

VISION

2033



Elevator
Lift

EXECUTIVE SUMMARY

ARoS is one of the great state-recognised art museums in Denmark. It is a unique cultural landmark at the heart of the city of Aarhus, and a place known and cherished for championing bold, new ideas. ARoS offers an important creative space for recalibrating the past, negotiating the present, and imagining the future through art.

Under new leadership, ARoS is at a pivotal moment to reframe its agenda and perspective. As we look to an exciting future, we're not resting on our laurels. We want to engage with challenging times and further our mission to become one of the most relevant and exciting art museums working internationally today.

Vision 2033 sets our direction over the next ten years and is a central tool to communicate our aspiration and ambition as an organization. We hope it will inspire our audiences, visitors and partners – both existing and new.

The work ahead will create transformation across many different areas of the museum. We have defined clear strategic goals to guide our actions and ensure accountability. They guarantee we are fit for purpose and ready for expansion. They provide a strong foundation from which to advance our reach, reputation, and ideas.

All this exciting change will be undertaken within a framework of professionalism, integrity and inclusiveness.

Our future will be artistically buoyant and adventurous, culturally inclusive, financially and environmentally sustainable, locally and globally connected and, as always, delivered by a team that is the very best at what it does.

We look forward to you joining us on this journey.



Laura Uggla
Chair, ARoS Board

Our work over the coming years will focus on key priorities:

- We will break new ground with a redefined signature profile, which embraces bold and innovative programming in new and existing gallery spaces and beyond.
- We will transform access to and knowledge about ARoS' Collection by revitalizing its display and interpretation. And we will build its relevance and significance through a new Strategic Acquisitions Plan.
- We will deliver The Next Level (TNL), our major capital project to enhance the visitor experience, with its jewel in the crown, the monumental artwork *The Dome, a Skyspace by James Turrell*.
- We will increase our connections to wider audiences, new communities and partners.
- We will drive transformational growth through the expansion of our financial resources, digital capacity, and building facilities.
- We will focus on reducing our impact on the planet through sustainability initiatives.



Rebecca Matthews
Museum Director and CEO



Joana Vasconcelos, *Valizze Rein*, 2016 (exhibition installation),
Photo © Afros Aethus Art Museum

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1.

OUR JOURNEY TO VISION 2033: CURATING OUR FUTURE

Great art institutions evolve. They move with the times, and make lasting impressions on the hearts, minds and cultures they touch.

Vision 2033 is ARoS' first long-term strategic plan and is the collaborative work of many people across the museum and beyond whose voices are reflected here. From September 2022 to February 2023, ARoS drove a broad consultation process, a bottom up/top down internal and external initiative named *The Involvement Model* to listen to and capture the voices of its stakeholders. The Board approved a process where all staff members and a wide-ranging selection of key external Danish and international peers and partners were consulted for their input and perspective on ARoS' future (see Contributors).

ARoS' Vision 2033 is grounded in a shared vision and mission aligned and realized through action. It maps a considered plan for achievable and sustainable success across the organization – a plan which is transparent and measurable, and which will hold the museum's leadership and Board to account.

Vision 2033 is grounded in our place in the world and brings life and economic vibrancy to our hometown, cementing Aarhus' national competitive advantage and international positioning. ARoS will play a key role as an attractor of cultural tourism to our city and, most importantly, provide opportunities for everyone, from here or elsewhere, to engage in a thriving, rich cultural life in our city.

The demographic, social and cultural trends for the next decade were considered in developing our plan: from artificial intelligence and shifts in population profile to the growing importance of local connections within a global context. We were mindful of ICOM's new museum definition, refined in August 2022¹; responsive to Aarhus Kommune's Cultural Policy 2021–2024²; and the national Museum Reform agenda in 2023³. We focused purposefully on Equality, Diversity and Inclusion (EDI) in our programme, people, promotions, and positioning. And we were cognizant that our future will not be tied to a physical place alone, but must embrace a strong online presence and virtual reality opportunities.

The ten-year 2033 horizon aligns with the reimagining of ARoS that is already underway. Historically important milestones lie ahead and mark the first steps in the museum's future, including:

- 2024 Celebrating our 20th anniversary in our landmark building with special jubilee projects (to be unveiled); a publication highlighting collected artworks and exhibitions of the last 20 years; and the presentation of the inaugural ARoS *Annual Lecture*.
- 2025 Opening of *The Dome, a Skyspace* by James Turrell as part of The Next Level⁴ extension and refurbished museum spaces on Level 4; transformation of Aarhus city centre as a cultural quarter with Musikhusparken's redevelopment.
- 2026 Launch of a major Collection rehang including refurbishment of the Collection Galleries on Levels 6 and 8 and new Collection displays throughout ARoS' public spaces; launch of *The Gaden Commissions* (working title) in ARoS, across ARoS Art Square and beyond, animating spaces in and between the buildings across our city.

