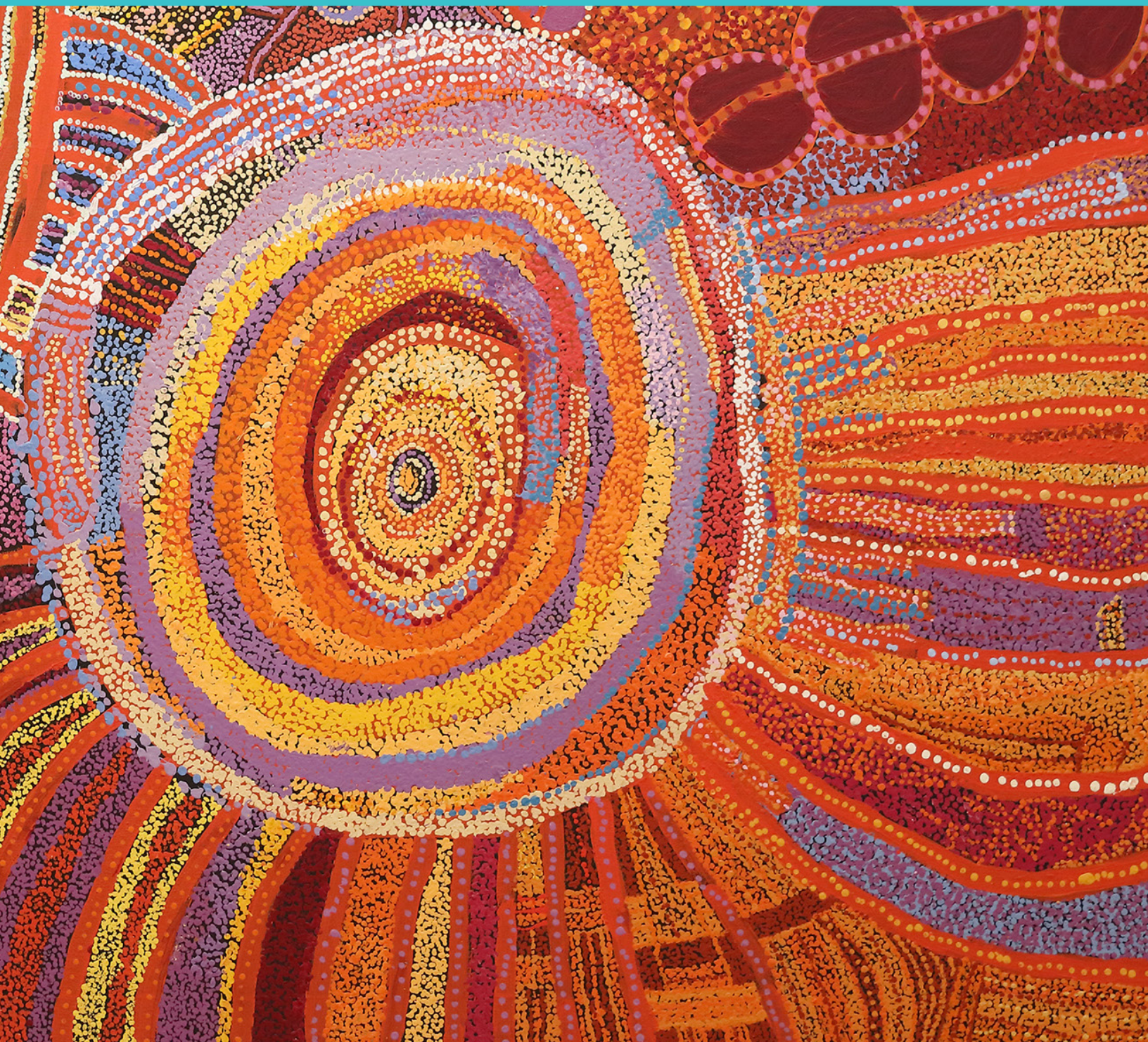




KLUGE-RUHE
ABORIGINAL
ART ► COLLECTION
OF THE UNIVERSITY OF VIRGINIA

**STRATEGIC PLAN
2021 ► 2026**



A MUSEUM FOR THE 21ST CENTURY

The Kluge-Ruhe Aboriginal Art Collection of the University of Virginia is the only museum dedicated to Indigenous Australian art in the United States. Offering a variety of rich programming on-site and digitally, the museum attracts more than 40,000 visitors annually and reaches 300,000 visitors through loans of artwork to other museums.

