

# STRETCH THINKING

GENERATE NEW KNOWLEDGE  
AND IDEAS, AND BE A  
CATALYST FOR DEBATE

Research Strategy  
2018–2023

Tāmaki  
Paenga Hira  
Auckland  
War Memorial  
Museum





# RESEARCH STRATEGY: AT A GLANCE

## Our research will be visible and meaningful, creating change and leaving a legacy for future generations.

As New Zealand's oldest research institution, Auckland Museum has always put research at the heart of its activities and aspirations. Central to our research is our 4.5 million object heritage asset and our diverse and specialised expertise. This globally unique resource enables a research approach that is interdisciplinary, collaborative and connected.

Our research themes align to current societal and environmental issues, and to the strategic direction of Auckland Museum. We aspire to set an international benchmark for indigenous research in museums and best-practice approaches to culturally competent research. Mātauranga Māori, along with iwi partnership and community engagement, is integral to our research.

### Research themes

**Tāmaki Makaurau**

**Biodiversity**

**Human Impacts**

**New Zealand in Conflict and in Peace**

**Indigenous Cultures and Knowledge Systems**

**Aotearoa New Zealand: Evolving Identities**

### Enabling priorities

**Increasing the visibility and accessibility of our research**

**Building strategic partnerships and collaborations**

**Increasing our external research funding**

**Expanding our research outputs**

**Establishing clear research metrics**

**Nurturing our talent and building our capability**

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## Foreword

Tāmaki Paenga Hira Auckland Museum's research strategy is built on a 165-year foundational legacy of collections, research, scholarship and innovation that has contributed to understanding the world around us. As New Zealand's oldest research and collecting institution, Auckland Museum has always put research at the heart of its activities and aspirations.

Our research is vital to the kaitiakitanga of the Museum's taonga and collections, and to ensuring that Auckland Museum is a place for all to reflect on the past, embrace the present, and look towards the future. It enables the generation of new knowledge and ideas, enhances our understanding and interpretation of collections, and engages communities through the sharing of new findings. Research also offers a tool for creating dialogue about Auckland city and its evolving identity.

He Korahi Māori and Teu le Vā, the strategic pathways which activate our Māori and Pacific dimensions, are integral to our research. Our research strategy articulates our commitment to incorporate the values and principles of He Korahi Māori and Teu le Vā throughout our research practice, and to ensure that our research benefits Māori and Pacific students, researchers, and communities.

Central to our research is our 4.5 million object heritage asset that enables research engagement through harnessing the power of collections to interrogate wider social questions. In addition, the Auckland Museum Library Te Pātaka Mātāpuna is one of New Zealand's major research libraries, creating an access point for the Museum's Documentary Heritage collections. This unique combination of resources enables a research approach that is interdisciplinary, collaborative and connected.

We are also proud of our diverse and specialised expertise that covers applied arts and design, archaeology, archives, biological sciences, conflict and peace, earth sciences, ethnology, photography, and social history. Taken together, our collections and our expertise create unique opportunity for research, and give strength and substance to our vision for the future. With our research strategy we can identify the opportunities and the pathway to leverage our unique collections and expertise for the generation of new knowledge and ideas.

Development of the 2018–2023 research strategy included internal consultation within Auckland Museum, to ensure representation of the diverse expertise and perspectives and to maximise the opportunities for connecting research to other museum functions, including visitor and market research, digital experience, learning and engagement, and exhibitions. In addition, external peer review and consultation with national and international stakeholders, including the tertiary education sector and Crown Research Institutes, have added crucial insight and viewpoints. We acknowledge with gratitude the advice and expertise provided throughout this process, and look forward to the new partnerships and opportunities that have arisen as a result.

A handwritten signature in black ink, reading 'David Gaimster'. The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

**Dr David Gaimster**  
CEO, Auckland War Memorial Museum



Research has been at the heart of Auckland Museum's activities and aspirations since its establishment in 1852. Our 1996 legislation requires us to lead through innovation and partnership. Research is an integral part of the 2017 Five-Year Strategic Plan, which establishes a commitment to the growth and development of research, and articulates our broad research aspirations. The principles and values of He Korahi Māori and Teu le Vā are the enablers that will ensure genuine integration of Māori and Pacific dimensions, outcomes, and benefits throughout our research practice.

Auckland Museum's 2018–2023 research strategy has been developed within this context. This document sets the strategic direction for research, shapes the prioritisation of research activities and resources, and maps a pathway for implementation.

Our vision is to be a leader in museum research, maximising our unique collections and diverse expertise, ensuring that our research contributes to understanding the uniqueness of New Zealand's land and its people. Our research will create visible change and leave a legacy for future generations (Figure 1).

Our research strategy is underpinned by an active approach to mātauranga Māori, which forms a foundation for all our research activities. It also includes two research dimensions that highlight:

- Collections-inspired research
- Museology.