1 "A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing."

2 https://www.aarhus.dk/media/67708/kulturpolitikken_dk_version_tilgaengelig.pdf

3 <https://kum.dk/soeg?q=museumsreform>

4 The Next Level is an extension of ARoS, consisting of the monumental artwork *The Dome, a Skyspace* by James Turrell, an underground exhibition gallery of approx. 1,000 square metres, and an open-air Art Square, all offering new immersive experiences.



2.

WHO WE ARE

ARoS is one of Denmark's flagship art museums and a leading visual arts institution internationally.

As a state-recognised art museum, we're here to champion artists and to serve the widest possible audience as a centre of excellence for the collection, preservation, documentation, interpretation and display of Danish and international art, and as a forum for research, art education and the exchange of ideas.

Situated in the heart of the city of Aarhus, AROS is an iconic cultural destination open to everyone. With approximately 520,000 ticketed audiences a year, and more than 630,000 visitors enjoying an AROS experience annually¹, we are the second most visited museum in Denmark, in the second happiest city in the world.

Access to culture as a creative space of connection is one of our fundamental principles. AROS is free to under 18s and we hold this responsibility to young people, children and families very high in our priorities.

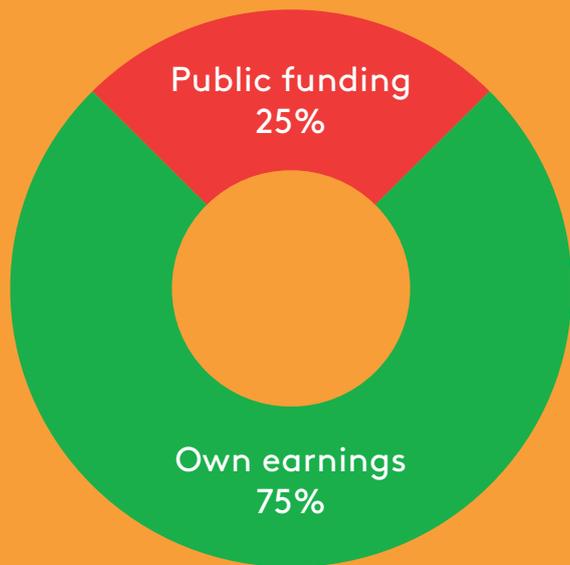
ARoS is one of Northern Europe's largest art museums, with 20,700 sqm across 10 floors offering a range of art experiences: 6 galleries; dedicated spaces for learning and public programming; a popular museum shop; and highly-rated restaurants and cafes. It is crowned by Olafur Eliasson's major iconic experiential work *Your rainbow panorama*, which offers 360-degree tinted views across the city. In 2025 AROS will expand, opening a major capital infrastructure project The Next Level including a spectacular new work by the esteemed American artist James Turrell titled *The Dome, a Skyspace by James Turrell* to complement and enrich the experience of *Your rainbow panorama* and enhance AROS' status as a national and international 'must-visit' destination.

We present 5–7 special exhibitions of international and Danish art each year developed with major global museum, gallery and artist partners. We survey the work of established historical artists and explore thematic subjects relevant for now; we work with contemporary artists to create new installations and showcase ground-breaking work by lesser-known or emerging voices.

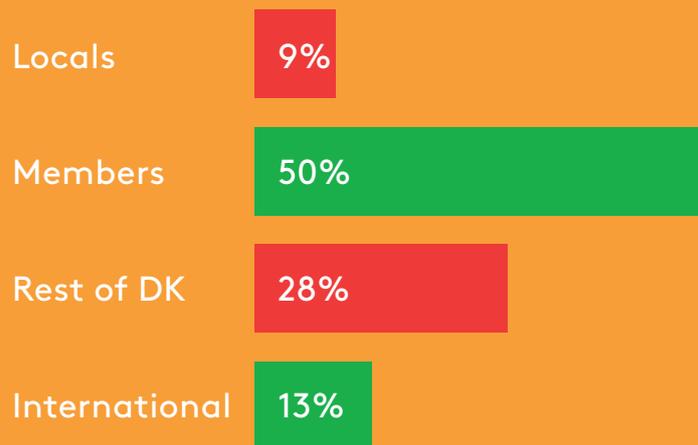
ARoS develops new displays with works from the museum's own Collection spanning 250 years and consisting of over 8,300 artworks. We acquire significant works of Danish and international art across painting, sculpture, photography, prints, drawings and moving image, and have been at the forefront of collecting monumental installation and light art from the past 60 years. We acquire these significant works through fundraising, income generation and private donation. Our partnerships with Foundations are the bedrock of our artistic activity, contributing to exhibitions, acquisitions and our Public Engagement activities.

