

Create And Build

2023 – 2027 Strategic Plan

The Douglas Hyde



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**The
Douglas
Hyde**

Registered Charity No. CHY6700

thedouglashyde.ie

An Dubhghlas
de hÍde

Gallery of
Contemporary Art

Gailearaí na hEalaíne
Comhaimseartha

Trinity College
Dublin 2

Coláiste na Tríonóide
Baile Átha Cliath



The Douglas Hyde

The Douglas Hyde Gallery of Contemporary Art is a very special kind of art institution. Housed in a stunning double-height concrete building at the Nassau Street entrance to Trinity College Dublin, it is a public space to see and learn about contemporary art. The Douglas Hyde has shaped generations of artists and audiences for over 40 years and is a meeting point between artists and audiences, the power of art and ideas, Trinity College and the world.

This new Strategic Plan "Create and Build" responds to both the changing ambitions and needs of artists and audiences and the monumental changes the world has seen in recent times, from the Black Lives Matter movement to the public health crisis of Covid-19, and to the ongoing Climate Crisis.

"Create and Build" presents our new values of Ambition, Fearlessness, Diversity, Publicness and Inquisitiveness; amplifying our previous values of excellence, enquiry, experimentation and diversity. Alongside our new values how we realise our vision matters, therefore we have a set of principles to guide our actions: 1) We are inspired by artists, responsive to their needs, and realise their ambitions; 2) We value art as way to see and engage with the world differently from diverse perspectives; 3) We push boundaries and take risks; and 4) We learn and keep on learning.

This Strategic Plan, along with our values and principles, empowers us with aligned action around a shared purpose, vision and mission. We will work together as a board, team, with our partners, The Arts Council / An Chomhairle Ealaíon and Trinity College Dublin, artists, supporters and audiences, to realise our vision to be the leading platform for thought-provoking contemporary art in Ireland. We will foster and inspire artists, audiences and ideas, and build connections in order to bring the best of international contemporary art to Ireland and the best of Irish contemporary art to the world.

Great art institutions evolve. They move through time and space, and make lasting impressions on the minds, hearts and cultures they touch. There's an exciting journey ahead and we look forward to you being part of it.

Dr Georgina Jackson, Director

Professor Patrick Prendergast, Chair,
On behalf of the Board of Directors





I have had some of my most rewarding encounters with an artwork at The Douglas Hyde. I don't know of another situation where a combination of the unique architecture of the gallery, coupled with consistently thoughtful curation and collaboration, come together to allow a new way of seeing and understanding.

Willie Doherty, artist and board member



The Douglas Hyde

MISSION

The Douglas Hyde is a unique public space to see and learn about contemporary art. We support Irish and international artists to create ambitious, inspiring and thought-provoking exhibitions of the art of our time. Through our programmes we build connections between artists and audiences and foster new ways of seeing and imagining the world.

VISION

The Douglas Hyde is the leading platform for thought-provoking contemporary art in Ireland, fostering and inspiring artists, audiences and ideas, building connections and bringing the best of international contemporary art to Ireland and the best of Irish contemporary art to the world.

VALUES

1. Ambition
2. Fearlessness
3. Diversity
4. Publicness
5. Inquisitiveness

PRINCIPLES

1. We are inspired by artists, responsive to their needs, and support them to realise their ambitions
2. We bring together publics and contemporary art and forge new entry points
3. We value art as way to see and engage with the world differently from diverse perspectives
4. We push boundaries and take risks
5. We learn and keep on learning

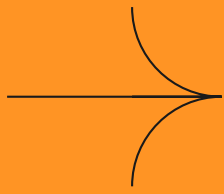




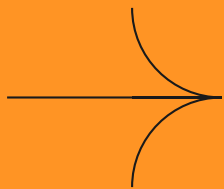
Goals

We will pursue three goals simultaneously to deliver the Strategic Plan 2023 - 2027.