Buoyed by our mission to expand the world's understanding of Indigenous Australian arts and cultures, as well as our deep relationships with Indigenous communities, Kluge-Ruhe is now establishing itself as a leader in the museum field, particularly among museums with Indigenous collections.

The worldwide movement to address inequality and injustice has been central to Kluge-Ruhe's mission for many years, where one of our key values is to amplify Indigenous voices. We have built on this strength to reimagine the role of the museum in the contemporary world in two ways: We will increase the meaningful involvement of Indigenous people throughout Kluge-Ruhe, and we will create high-value, immersive experiences to serve broader audiences.

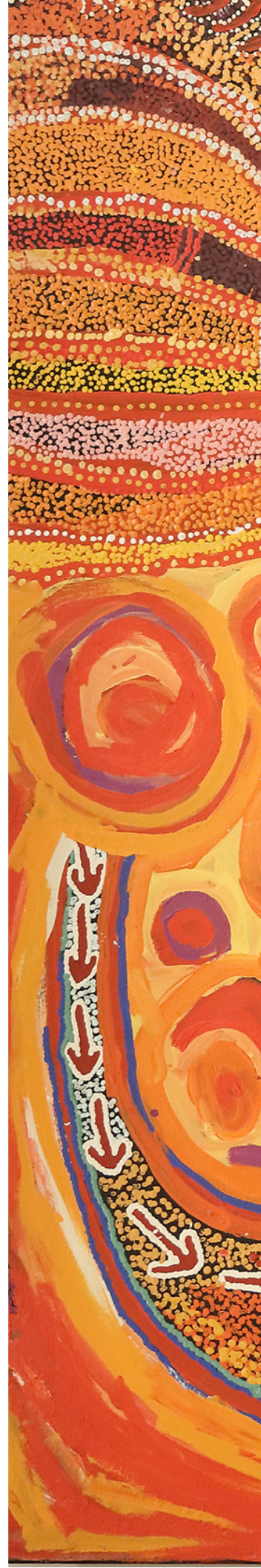
EMPOWERING INDIGENOUS LEADERSHIP

At Kluge-Ruhe, we respect Indigenous people as the authorities on their arts and cultures. We are committed to increasing Indigenous Australian participation, governance, and influence in everything we do. This commitment will affect the whole museum, including curation, collections management, programming and operations. By creating opportunities for Indigenous people to have a direct impact on how we share our collections with the world, we will ensure that our governance is aligned with our values.

This commitment will prepare us for success within the contemporary museum landscape, positioning Kluge-Ruhe as a leading example of responsible and enlightened governance. We will involve Indigenous people as both key stakeholders and a primary audience. We will be valued as exemplary collaborators, pursuing expanded partnerships with Indigenous Australians, government agencies in Australia and the United States, content developers, and other like-minded museums.

On UVA Grounds, we will be recognized as an integral part of the University's vibrant cultural life, where we will be sought out as active collaborators across disciplines. We will extend our alignment with President Jim Ryan's "Great and Good: The 2030 Plan," which calls UVA to "cultivate the most vibrant community in higher education."

Indigenous leadership will activate the stewardship of our collection in fresh ways. We will ensure that we have sufficient space to care for our physical collection and the resources to preserve and digitize it appropriately.





Artworks from the exhibition *Irritjja Kuwarri Tjungu | Past & Present Together* are projected onto the UVA Amphitheatre in the spring of 2021.

AN EXPERIENCE TAILORED TO AUDIENCE NEEDS

Kluge-Ruhe aims to create an inclusive and welcoming environment that promotes cross-cultural dialogue and inspires discovery through research and experiential learning. To enhance the museum experience for our in-person and online visitors, we will reorient our resources—human, financial, and technological—to better identify, develop, and serve our various audiences. We will ensure that the experiences we offer are meaningful, enlightening and foster an understanding of contemporary issues.

We will meet our audiences where they are and make our collections available to them in ways that match their needs for exploration. Because Kluge-Ruhe is the only organization outside Australia with our expertise and resources, we are uniquely positioned to enthrall our audiences, inviting them into deeper engagement. We will significantly expand our digital reach, but we will not aim to reproduce the in-person museum experience virtually. Instead, Kluge-Ruhe will harness the unique benefits of digital tools to develop content that offers new and customizable ways of exploring Indigenous Australian arts and cultures. We will use our social and digital platforms to establish a space where Indigenous Australian art can be explored and appreciated from anywhere in the world.

By reorienting our resources to better serve our audiences, we will gain recognition as a leading developer and distributor of innovative programming and extend our reach to more than 150,000 in-person and digital visits annually.

