

IMMA





Introduction

IMMA is Ireland's National Cultural Institution for Contemporary Art. Its diverse and ambitious programme comprises exhibitions, commissions and projects by leading Irish and international artists, as well as a rich engagement and learning programme which together provides audiences of all ages the opportunity to connect with contemporary art and unlock their creativity. IMMA is home to the National Collection of Irish and International Modern and Contemporary Art, started in 1990 and now numbering over 3,500 artworks. We make this national resource available through exhibitions at IMMA and other venues nationally and internationally, through engagement and learning programmes and digital resources.

IMMA has a large and engaged audience. Physical visitors have grown by 90% since 2014 and 584,000 people visited IMMA in 2016 making it the 2nd most visited free attraction in Ireland. Our audience is young and digitally connected, with over 60% of our visitors under 44 and a large amount of engagement happening through our social media channels.

IMMA's programme reimagines 'the Museum' as an open and participatory space that connects people to contemporary life through art. Surveys show us that our audience comes to IMMA to experience something new and to share knowledge and new thinking. Recent developments in the programme has seen IMMA expand beyond the gallery space to incorporate the full site of IMMA's home at the Royal Hospital with a programme of live performance, summer festivals, food and gardening that invites the audience into a direct interaction with creativity, and provides a space for debate, inspiration and participation.

IMMA's principle funder is the Department of Culture, Heritage and the Gaeltacht. IMMA is enterprising and entrepreneurial. Our grant-in-aid is supplemented by income raised through corporate and philanthropic support and the commercial activities that IMMA initiates on our site. In 2016 this generated income of €1.5 million and represented 26% of our turnover. Our ambitious programme is funded through our development income, raised through our corporate and philanthropic partnerships, and our commercial income raised on the site from venue hire, retail and catering.

Context to IMMA's Strategy 2017-2021

IMMA's strategy is informed by our mission since 2013; to connect new audiences with contemporary art and to work towards a viable financial model in the face of cuts of 48% in our grant aid. It is also informed by a renewed national focus on the importance of creativity in our day to day lives and a sectoral reconsideration of the role of cultural institutions in contemporary society. Our programme enables and supports two core communities of artists and audiences. This strategy reflects the fact that the needs of both are changing and how, as a contemporary institution, we need to be responsive and flexible in order to respond to that change.

IMMA returned to its home in the Royal Hospital Kilmainham in 2013 after a two-year period of refurbishment. Since that point IMMA's programme has actively sought new ways to connect audiences with the potential of contemporary art and to shift their expectations and experience of IMMA as a museum. IMMA's programme has extended beyond the gallery space to activate the beautiful grounds and buildings of the Royal Hospital with a programme of live art, music, site specific artists' installations, participatory programmes and into the digital space, creating opportunities for artists to explore new forms of art making and for the audience to experience the full breadth of contemporary practice. IMMA's audience base has grown and deepened since 2013 and we have been supported in all our ambitions by an engaged and invested audience, who are looking to experience the new, to get involved and become part of what we do. IMMA works with art that is being made now, supporting and enabling artists to realise their ambitions. As a contemporary art museum there are many ways that we can do this and this strategy considers the resources and potentials

we hold on our expansive and historically resonant site, within our Collections, networks and audience to support artists' research, collaboration and experimentation.

IMMA is the home of the National Collection of Modern and Contemporary Art. A Collection is not just a series of physical objects but also a series of histories and relationships that represent a rich resource of knowledge that, if accessible, holds great potential for a wide range of audiences. IMMA therefore defines its Collection as art works, archive and data. A key objective of this strategy is the development of new Collections Centre that will create new forms of physical and digital access to IMMA's Collection, Collection Archive and Programmatic Archive. Envisioned as both a new building and new online space, the Collections Centre will create a home for the Collection on IMMA's grounds, providing access to the public through visible storage, media banks, accessible photographic and print collections and education spaces that will facilitate the Collection as a learning tool for all ages. This building will also house IMMA's complete Collection and Programmatic Archive, creating a reflective reading and research space for the general public, students, artists and national and international researchers. The new Collections Centre will create an extensive point of access for the IMMA Collection that will extend beyond the galleries. This access will be enhanced through a parallel programme of digitisation of IMMA's resources that finds new ways to bring the context of art works to the public. This will be delivered through a dynamic web platform that shares art works - and the rich stories and knowledge behind those works and their artists - through innovative digital applications. Delivering on this ambition will create a truly significant

archive and history of contemporary Irish Art practice for Irish citizens, and to further the story of Irish art Internationally.