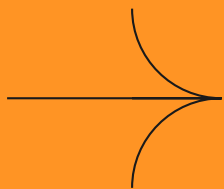
These three goals are to:



Create Ambitious and Inspiring Exhibitions



Create New Audiences for Contemporary Art, Build and Expand Engagement



Build the Infrastructure for the Future





The Douglas Hyde has supported me to develop a new and important body of work and present a multiplatform project and bring the stories of Black-Irish communities into the gallery in new and important ways. Their attitude to artists, communities, facilitation and exhibition is exemplary, they put the artist first and this makes all things feel possible. I could not have made *Family Lines Project* with anyone else!

Alice Rekab, artist



1. Create Ambitious and Inspiring Exhibitions

GOAL

To create ambitious and inspiring exhibitions of Irish and international contemporary art, supporting and enabling artists, and be a platform for Irish contemporary art.

OBJECTIVES:

1. To support and enable artists at key points in their careers delivering career-defining exhibitions.

- Work with artists of exceptional talent
- Be responsive and agile to artists' needs
- Be experimental and willing to take risks
- To nurture awareness of the diversity of contemporary art practice through studio visits and research
- Be the sectoral leader in artist development and deliver best practice in how we work with artists

2. To commission and co-commission new work

- To support the development and production of excellent and ambitious new work by Irish and international artists
- To provide appropriate artist fees and production fees for the development and production of new work
- To develop national and international partnerships to realise co-commissions, extending the reach of artist's work

1.

OBJECTIVES

3. To deliver exhibitions that are meaningful and timely

- To work with the full diversity of artists practicing
- To be proactive and responsive to the present
- Explore changing environmental and societal concerns
- To mobilise the location of the gallery in Ireland's leading university

4. To be a platform for Irish contemporary art forging national and international tours

- To showcase the talent of Irish artists nationally and internationally through establishing partnerships, sharing resources, and extending the reach of the Douglas Hyde
- To develop partners at early stages of the development of exhibitions
- To develop peer organisation networks in Ireland and globally
- To apply to commission Ireland at Venice by 2025



2. Create New Audiences for Contemporary Art, Build and Expand Engagement

Contemporary art, art made today, can make you see and imagine the world differently from many different perspectives. It offers a material and collective engagement with the world at a time when experiences can often be solitary and online. The Douglas Hyde is a unique public space to see and learn about contemporary art. We want to share the power of contemporary art with audiences, engage young people with creativity and open up pathways for them to become artists, arts workers or life-long fans of contemporary art.

GOAL

To develop new audiences for contemporary art and create multiple entry points to engage with art through varied and multidisciplinary programmes of activity.

2.

OBJECTIVES

1. We will grow emerging audiences by:

- Understanding our audience and barriers for audiences through regular surveys and ongoing reflection on the quality of their experiences
- Mobilising ongoing research into audience behaviour and attitudes available nationally and internationally
- Championing the vitality of contemporary art and artists
- Increase new audiences by 10% in 2023, by 5% in 2024, 5% in 2025, and 5% in 2026 (measured through annual surveys, unique website visits, new social media followers and subscriptions to our mailing list)
- Deliver strong and strategic marketing and communications increasing our visitors by 15% in 2023, 10% in 2024, 10% in 2025, and 10% in 2026; increasing our website engagements by 10% in 2023, by 5% in 2024, 5% in 2025, and 5% in 2026; and increasing our social media followers by 15% in 2023, by 15% in 2024, 10% in 2025, and 10% in 2026
- Explore a partnership between The Long Room, The Library and DHG across campus to realise a significant public project by 2025

2. We will grow engagement with increasingly diverse audiences by being an open and accessible institution and by:

- Learning how to effectively tell our story to different audiences
- Demystifying how art is made and what artists do
- Addressing barriers to engagement by creating multiple entry points for contemporary art
- Create structured and sustainable relationships with community outreach partners within our locality
- Build the pathway to transform our access to people with disabilities from on-demand access to universal-access to programmes
- Fully implement Equality Diversity and Inclusion Policy

2.