Our AROS team numbers around 250 people, including part-time workers. We are a self-governing institution with an annual operating budget of around Dkk 100 million. Of this, we receive 25% as public funding and 75% of income is self-generated, through ticketing, fundraising, sponsorship and the full AROS experience that we offer, with opportunities to eat, drink, dine, and shop as well as hold events in our innovative and creative spaces.

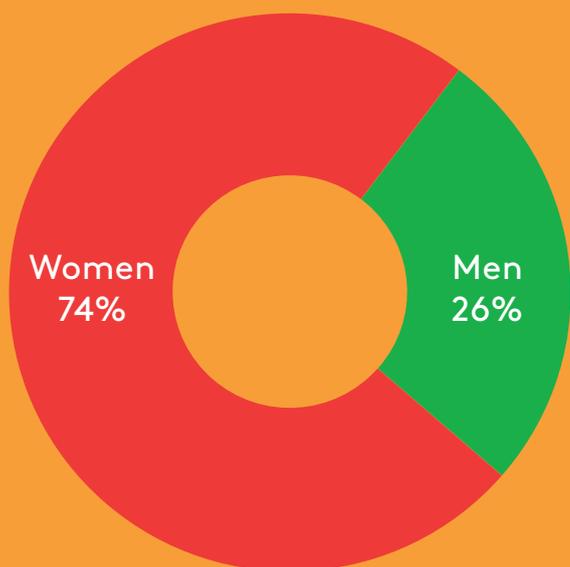
Operating budget



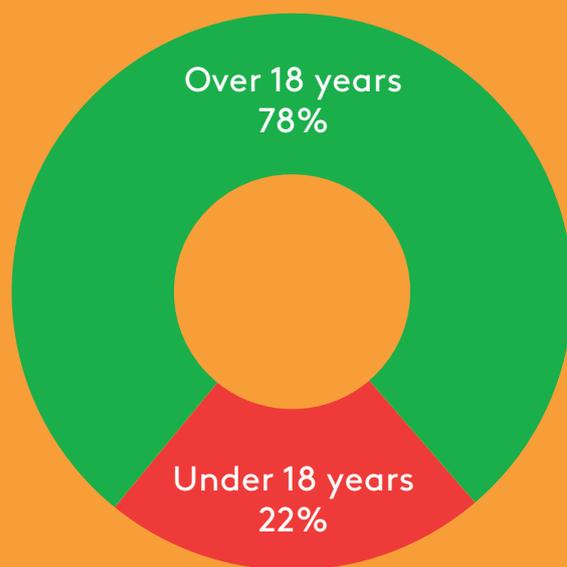
Demographic of ARoS visitors



Gender of ARoS visitors



Age of ARoS visitors



PURPOSE

ARoS exists to enrich the lives of all Aarhusianers, Danes and international visitors by bringing people together to share in remarkable arts experiences.

We connect audiences and ideas through a dynamic artistic programme and welcome visitors to our landmark museum to enjoy, discover, learn, rest and play.

MISSION

We will fulfil our Purpose and achieve our Vision by:

- bringing world-class art and audiences together to engage and connect in new, daring, and compelling ways
- presenting the very best national and international visual arts through visionary artistic display and programming
- building the quality and reputation of the AROS Collection through strategic acquisition, research, preservation and interpretation
- championing creativity through engagements that are immersive and transformative in our gallery and museum spaces, across the city and online
- welcoming visitors into a warm, generous, inclusive space
- engaging an increasingly diverse audience through inventive programming that offers life-enhancing encounters with art
- maintaining a supportive workplace that attracts talent and builds skills
- securing a sustainable future through new enterprise and strategic partnerships

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4.

VALUES

Our values guide all our decision making. They give us a foundation to stand upon and a platform to look into the future.

We will always be:

A **DVENTUROUS**: we're bold and imaginative, prepared to take artistic risks and always have the courage to be distinctive, unexpected and challenging.

R **IGOROUS**: we make sure that excellence, relevance, and work of the highest quality underpins all we do, to help build trust and confidence in all those who encounter us.

O **PEN**: we embrace curiosity and collaboration, and we aim to be inclusive and generous spirited in all areas of our work.

S **O** **CIAL**: we're motivated by people and social purpose. We listen to and value each other, our partners and our visitors. We welcome conversation, enquiry and debate, and we strive to make every encounter inspiring and unforgettable.