IMMA's core mission of connecting contemporary society to contemporary life reflects national initiatives and developments in government policy with launch of Creative Ireland, Culture 2025 and activation of the Arts in Education charter. Our mission aligns with Creative Ireland's ambition to place creativity at the heart of Ireland and to create access across society to Ireland's cultural resources. IMMA's programmes provide a space for all generations and communities to engage with creativity, conceptual thinking and cultural meaning. Contemporary art is of our time and helps us understand the world we live in now. As such it is a powerful medium through which a broad audience can be encouraged to participate in an active cultural life.

IMMA is made stronger through collaboration and the ambition of this strategy is underpinned by long term partnerships with organisations within Ireland including MISA (St James' Hospital), Trinity, NCAD and IADT, visual arts organisations, local community groups and National Cultural Institutions. IMMA's programme is underpinned by important corporate and philanthropic partnerships including Matheson, Goodbody, Hennessy, Credit Suisse, BNP Paribas, Goodbody, the IMMA 1000 donors and our network of international collaborators, through which we can contribute to the growing recognition of Irish visual arts on the global stage.

As IMMA emerges from a period of devastating cuts in our grant in aid we can reflect in this strategy on the resilience shown by the organisation to develop new sources of funding which have become

essential to the delivery of all aspects of our artistic activities. Whilst IMMA is committed to continuing to seek and build new income sources, this strategy reflects the critical need for investment to ensure that our physical and digital infrastructure are fit for purpose for the future, and that they can effectively support the programmatic ambitions of the institution and the needs of future generations of artists and citizens.

Since returning to the Royal Hospital in 2013 after a period of absence we have a renewed understanding of the strength that our site brings to IMMA and the creative resource it represents for both visitors and artists. This strategy identifies the huge potential of the Royal Hospital Kilmainham as an open creative campus that creates different ways for audiences to access its creative programme, either through visiting exhibitions, learning more in the Collections Centre, experiencing art live across the site, seeing artists work in the residency or finding out more about the Royal Hospital Kilmainham, one of Ireland's most important historical sites.

This strategy results from an extensive and productive process of consultation with the IMMA staff and Board and reflects the vision of the institution. All of IMMA's activities are supported by the dedication, expertise and enthusiasm of the IMMA team and this strategy aims to support them to realise their ambitions.



Message from the Chair

I am pleased to present the Strategic Plan for the Irish Museum of Modern Art, which covers the period from 2017 to 2021.

This strategy comes at a particularly exciting time in IMMA's development. Situated in its wonderful, historic campus at the Royal Hospital, Kilmainham, the museum is currently the second most visited free attraction in Ireland. The Board of IMMA, and myself as Chairman, are committed to ensuring that the visitor experience is one that reflects and resonates with the Irish people and provides exposure to national and international artists in an environment that marries the historic with the contemporary. It is also, I believe, our responsibility to ensure that the marvellous artistic asset that has been placed within our custody is ready to play a central role within Ireland's creative and artistic landscape and to prepare to do the same for future generations.

The Plan sets ambitious targets for the five years it covers. It outlines the ways in which IMMA can grow and flourish in a national and global context and, also, how IMMA can support the aims and objectives of the Government's Creative Ireland Programme 2018-2022. IMMA's mission is to connect audiences and art and to provide a space where contemporary life and contemporary art connect, challenge and inspire. This is consistent with the objectives outlined in the Creative Ireland plan.

The development of the Plan has been very much a cooperative and deliberative process involving the Board, the staff and our stakeholders. I am confident that the challenging objectives set will provide significant and continued momentum in realising our stated vision of creating the present in a place of history.

David Harvey
Chairman

Visitor Testimonials

An oasis of peace and inspiration. Curators/guides are wonderful. Knowledgeable and so friendly. I'll be back again and again.

[Olive Galbraith \(via Google\), April 2017](#)

The highlight of my entire Irish trip! The venue itself is beautiful, and there are many exquisite sculptures in the grounds which are unmissable. In addition to that, I highly recommend the cafe in the basement - we had an amazing lunch there.

[Tripadvisor, August 2017](#)

A thoroughly enjoyable experience even my 11 year olds were blown away by the exhibition.

[Visitor response, 2017 IMMA survey](#)

I always have a memorable and inspiring visit to IMMA. It is one of the most engaging places to visit in Ireland.

[Visitor response, 2016 survey](#)

IMMA is my favourite museum in Ireland, first and foremost. Thank you for all you do.

[Visitor response, 2016 survey](#)

Superb, truly it was a magical experience.