OBJECTIVES

3. We will support and encourage Young People's Creativity, opening up opportunities for Young People to engage, develop their own creativity and ability to think critically:

- Increasing engagements by Trinity's student community by 10% year on year
- Expanding TY Connects, a programme of self-development for Transition Year students with mentoring, to step into the world of galleries, contemporary art and the arts more broadly, by 2024
- Expand our annual Student Forum programme, which delivers mentorship, peer meetings and gallery visits over 12 months to third level students across Ireland, to include recent graduates acknowledging the critical role the programme can play in professional development and career opportunities



3. Build the Infrastructure for the Future

As a renowned platform for contemporary art for over 40 years at the heart of Dublin, The Douglas Hyde has shaped generations of artists and arts audiences. We play a critical role in the visual arts and broader creative arts ecology. The Douglas Hyde's achievements exponentially surpass our capacity as a small team. We want to ensure our future as a centre of excellence by growing the team and appropriately resourcing the gallery to realise our ambitions. By growing and strengthening our institutional infrastructure (staff, facilities, funding) we will continue to deliver the excellence we are renowned for across our exhibitions, engagement programmes and organisation structure and continue to be a sectoral leader.

GOAL

To build the infrastructure and capabilities that ensure The Douglas Hyde's future as the leading platform for thought-provoking contemporary art in Ireland, fostering artists and audiences.

3.

OBJECTIVES

1. We will resource the organisation to increase its capacity and realise its ambition by:

- Developing our production skills (Director, Gallery Manager, Curator, Gallery Technician)
- Growing the team to adequately resource the programme to include a Marketing & Communications Co-ordinator, a Development Executive and a Producer
- Encouraging and supporting learning by providing time and professional development funds
- Continuing to make a work environment that is healthy, challenging and rewarding
- Supporting the team in their professional capacity and personal wellbeing
- Fully implementing and monitoring our Equality, Diversity and Inclusion Policy

2. We will ensure the building is fit for purpose by:

- Delivering One Entrance and make the gallery fully accessible for artists, audiences and team including constructing a lift in the gallery space by the end of 2023
- Delivering New Stairs or an appropriate Lift for deliveries at the rear entrance
- Delivering feasibility report on new entrance within the main windows by 2024 and develop plan for realisation

3.

OBJECTIVES

3. We will grow and diversify our funding base by:

- Increasing funding (Arts Council, Trinity College, Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media)
- Fully implementing the DHG's Fundraising Plan including a part-time/full-time Fundraising Executive, increasing Regular and Committed Giving by 15% on an annual basis, delivering Corporate Sponsorship for one programme by 2023, two by 2024 and two by 2025
- Delivering revised TCD/DHG Service Level Agreement by 2024 in partnership with the board, the Provost and Trinity College Dublin

4. We will advocate for artists and the visual arts sector in Ireland:

- Champion the vitality of contemporary art and artists
- Deliver DHG archives for the future
- Continue to contribute to and shape policy around the advancement of contemporary art in Ireland