ACHIEVING OUR VISION

Over the next five years, we will pursue four strategies to achieve this bold vision: expand Indigenous leadership, create dynamic experiences audiences will love, activate the stewardship of our collections, and accelerate our growth.

EXPAND INDIGENOUS LEADERSHIP

We will strengthen our governance by increasing Indigenous leadership, creating more focused governance bodies, and developing a formal succession plan. We will:

- » Reconstitute the advisory council and committees to advance Indigenous leadership.
- » Build relationships with the Monacan Nation and First Nations communities nationally and internationally.
- » Prepare for a smooth transition of leadership through considered steps.

“The next chapter for Kluge-Ruhe recognizes that Indigenous voices are critical to the organization's leadership and decision-making, ushering in a new and dynamic era for our collections, our communities and our cultural futures.”
- DR JILDA ANDREWS (Yuwaalaraay),
co-chair of the Kluge-Ruhe Advisory Council

Joe Guymala (Kunwinjku), left, and Gabriel Marlangurra (Kunwinjku), right, visit UVA to teach UVA classes and represent a travelling exhibition of Aboriginal Australian memorial poles on view at The Fralin Museum of Art in spring 2020.

CREATE DYNAMIC EXPERIENCES AUDIENCES WILL LOVE

We will offer in-person and digital opportunities for engagement that promote discovery, expand our reach, and deepen our impact. We will:

“I know I can recommend Kluge-Ruhe to any friend and it will not fail to intrigue and surprise and be a knockout experience.”
- MUSEUM VISITOR

- » Integrate audience segmentation into the museum's programmatic and fundraising initiatives.
- » Develop exhibitions and in-person learning experiences that are vibrant and immersive.
- » Generate captivating online learning experiences.
- » Foster understanding of contemporary Indigenous concerns.
- » Optimize the promotion of our physical content and the delivery of our digital content.
- » Increase Indigenous guidance of our programming.

ACTIVATE THE STEWARDSHIP OF OUR COLLECTIONS

We will care for our collections by preserving them, growing them, sharing them, and promoting active custodianship of them by Indigenous peoples. We will:

- » Create more opportunities for Indigenous Australians to actively participate in researching and caring for our collections.
- » Expand our capacity and create room to grow.
- » Maintain and build our digital collection.

“One of the most important aspects of preserving, growing and caring for collections is for museums to actively engage and build meaningful relationships with Traditional Custodians. Cultural knowledge holders and elders are the only people who can enrich such collections. They know the true names of artefacts, the ways they were made, why and how they are used in their original context. They can sing and provide comfort to their artefacts like nobody else can.”

- SHAUN ANGELES (Penangke)

Anna Malibirr (Gupapuyngu/Yolŋu) shows UVA students and community members how to start twining a pandanus basket as part of a month-long visit to consult on the exhibition *With Her Hands* in summer 2019.

ACCELERATE OUR GROWTH

We will invigorate our capacity for growth by accelerating our development potential, reallocating our resources to strengthen our digital engagement strategy, securing permanent funding for critical staff positions, and creating staff opportunities for Indigenous Australians. We will:

- » Secure funding for Kluge-Ruhe's most important projects.
- » Increase earned revenue and fundraise to hire and retain staff.
- » Create opportunities for Indigenous Australians and First Nations people to work at the museum.
- » Participate in the movement toward global environmental sustainability as we grow.

“Only Yolŋu can tell the stories for these paintings, so that our ŋäpaki' (non-Aboriginal people) and Yolŋu can learn from them. Working together is the chance to stand up and tell the world the real message of these stories and paintings.”

- DJAMBAWA MARAWILI AM (Madarrpa/Yolŋu)



Djambawa Marawili AM (Madarrpa/Yolngu) teaches UVA printmaking students about his artistic practice during his residency in 2015.

OUR VISION

A world in which Indigenous peoples are listened to, and their arts and cultures are honored and celebrated.

OUR MISSION

To expand knowledge and understanding of Indigenous Australian arts and cultures to cultivate greater appreciation of human diversity and creativity.

OUR VALUES

- We respect Indigenous people as the authorities on their art and culture, and we strive to amplify their voices.
- We collaborate with partners across the globe to deepen our impact and extend our reach.
- We create inclusive and welcoming environments that promote cross-cultural dialogue.
- We aim to inspire discovery through research and experiential learning.
- We steward all of our resources – our collections, facilities, staff and volunteers – with care and respect.

YOUR SUPPORT

Kluge-Ruhe is redefining museum governance and audience engagement for the 21st century. With your support we will usher in a world in which Indigenous peoples and their arts and cultures are respected and valued. We invite you to join us.

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