[Visitor response, 2017 IMMA survey](#)

Some people need to go church- I need to spend time in IMMA

[Visitor response, 2014 Survey](#)

I live locally, so it's my back garden. Favourite thing is an off tourist season morning walk followed by a couple of hours in the galleries.

[Visitor response, 2014 Survey](#)

[My favourite thing to do in IMMA is]...Explore the grounds, wander through the galleries, get some stimulation and inspiration.

[Visitor response, 2014 Survey](#)

The park setting and the deep history of the buildings of this modern museum is the perfect juxtaposition for the thrilling exhibitions currently mounted at IMMA. I entered the museum grounds through the gate entrance across from Kilmainham Gaol, which provides a leisurely approach along a tree lined road flanked by a paddock and cemetery. On the sunny day I attended, this setting was a stark and welcome contrast to the chaotic and deafening sounds of the city. Don't miss the outdoor sculpture installations as you approach the museum buildings. The tranquillity continued on into the museum's courtyard, which is surrounded by the main museum buildings which includes a cafe. The two exhibitions I visited and which were included in my Dublin Pass were: Lucien Freud and a themed exhibit on spirituality. Both were provocative, magnificently curated and very satisfying. The portraiture of Freud is particularly interesting to this museum, because Freud spent time in Dublin and there are portraits of a few Irishmen in the exhibit. I thoroughly enjoyed these exhibitions and appreciate that this is a museum with a clear vision of what it is and what it can offer. I envy the folks who can take this in whenever they want to.

[Chris H Review on TripAdvisor](#)

School teaches us what to think, the gallery teaches us how to think.

[Recent participant on our Freud schools programme](#)

Artist Testimonials

Last year, as one of the commissions to reflect on 1916, I made *If the Ground Should Open...* Working with 9 performers, I composed 11 original pieces of music that finally took the form of 8-channel video installation and a one-off live performance in the Great Hall. The support from IMMA was invaluable, both from the initial invitation, through to the final presentation. It afforded me a freedom to explore and develop what became one of the most ambitious and exhilarating works I have ever made.

[Jaki Irvine](#)

The exhibition of four of my films at IMMA in 2014 was easily the best designed and installed presentation of my work to date. As an institution the work they put into achieving the highest standards (for the very unglamorous mechanics of acoustic and light treatment and audio visual equipment) was exceptional in my experience. It shows a generosity towards the audience and commitment to appeal beyond the art world to a larger public audience.

In the run-up to the exhibition of *The Welfare of Tomás Ó Hallissy* in 2016 Sarah Glennie assembled a budget, partner institutions and crucially stepped in as a de-facto producer. During and since the show she has introduced me to other potential producers and funders for future projects. As an artist it doesn't get better than this.

[Duncan Campbell](#)

A place in Ireland where the best of your artistic abilities are allowed to come to fruition is vitally important. The support of IMMA has been paramount to enabling me to develop my practice through the making a body of new work. The understanding of the importance of the production of new artworks for the development of an artist's practice by IMMA is without parallel in this country, allowing the necessary time consuming processes of research and experimentation to occur out of which new work emerges and artistic criticality develops.

[Grace Weir](#)

When I was approached by IMMA to curate a show from the IMMA Collection: *Freud Project I* was fascinated and pleased, but also very aware of the challenging complexities of Freud's work. I knew I would be consumed by dealing with these, and I have been both resentful and captivated by wrestling through issues he brings related to the psychology of looking. It has been an incredibly engrossing and deeply interesting experience, particularly when I have explored the links between Freud's practice and that of contemporary artists, writers and scientists who have influenced my own.

[Daphne Wright](#)