5. We will address the Climate Crisis:

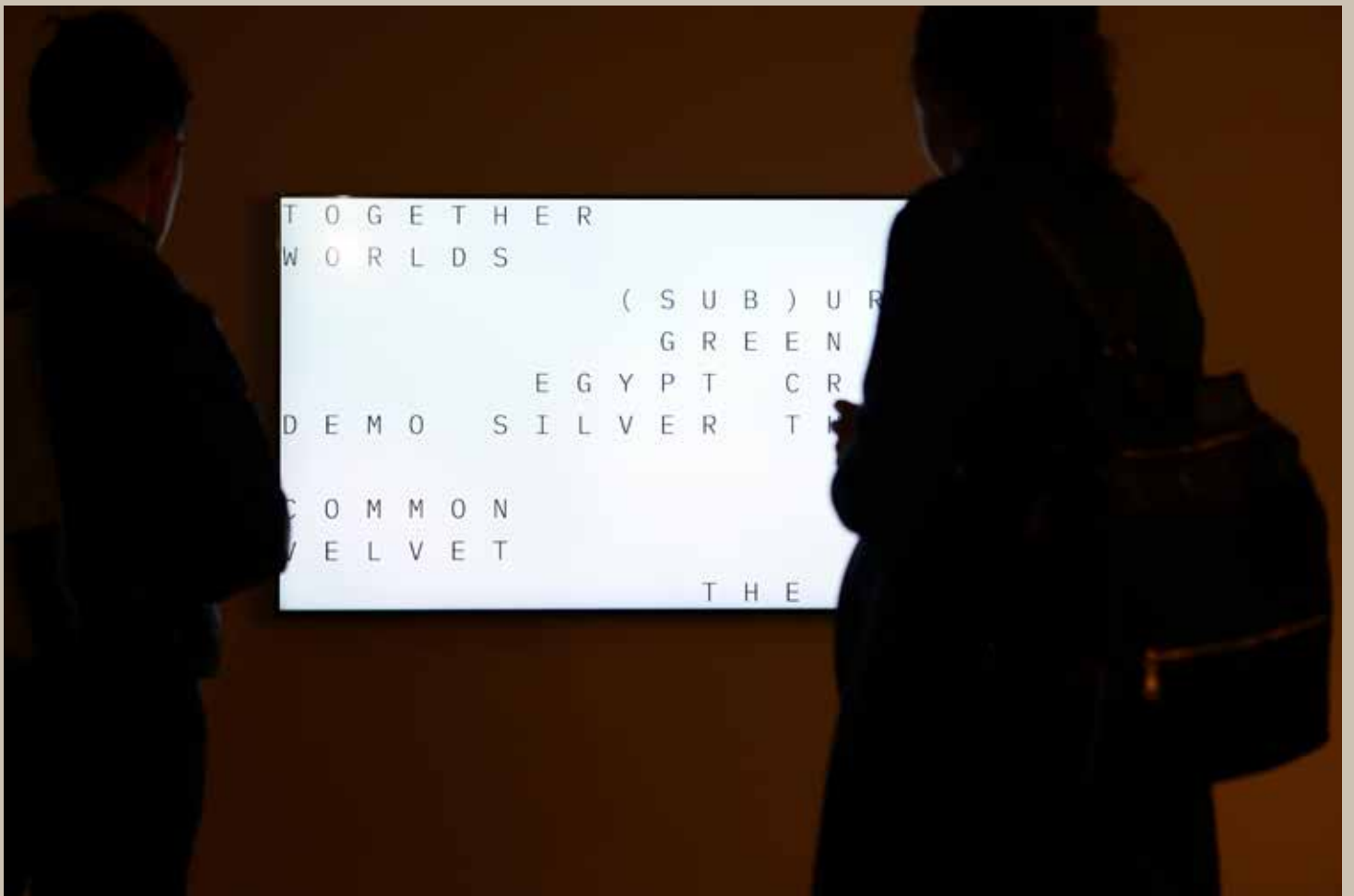
- Through our programmes of exhibitions, talks, events and special projects
- Deliver the DHG Green Policy and Implementation Plan by 2023
- Fully implement the DHG Green Policy
- Take a holistic approach and embed circularity into all activities reducing waste and sharing resources
- Learn from and partner on Trinity Colleges' Green Policy initiatives as well as the Arts Council's initiatives



The Douglas Hyde is a unique space in many ways. Architecturally, it has been one of the most exciting spaces I've worked in, the team is dedicated and intelligent, and the programme offers a rich engagement in both aesthetics and politics; for both local and international audiences.

Jumana Manna, artist





We will pursue these three goals: **1, Create Ambitious and Inspiring Exhibitions;** **2, Create New Audiences for Contemporary Art, Build and Expand Engagement;** and **3, Build the Infrastructure for the Future;** singular but interconnected, to deliver The Douglas Hyde of the future.

This work will create a Douglas Hyde that is the leading platform for thought-provoking contemporary art in Ireland, fostering artists, audiences and ideas, bringing the best of international contemporary art to Ireland and the best of Irish contemporary art to the world.

Our **Strategic Plan 2023 - 2027 Create and Build** will lead us to the year 2028 when we will celebrate the 50th anniversary of the founding of The Douglas Hyde by the Arts Council and Trinity College Dublin.



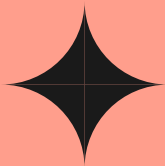


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