These dimensions cut across six priority research themes, focused on societal and environmental issues, closely aligned to the priorities of our Five-Year Strategic Plan:

- Biodiversity
- Tāmaki Makaurau
- Human Impacts
- New Zealand in Conflict and in Peace
- Aotearoa New Zealand: Evolving Identities
- Indigenous Cultures and Knowledge Systems

These priorities will develop into interdisciplinary and connected research programmes, guided by the expertise of Museum staff and external partners, ensuring that Auckland Museum continues to build on its legacy as a site of study and investigation.

We will implement our research strategy over a period of five years by focusing on:

- Increasing the visibility and accessibility of our research
- Building strategic partnerships and collaborations
- Increasing our external research funding
- Expanding our research outputs
- Establishing clear research metrics
- Nurturing our talent and building our research capability.

Internal and external management arrangements will monitor progress against key performance indicators.

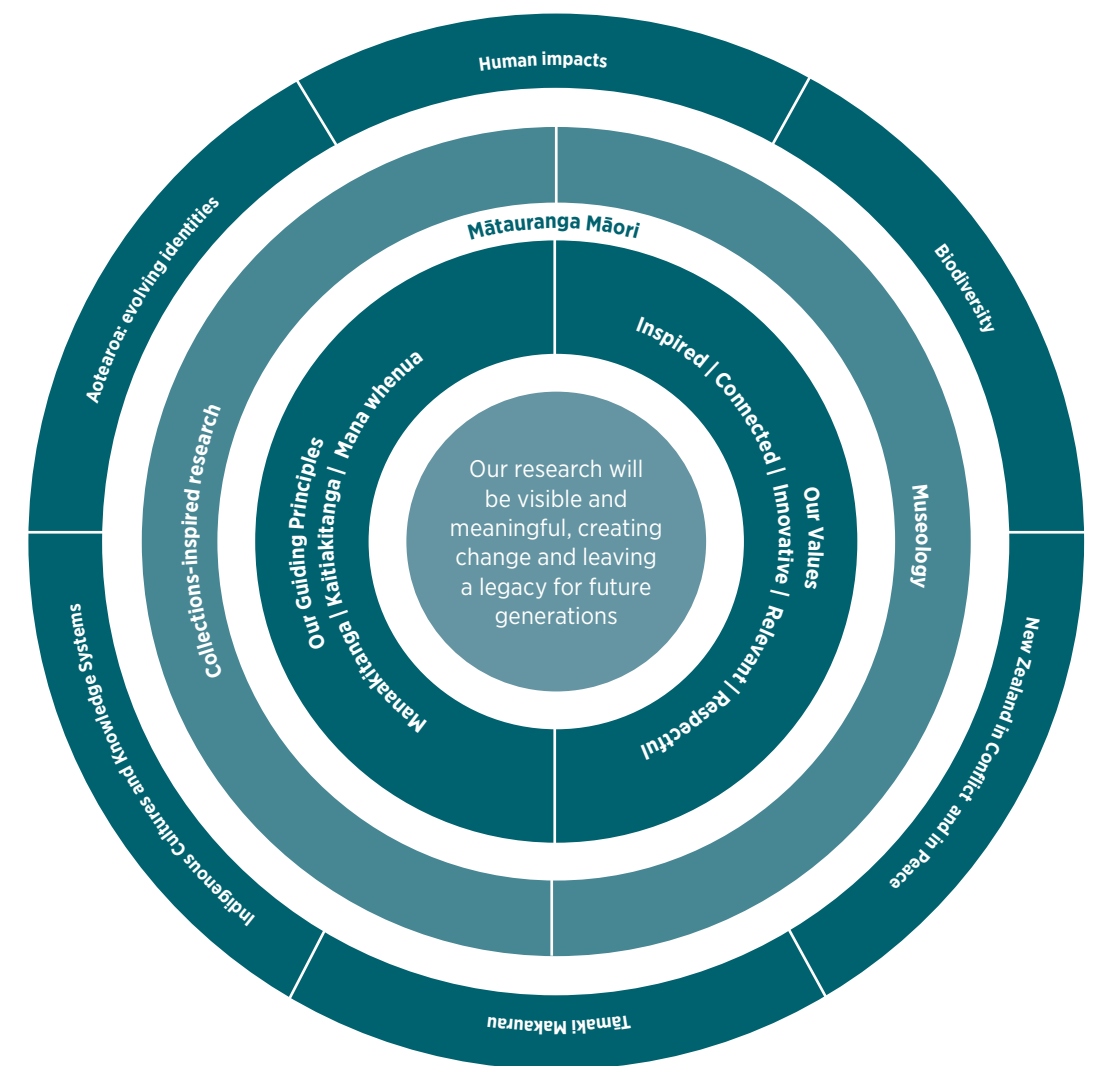


Figure 1: Vision for research at Auckland War Memorial Museum, 2018–2023, showing an overview of research streams and priorities, linked through our guiding principles and values to our research vision.