Mission

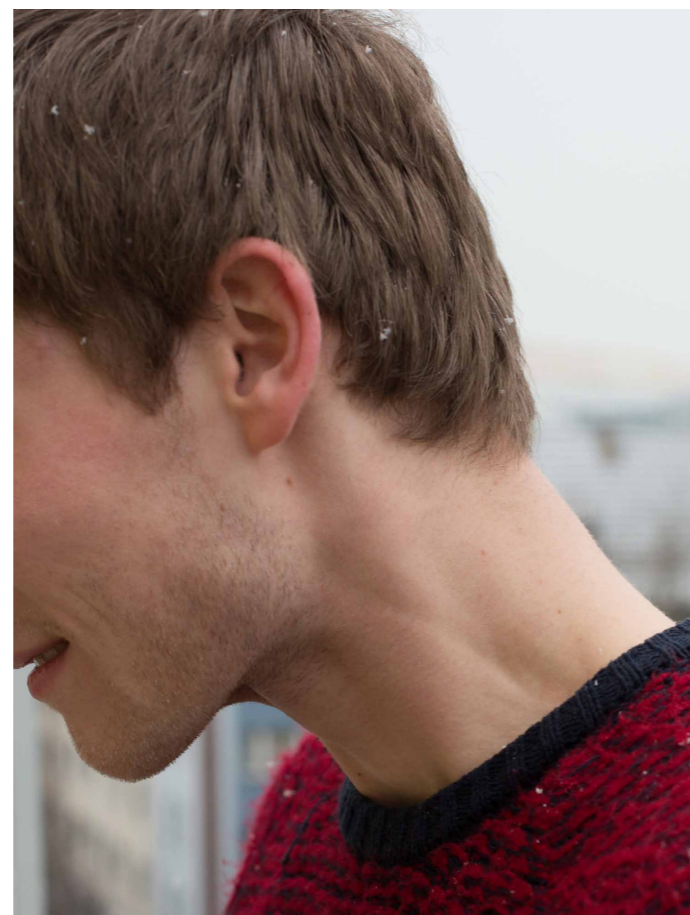
IMMA connects audiences and art, providing an extraordinary space in Ireland where contemporary life and contemporary art connect, challenge and inspire one another.

We share, develop and conserve the Irish National Collection of Modern and Contemporary Art for now and for the future.



IMAGE LEFT Jaki Irvine / *If the Ground Should Open..* / 2016 / Live Performance / Great Hall, IMMA / Photo: Ruth Medjber

IMAGE RIGHT Wolfgang Tillmans / *Central Nervous System* / 2013 / Inkjet print on paper mounted on aluminium in artist's frame / Courtesy Maureen Paley, London / © Wolfgang Tillmans



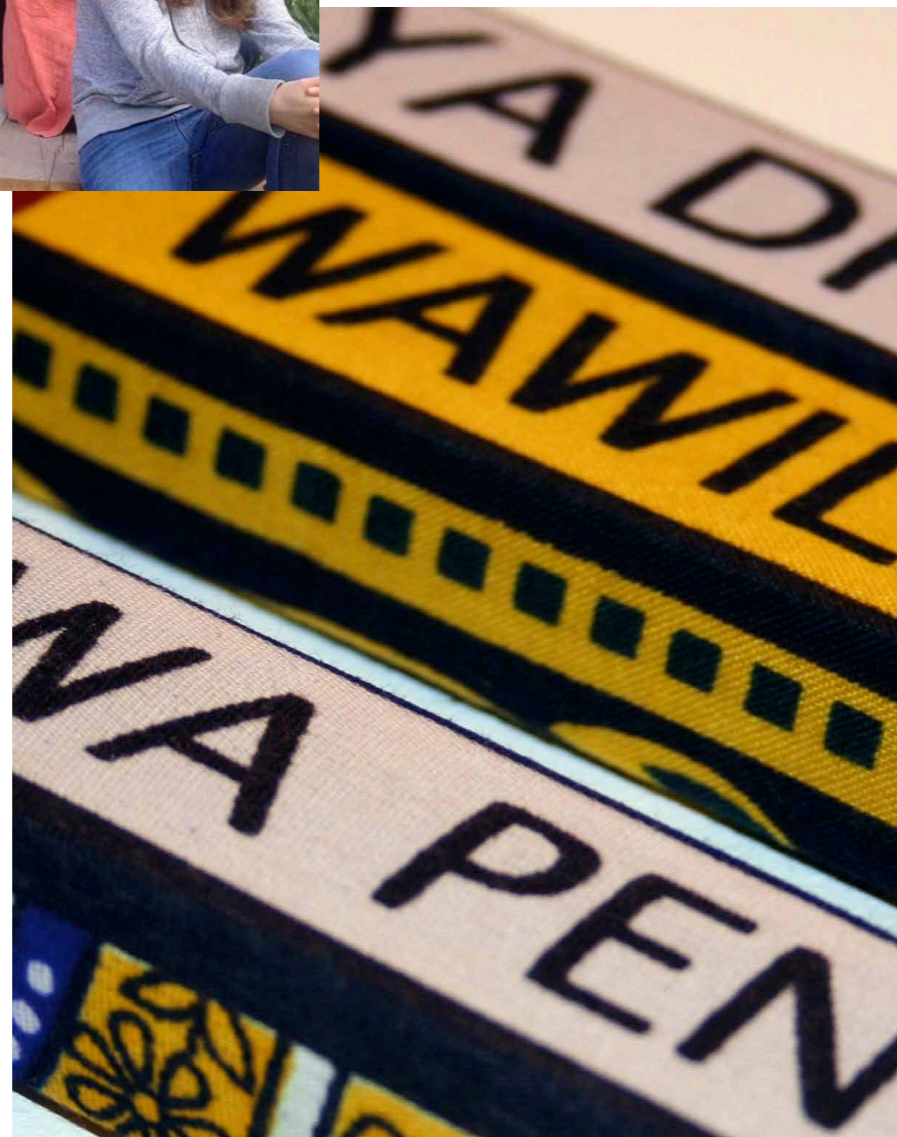


IMAGE TOP Suzanne Lacy / *The School for Revolutionary Girls* / 2016 / A Fair Land / Photograph by Suzanne Lacy