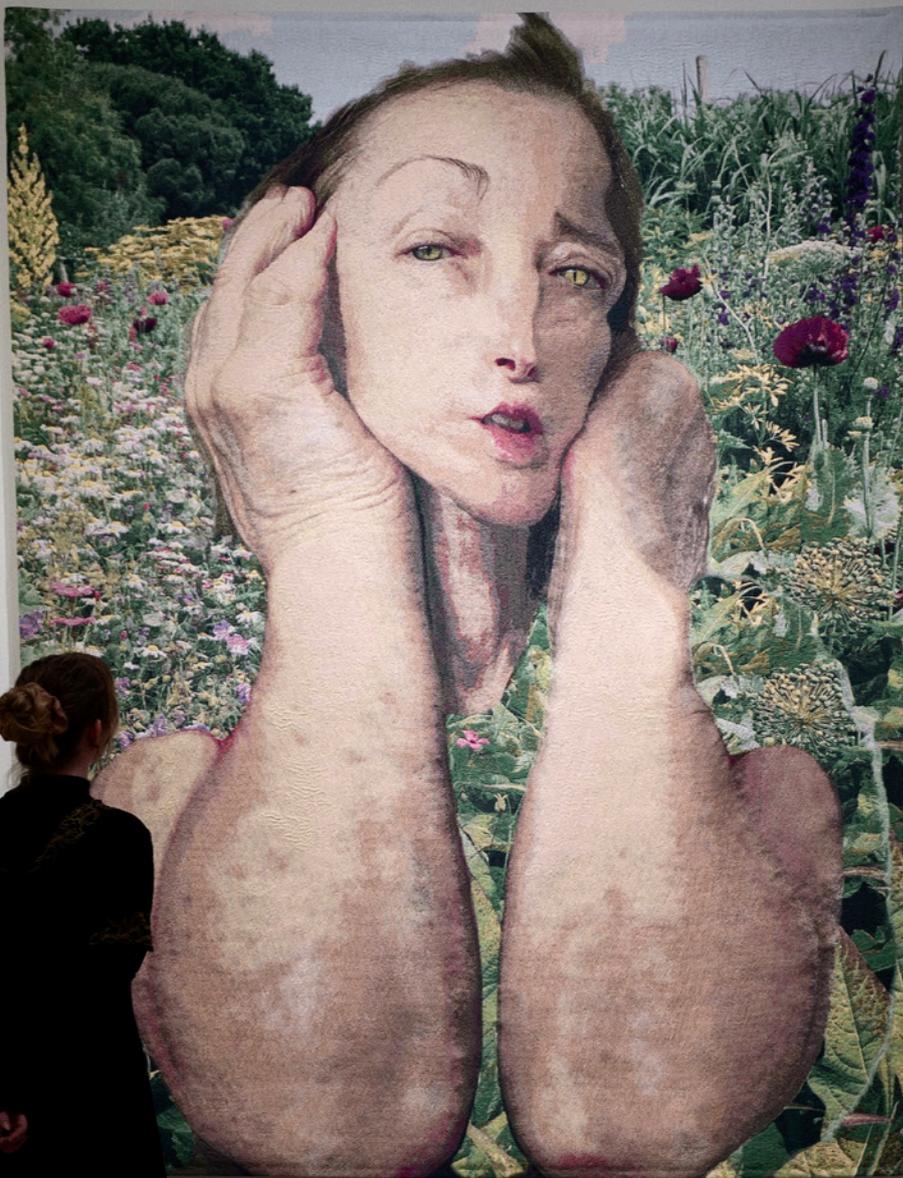


5.

STRATEGIC PILLARS

Eight strategic pillars will drive our goals to achieve Vision 2033. Our goals are dynamic and will adapt year on year:

1. Artistic vibrancy
2. Audience and community outreach
3. Collection activation
4. Economic growth and financial security
5. Well-being and professionalism of our people
6. Collaboration and partnerships
7. Expanded, well-maintained building and facilities
8. Sustainability as a core principle



Cindy Sherman - Tapestries, Installation AfoS, 2023
Photo © AfoS Aarhus Art Museum

United Kingdom
© 2023 AfoS Aarhus Art Museum
www.afoS.dk

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5.1

ARTISTIC VIBRANCY

We will connect our audiences to the very best of Danish and international contemporary and historic art, making ARoS a vibrant space of discovery and an important international platform for the ideas of our time.

We will champion era-defining, critically engaged work by the world's most significant artists, past, present and future. We will embrace different forms of creative practice, traditional and newly emerging. We will present a rich spectrum of art, which intersects with other creative disciplines, from architecture, design and craft, to film, performance, sound, music and movement.

We will take people out of their daily lives, providing space to think, wonder, find inspiration and question the world around them. We will communicate the facts and the stories that matter to them through accessible, informative interpretation. And we will present art in unexpected forms and unusual places outside the museum and around the city.

