make such materials available to the university, the public and the wider scientific community.

Situation Review
The Museum holds over 150,000 specimens, covering minerals, rocks, fossils, scientific equipment, maps and photographs. There is a large teaching collection utilised by staff and students. The Museum is an accredited museum with Museum Galleries Scotland.

The Intern Curator left the museum at the end of March 2009. An effective handover to the Assistant Curator was achieved, who has continued the retrospective cataloguing programme, with the help of undergraduate volunteers. The displays and exhibitions continue to be upgraded, with input from Academic and Research staff. The museum has made several short-term loans of material for use in Science outreach projects (such as the Edinburgh International Science Festival and Our Dynamic Earth), and long-term loans to smaller museums (such as Ardnamurchan lighthouse, and Kerriemuir Museum).

The Academic Curator of the museum, Dr. Sue Rigby, is standing down from this post in September 2009. Dr. Geoffrey Bromiley has offered to take on this role, and will replace Dr. Rigby.

Statement of Purpose and Strategic Aims
The Statement of Purpose and Strategic Aims of the Cockburn Museum will be reviewed every three years.

Strategic Aims

<table>
<thead>
<tr>
<th>Aim</th>
<th>Date to be completed</th>
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<tbody>
<tr>
<td>2. Complete upgrade on all display cabinets in the Grant Institute.</td>
<td>July 2010</td>
</tr>
<tr>
<td>3. Organise and audit all store-rooms, improving storage space.</td>
<td>2015</td>
</tr>
<tr>
<td>4. Streamline teaching suites of rocks no longer used.</td>
<td>2015</td>
</tr>
<tr>
<td>5. Plan and carry-out successful Geological Curation module for MSci undergraduates.</td>
<td>Dec 2009</td>
</tr>
</tbody>
</table>

Janet Bell (Assistant Curator) 10th September 2009