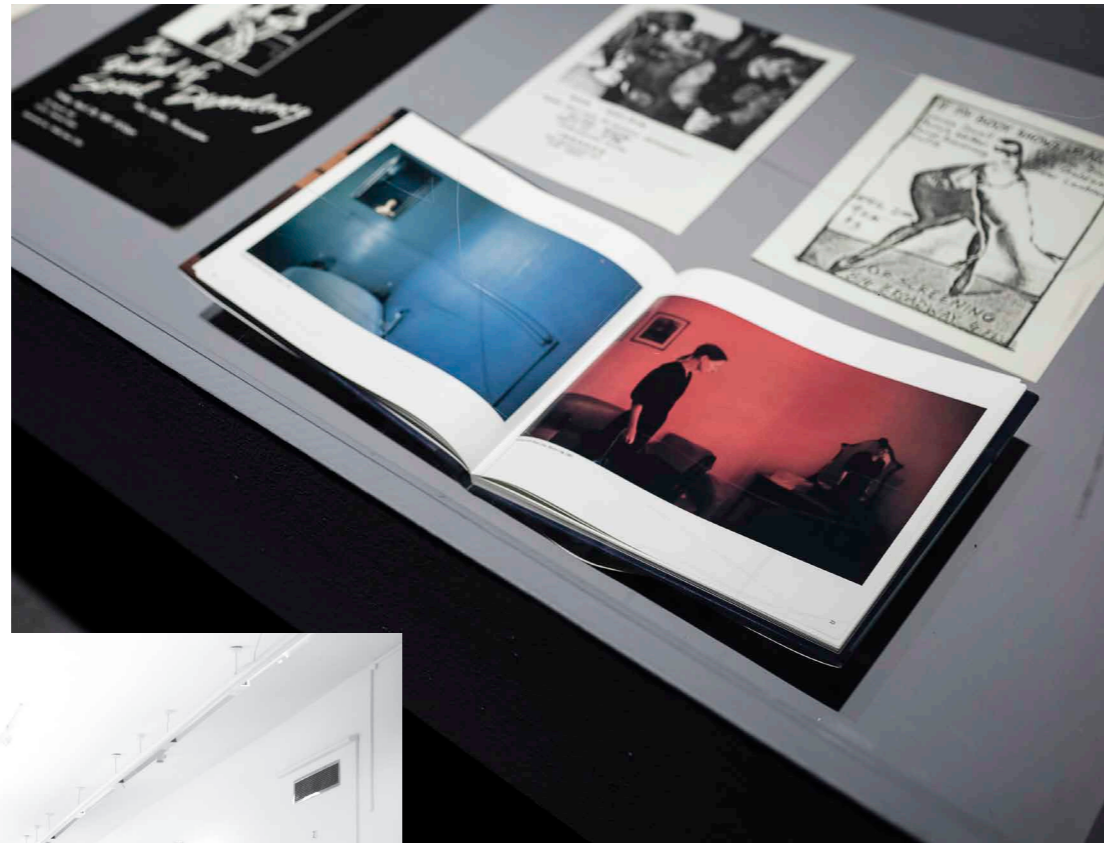
IMAGE LEFT Steve McQueen / *Remember Me* / 2016 / Installation view / *As Above So Below: Portals, Visions, Spirits & Mystics* / Photograph by Sasko Lazarov.

IMAGE RIGHT Kapwani Kiwanga / *Turns of Phrase: Fig.1 (Upendo)* / 2012 / Fabric, wood / © Kapwani Kiwanga.

Vision

IMMA creates the present in a place of history.





By 2021 IMMA will be...

- Internationally recognised for its distinctive programme.
- Publically recognised as a valued and relevant resource for contemporary Ireland.
- An open campus of ideas and shared knowledge, deeply embedded in its home in the Royal Hospital Kilmainham.
- A digital leader, providing the leading online resource for Irish contemporary art.
- Building an innovative and landmark Collections Centre.