5.2

AUDIENCE AND COMMUNITY OUTREACH

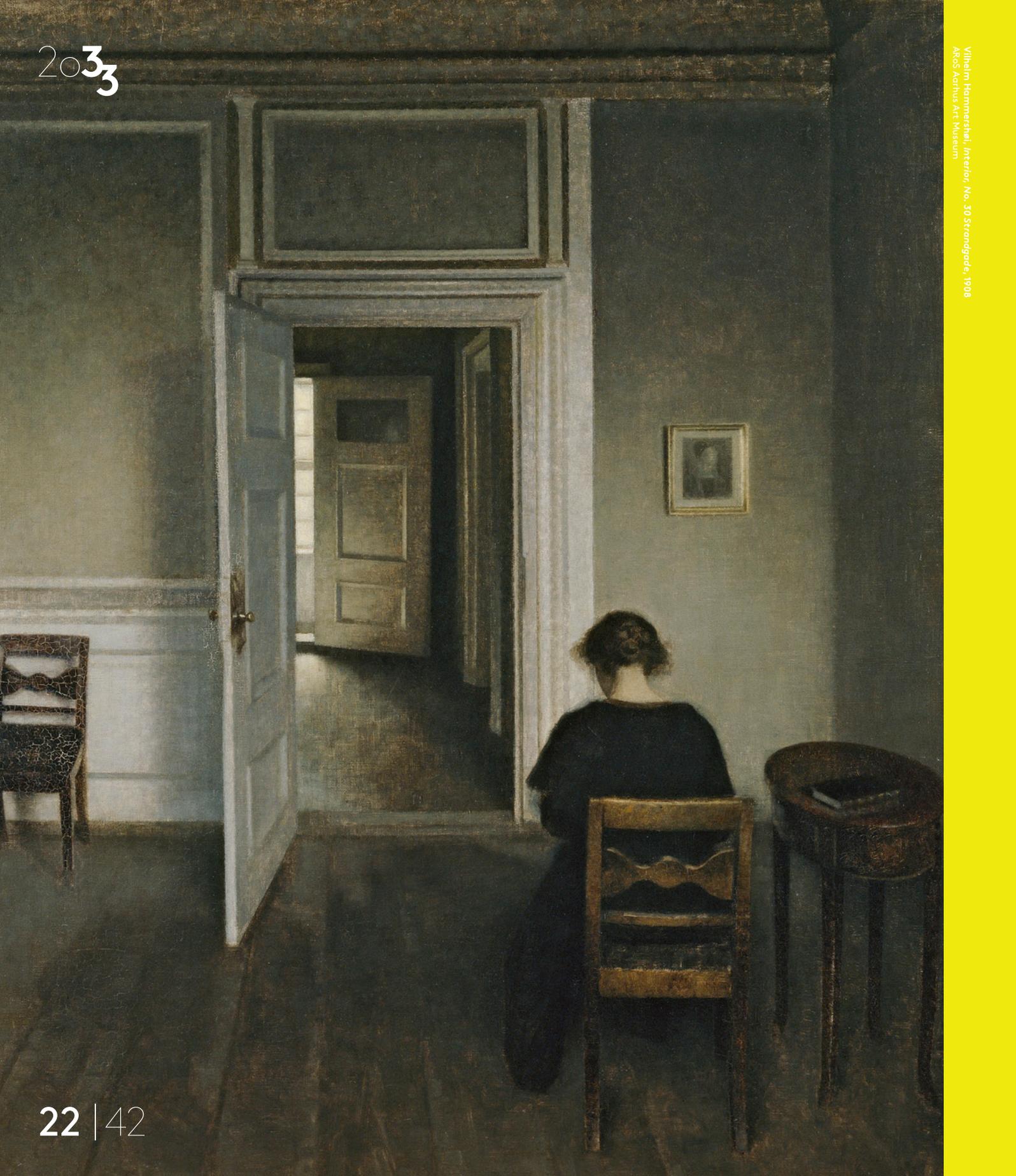
We want to engage with more people through new activities, new stories, and a new brand identity, increasing our reach to become accessible 24 hours a day, seven days a week and 365 days a year.

While continuing to connect with our valued core audiences, we will work to grow and enhance the ARoS experience for priority target audiences and those who might not ordinarily visit museums. We want everybody to feel welcome and part of the ARoS community, including young people, families, male visitors, people from diverse cultural backgrounds, LGBTQI+ communities, neurodiverse visitors, people with disabilities, and international guests.

To do this we will create special programmes, such as a youth collective, to deepen our knowledge and relationships. We will trailblaze new ways to interact with our publics, such as night-time programming, and we will make learning and engagement programmes that are inspiring, enriching, topical and discursive. We will build a seamless in-person and digital user interface through our refreshed website and other platforms that take people into a virtual ARoS world of digital experiences.