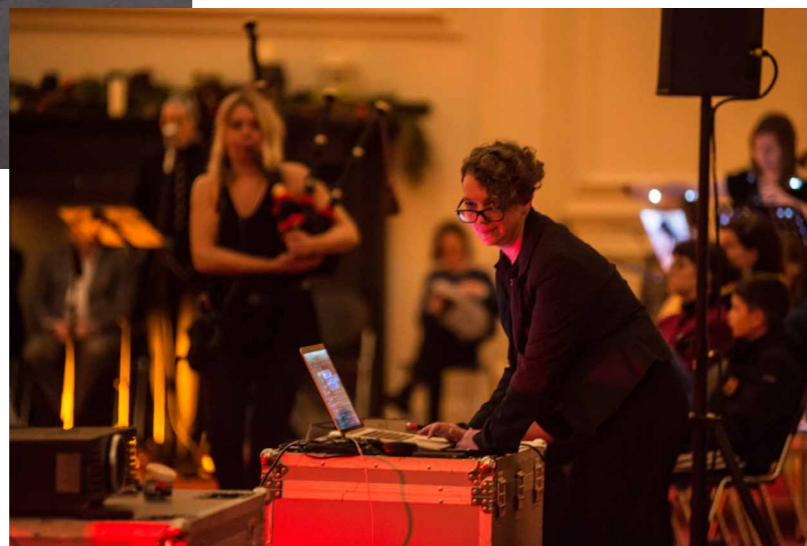


HOW WE ARE GETTING THERE: FIVE STRATEGIC OBJECTIVES



IMAGE LEFT IMMA Collection: *Fragments* / 2015 / Installation view at IMMA / Collection Irish Museum of Modern Art

IMAGE RIGHT Jaki Irvine / *If the Ground Should Open...* / 2016 / Live Performance / Great Hall, IMMA / Photo by Ruth Medjber



1. IMMA fosters and fuels curiosity.

Amongst artists and audiences alike, across all ages and across Ireland, we provide a unique and open space for contemplation, connection and creativity.

2. IMMA is a dynamic hub of shared knowledge, research and new thinking.

For those seeking to more deeply explore IMMA and our national collection of modern and contemporary art, our open campus will be a centre of excellence for access and research.

3. IMMA is a campus of creativity, beyond the gallery walls.

The Irish Museum of Modern Art creates the contemporary in a place of history, embracing its inspirational and multifaceted home at Royal Hospital Kilmainham.

4. IMMA is made stronger by vibrant and progressive partnerships.

National and international collaborations – across and beyond the cultural ecosystem – enable IMMA to meet our strategic objectives and deepen the impact of our programmes.

5. IMMA is proudly enterprising

With robust and accountable planning and management of resources across all activities, IMMA delivers tangible return on investment and makes a valuable contribution to Ireland's cultural life.

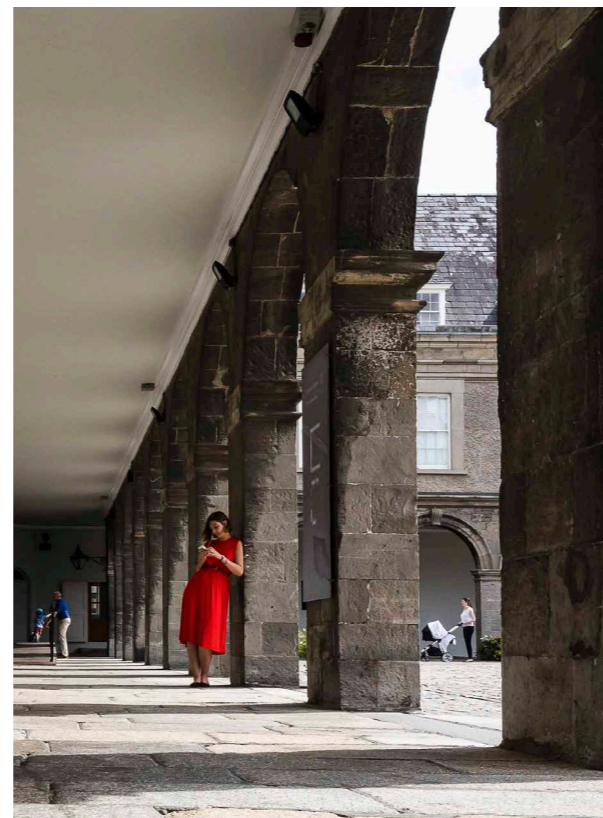


IMAGE TOP LEFT *Summer Rising* / 2015 / Photograph by Fiona Morgan

IMAGE LEFT Stan Douglas / *Mise en Scène* / 5 June — 20 September 2015 / Installation view at IMMA / Photo courtesy of Paul Sherwood