Our aim is to build a broader community who value ARoS as part of their daily lives and return to us time and again.





Vilhelm Hammershøi, *Interior, No. 30 Strandgade, 1908*
ARoS Aarhus Art Museum

5.3

COLLECTION ACTIVATION

We will renew our focus on the ARoS Collection, striving to build on its quality and reputation, increase its visibility and secure its long-term care and research potential.

We will strive to expand our Collection with deep pockets of specialism, becoming a stronger international player and ever more attractive as a partner to significant international museums, including developing our own touring exhibitions.

We will encourage our audiences to look at the Collection with fresh eyes, discovering new works in focused displays throughout the building and in the refurbished Collection galleries. We will share and disseminate Collection research through new publications and interpretation.

By taking a leading role nationally in Collection practice, we will continue to innovate and evolve approaches to Collection management, conservation, preservation, research, and access.

We will develop a new Research Strategy to encourage curators, researchers, audiences and artists to fall (back) in love with the Collection and its relevance for today.

5.4

ECONOMIC GROWTH AND FINANCIAL SECURITY

We will develop a business model that has the flexibility to allow us to be bold and innovative with the art we show and acquire, and the audiences we reach.

We will increase our financial resources through strategic planning to secure more productive philanthropic partnerships and develop new patron programmes. We will commercialize our assets further to increase income and allow our core creative purpose to flourish. We will increase income generating activities and ticketing through The Next Level opening in 2025.

We will stabilize public funding and build enough equity to provide economic security. We will invest in financial management resources to ensure we are operationally more resilient and efficient.





5.5

WELL-BEING AND PROFESSIONALISM OF OUR PEOPLE

Our teams are the lifeblood of our organization. We will support, develop and inspire our people to do their best work, to be creative and innovative, and to feel safe and valued in the workplace.

We will build a more diverse and collaborative team in which people feel agency and empowerment. We will ensure all staff policies and procedures reflect best practice employment.

We will have a healthy, thriving, high-performing culture that permeates all areas of the organization and harnesses the team behind a single strategy.

5.6

COLLABORATION AND PARTNERSHIPS

We aim to maximise deeper, longer-term partnerships, collaborations and connections locally within our city and region, nationally and internationally.

We will strengthen our partnerships with colleague institutions, foundations, corporate partners and government agencies to support co-creation and co-presentation, to advance research, contribute to contemporary discourse and value-add opportunity.

We will increase fundraising opportunities and support the strategic sharing of resources by working more effectively with our partners.

Ambitious creative collaboration enables ARoS and partners to amplify the cultural life of Aarhus on a national and international stage and offer different programming formats for audiences with an appetite for new experiences and interaction. Through cross-pollination we will extend how and where the creative arts are experienced and encountered – in museums, performance spaces, major festivals and unexpected urban spaces.





5.7

EXPANDED, WELL-MAINTAINED BUILDING AND FACILITIES

We will maintain the ARoS building to efficiently carry out its purpose as both a major visitor destination and a safe house for artworks. We will upgrade its digital, technical and environmental infrastructure to ensure it is fit for purpose into the future.

We will upgrade our storage facilities to achieve the best possible safety, viewing and art handling conditions and to meet our storage demands; and refurbish our foyer, public spaces and display facilities to optimise the visitor experience.

We will oversee our exciting new capital project, The Next Level, a once-in-a-generation transformation, to make sure it can deliver a fresh range of art experiences and activities through state-of-the-art facilities and equipment.

5.8

SUSTAINABILITY AS A CORE PRINCIPLE

We will demonstrate leadership within the museums and gallery sector in response to climate change, and to inspire everyone who interacts with us to take better care of our world. We will do this in a phased, balanced and realistic way, not only as part of the ecological conversation but also practically, at a financial, human resource and audience level.

We will provide a platform for public discussion and debate through our engagement programmes, as well as contributing to the international museological conversation about practical changes to exhibition and collection management.

We will take concrete steps through our hospitality and retail departments to reduce our waste and impact on emissions.