IMAGE RIGHT Iran do Espírito Santo / *Untitled/Corrections D* / 2008 / Collection Irish Museum of Modern Art

What this will mean to Ireland

- A National Cultural Institution that creates the present, demonstrating a dynamic society that supports risk, innovation and excellence within its culture.
- A creative and contemporary activation of one of Ireland's most beautiful and significant historical sites, creating an open cultural campus for the people who live, visit and work in Ireland.
- A physical and digital space that means the National Collection of Modern and Contemporary Art can be truly national.
- A National Cultural Institution that demonstrates the government's commitment to ensuring that Ireland is a place that nurtures and sustains its artists.
- A uniquely flexible National Cultural Institution that responds to the changing needs of its audience.
- A space for a new generation to engage with creativity, conceptual thinking and cultural meaning. Contemporary art is of our time and helps us understand the world we live in now.



1. IMMA FOSTERS AND FUELS CURIOSITY

Amongst artists and audiences alike, across all ages and across Ireland, we provide a unique and open space for contemplation, connection and creativity.



IMAGE LEFT Dali inspired nail art / courtesy of @oioioio / Instagram

IMAGE TOP RIGHT Erin Merc (6), enjoys the launch of an exhibition / *As Above, So Below: Portals, Visions, Spirits & Mystics* at IMMA, Dublin / Photograph: Ruth Medjber

IMAGE RIGHT IMMA Installation View



We will:

- commission and present a progressive and ambitious programme of new work, new research and new collaborations.
- provide an environment, within and beyond the gallery walls, which is welcoming and stimulating, where people can absorb and reflect, connect and disconnect from daily life.
- empower artists to make the work they want to make, embracing the full breadth of art-forms evolving in contemporary practice.
- continue to place the Engagement & Learning department at the core of our programme and our work with artists.
- run a vibrant programme of initiatives to reach specific audiences, with focus on cohorts and communities not yet benefitting from contemporary art.
- consider and reflect the evolving needs and behaviours of our audience within our programme.
- research, expose and contribute to the changing narrative of Irish art history.
- continue our commitment to supporting Irish artists and contribute to a stronger international network to promote the work of Irish artists across the world.



2. IMMA IS A DYNAMIC HUB OF SHARED KNOWLEDGE, RESEARCH AND NEW THINKING

The Irish Museum of Modern Art creates the contemporary in a place of history, embracing its inspirational and multifaceted home at Royal Hospital Kilmainham.



IMAGE Jean Capielle performing a version of the classical variation of nureyev's *Death of Nikiya* from *La Bayadère* / IMMA Summer Party / 2016 / Photograph: Ruth Medjber.



We will:

- communicate IMMA as an open environment that welcomes everyone.
- create a coherent identity and visitor experience across the campus.
- proudly manifest the RHK's remarkable heritage within the complete IMMA visitor experience.
- actively draw on the context and history of the entire RHK campus as an inspiration and resource for artists and for audiences.



3. IMMA IS A CAMPUS OF CREATIVITY, BEYOND THE GALLERY WALLS

Enabling all to more deeply explore IMMA and our national collection of modern and contemporary art, our open campus will be a centre of excellence for access and research.



IMAGE Installation View /
ROSC 50 / 1967 – 2017 / 2017



We will:

- add a new Collections Centre to the IMMA campus.
- support international exchanges and a systematic programme of research and development within IMMA.
- make our complete programme archive readily accessible as both a physical and a digital resource by creating an internationally significant online resource of contemporary Irish art.
- use the Freud Project as a successful model for embedded research within IMMA.

IMAGE Students from Ramallah, Palestine visit IMMA
with artist Emily Jacir / Photograph by Emily Jacir.



IMAGE Brian O'Doherty / Patrick Ireland / *The doors to good and evil and the windows to heaven-Christina's world / Rope Drawing #124 / March 2015 / Collection Irish Museum of Modern Art / Collection of the artist / 2015*