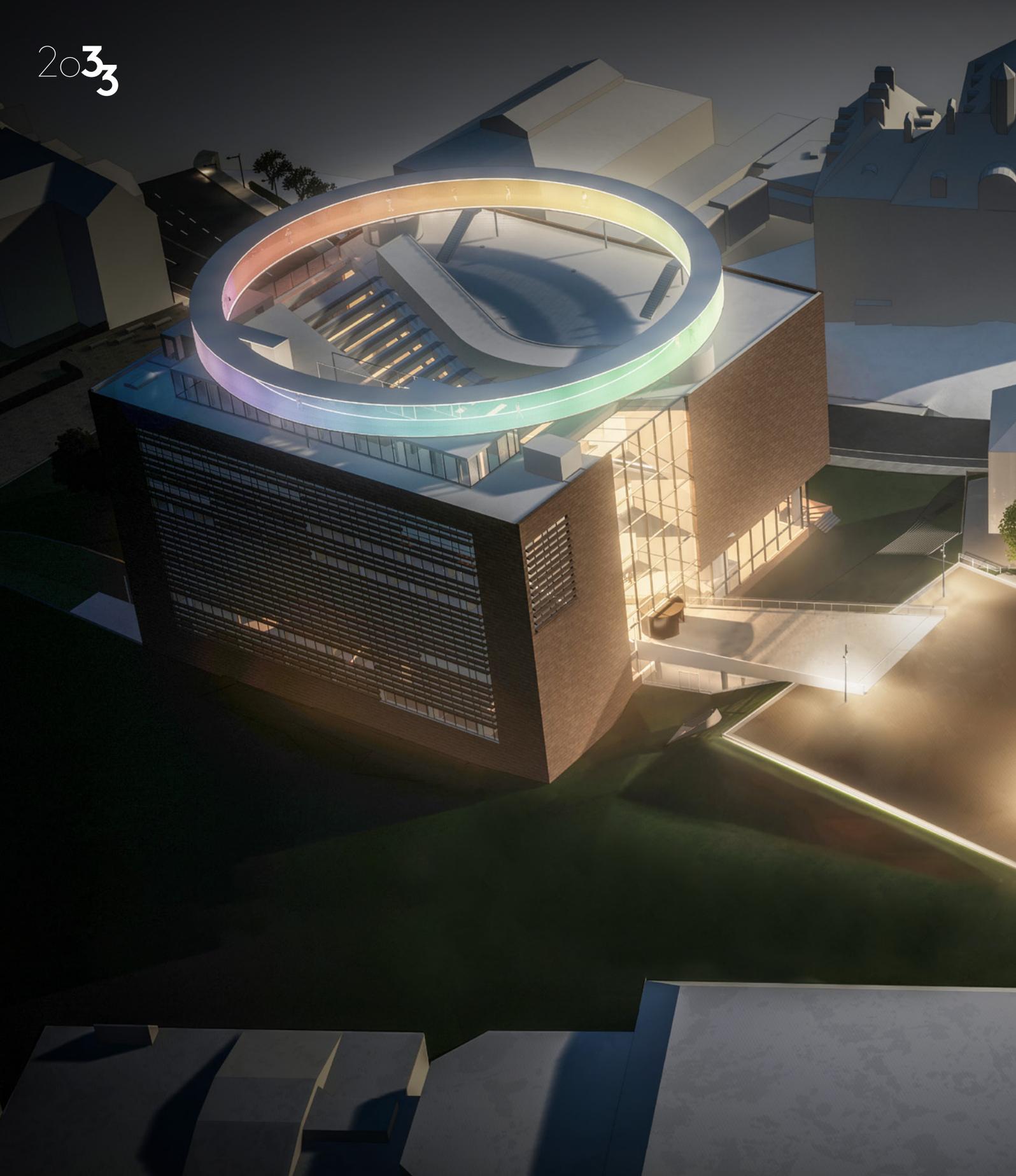
Our sustainability vision will make us fit for purpose for the next 10 years with growth strategies and new ideas that help us achieve relevance, resilience and resourcefulness in all aspects of our organisation.