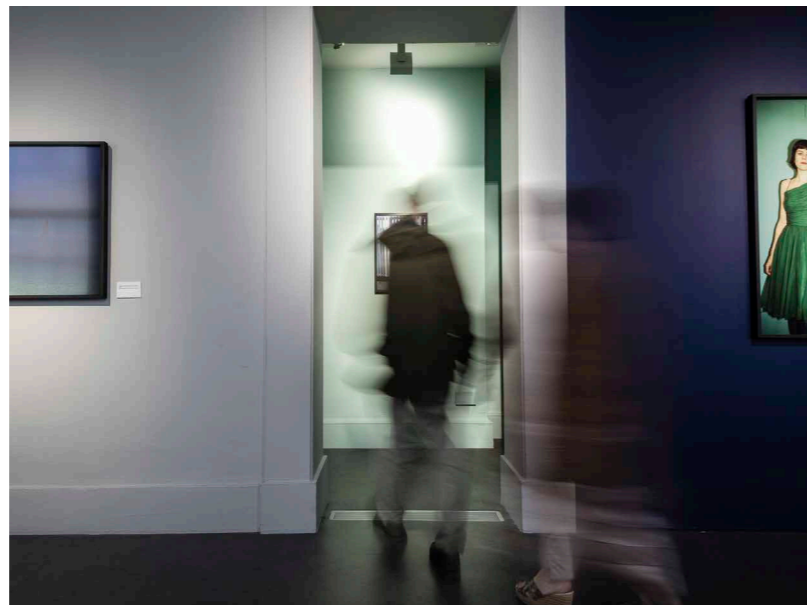
4. IMMA IS MADE STRONGER BY VIBRANT AND PROGRESSIVE PARTNERSHIPS

National and international collaborations – across and beyond the cultural ecosystem – enable IMMA to meet our strategic objectives and deepen the impact of our programmes.



IMAGE LEFT *Summer Rising / 2015 /*
Photograph by Fiona Morgan

IMAGE RIGHT *Installation view /*
Nan Goldin / *Weekend Plans / 2017*



We will:

- identify key institutional partners, locally and globally, who share complementary strategic objectives.
- develop an adjunct curator programme to help enrich our curatorial knowledge and grow the cultural diversity of our programme.
- build strategic partnerships throughout Irish communities, to broaden IMMA's cultural contribution to society.
- foster key third level partnerships to develop and deliver on our research ambitions.
- identify new opportunities in our programmes for corporate and philanthropic supporters to build longer term partnerships.

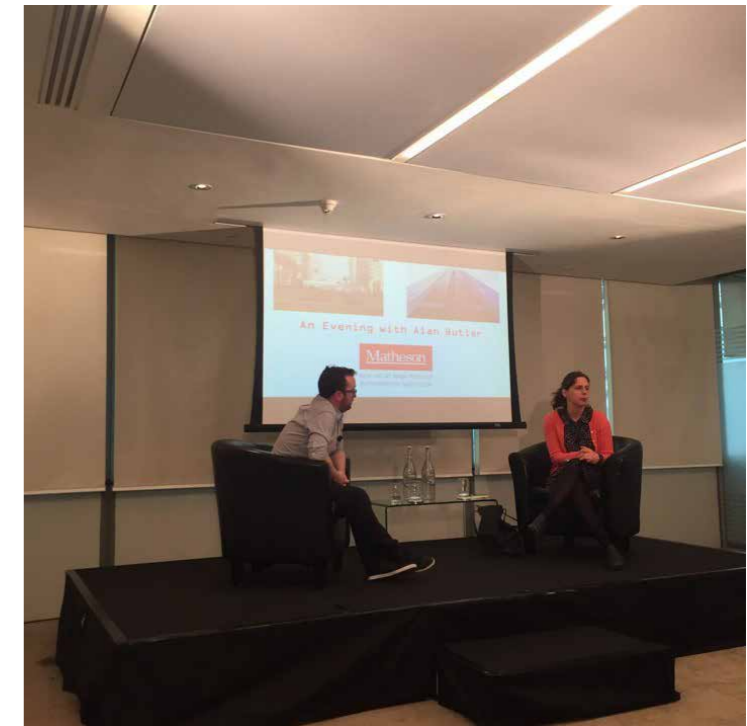


IMAGE IMMA Talks hosted by Sarah Glennie.



5. IMMA IS PROUDLY ENTERPRISING

With robust and accountable planning and management of resources across all activities, IMMA delivers tangible return on investment and makes a valuable contribution to Ireland's cultural life.



We will:

- ensure that IMMA is grounded upon effective organisational structures, business systems and governance models.
- build an integrated, ambitious and responsible five year financial plan reflecting public investment and self-generated resources.
- secure resources to care for and develop the national collection of modern and contemporary art.
- maximise potential income across all of IMMA's enterprise activities.
- grow the base of corporate and philanthropic support available to help IMMA deliver this strategic vision.
- ensure that the staff of IMMA are supported to deliver on our ambitions.
- maintain and develop the infrastructure of IMMA to meet the future needs of our audience and our programme.