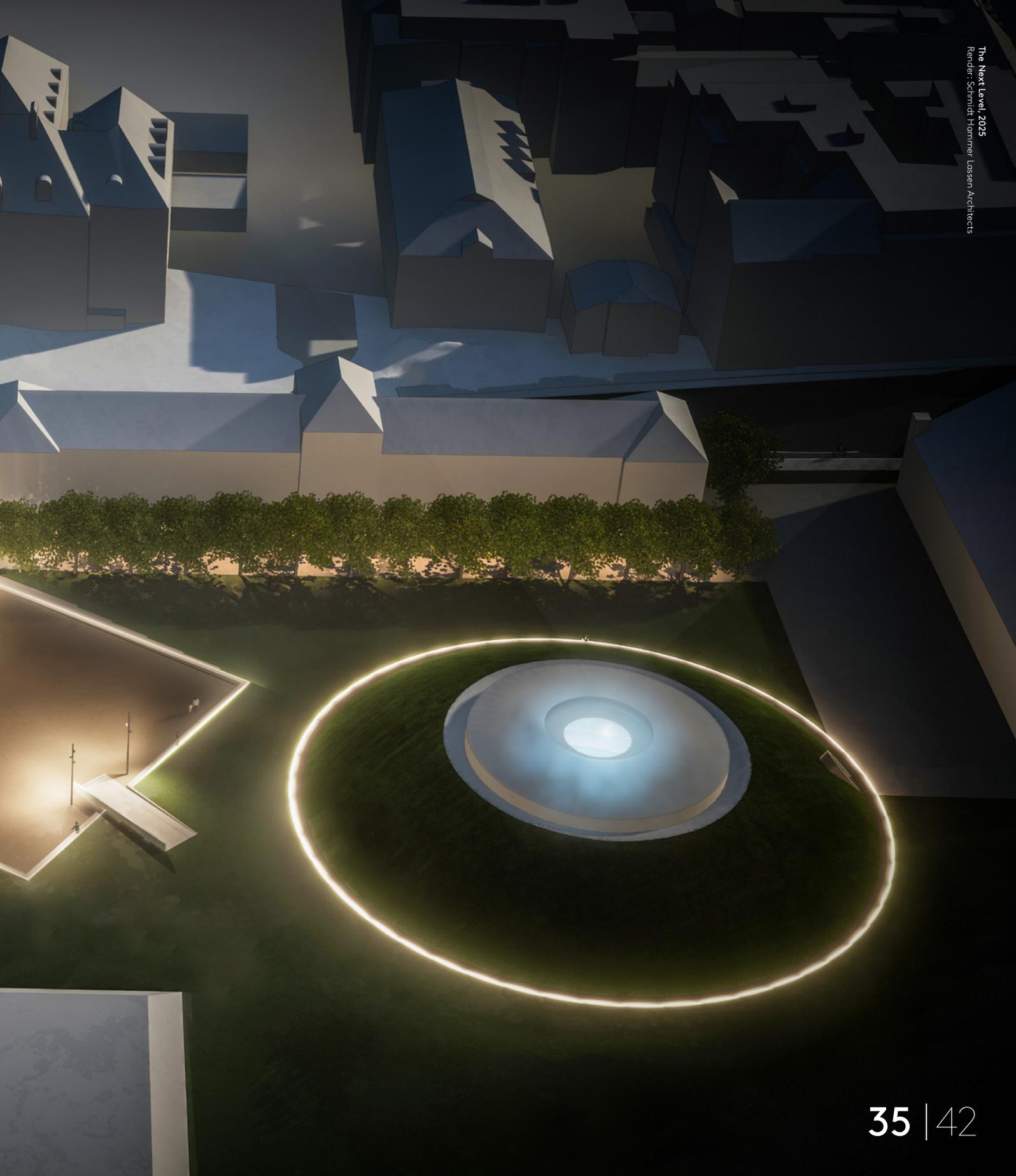
Our environmental responsibility will inform our actions. We will lead sectoral thinking in this area and aim to reduce our carbon consumption by 50% through targeted efforts by our museum team, investments in green technologies and conscious behavioural change among visitors and staff.



Elisabeth Jerichou-Baumann, *Queen Louise of Denmark*, 1881
The Royal Danish Collection (conservation check during exhibition installation, 2021)
Photo: © Kunstkonserveringen

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6.

BY 2033, WE WANT TO...

- Be recognized as a world-leading visitor experience, and welcome increasingly diverse audiences to our broad and generous offer.
- Be world-renowned for our outstanding, unique visual arts and interdisciplinary programme; our world-leading Collection and display; and our in-demand compelling touring exhibitions.
- Welcome 1 million paying guests per annum.
- Welcome 1.2 million visitors to an ARoS experience per annum.
- Welcome 2.5 million visitors to Art Square/*The Dome*, a Skyspace by James Turrell outdoors per annum.
- Present 7 major exhibitions in collaboration with 7 of the world's leading museums.
- Increase our exhibition fundraising by 100%.
- Establish an equity for the museum of Dkk 20 million.
- Drive an active Patrons' Circle in Denmark and 'Friends of ARoS' Patron Circles in 2 overseas countries overseeing an acquisitions budget for the Collection of Dkk 100 million.
- Be a world leading sustainable museum in green and social sustainability that is driving sectoral thinking in this area for Denmark, having reduced our overall carbon footprint by 50%.





7. CONTRIBUTORS

Thanks to our contributors
for their important input.

ARoS Board

ARoS Team across all Departments

ARoS Ambassadors Advisory Board

ARoS Art Club Strategic Board

ARoS Members

ARoS audiences

ARoS artists

ARoS Museum Director's
International Advisory Network

Contributing cultural partners:

- **Kasper Holten**
Teaterchef, Det Kongelige Teater
- **Frank Rechendorff Møller**
Direktør, Augustinusfonden
- **Charlotte Storm Gregersen**
Direktør, Kultur og Borgerservice, Aarhus Kommune
- **Lars Davidsen**
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Kontorchef, Slots- og Kulturstyrelsen
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