# OUR VISION FOR RESEARCH

Auckland Museum has a unique opportunity for research formed by its collections and its people's specialised and diverse expertise, shaped and informed by Auckland's city, communities, and its environment.

**Our vision is to be a leader in museum research, maximising our unique collections and diverse expertise for the generation, dissemination, and translation of new knowledge and ideas.**

We will attract and retain world-class researchers across our research themes and provide a vibrant student offering.

Research is a critical part of Auckland Museum. We have a responsibility both to undertake original research and to create a site of interrogation for others' research. We will ensure that research is translated into societal and environmental benefit effectively by informing, activating and refreshing our gallery-floor experiences; our collections online; our learning and engagement programmes; our offsite programmes; and our public programmes. Our research will be disseminated through publications – both academic and non-academic. Our research vision is not just about generating knowledge, but also about sharing knowledge – with Museum audiences, with our research partners and with our communities.

Our research will support Auckland Museum's role as kaitiaki of taonga and collections, and will ensure that Auckland Museum is a place for all to reflect on the past, embrace the present and look towards the future. We will lead the way in our approach to incorporating mātauranga Māori throughout our research, and in establishing best-practice approaches to developing and disseminating culturally relevant museum practice and research. We envisage that our research will help us achieve our aim of genuine kaitiakitanga of taonga. We will acknowledge the colonial past of Auckland Museum, and shift our framework to ensure that our research acknowledges and values multiple knowledge systems, and leads to outcomes and benefits specific to Māori and Pacific.

Our research will drive further understanding of our Documentary Heritage, Human History, Natural Science and collections and will influence future collecting policies and practices. These collections, along with our internationally renowned approaches to contemporary museum practice and conservation disciplines, allow an increasingly collaborative, connected and interdisciplinary approach to local and global questions. We will create agility within our research programmes so that we are able to respond quickly to the needs of our society and communities. We will intentionally and strategically build capacity in research, creating a research environment that attracts and retains world-class researchers and tertiary students across all of our research themes.

Our research vision is purposely ambitious and aimed at increasing our research capacity and capability, reflecting the transformational nature of our Five-Year Strategic Plan. It provides the framework for achieving our aspirations in research partnerships, community engagement, knowledge transfer and dissemination, development of expertise, and impact.

# SCOPE, PURPOSE AND IMPLICATIONS

The scope of this research strategy includes all research activity that falls within the scope of the definition provided in the internationally recognised Frascati Manual (2015)<sup>1</sup>, that: “research and experimental development (R&D) comprise creative and systematic work undertaken in order to increase the stock of knowledge... and to devise new applications of knowledge”. Research activity must be novel, creative, uncertain, systematic, and transferable or reproducible. Within that scope, research at Auckland Museum is understood to encompass broad and diverse methodologies. All of these methodologies are valued and represented within our research strategy.

The **purpose** of our research strategy is to:

- Deliver a shared vision that will guide the growth and development of research
- Offer a structure for integration of He Korahi Māori and Teu le Vā within research
- Align research priorities with our Five Year Strategic Plan
- Map an implementation pathway to research success
- Guide the prioritisation, funding and management of research activity, and the allocation of appropriate research resources
- Provide a baseline for ongoing measurement of progress in research
- Implement a framework for disseminating research and for measuring research impact.

The **direct implications** of this strategy are that:

- Our research approach will become more interdisciplinary, collaborative and connected – nationally and internationally
- Our research priorities will be driven by relevant societal and environmental issues
- A greater proportion of our research funding will be externally sourced
- Research activity will be aligned with the Auckland War Memorial Museum Five-Year Strategic Plan, reframing Auckland Museum as a site of study
- He Korahi Māori and Teu le Vā will be fully integrated into all areas of our research practice, and mātauranga Māori will underpin all priorities
- Collecting policies and collecting strategy will be informed by research priorities and activities
- The Auckland Museum Building Masterplan (including the design of laboratory and research workspaces) will be informed by research vision and priorities.

<sup>1</sup> <http://dx.doi.org/10.1787/9789264239012-en>

# STRATEGIC FRAMEWORK

Tui tui hono tangata, whenua me te moana: connecting through sharing stories of people, land and seas. Research has an important role in achieving this mission of Auckland Museum.

As New Zealand's oldest research and collecting institution, established in 1852, Auckland Museum and its history is recognised as a primary site of investigation.

Our 1996 legislation and the resulting strategic framework of Auckland Museum is a mandate to achieve in research, scholarship and innovation. Auckland Museum is funded by Auckland ratepayers and from revenue generated by the Museum itself. The Museum also receives generous support from corporate sponsors, charitable trusts and private individuals. In terms of research priorities, this means that research activities focused on the Auckland region will be of central importance, with research on other national and international regions where strategically appropriate.

Our Five-Year Strategic Plan<sup>1</sup> outlines our priorities, actions and measures for 2017–2022 and highlights the importance of research to the Museum's transformational strategy. In particular, the priority "Stretch thinking" is dedicated to the importance of generating new knowledge and ideas, being a catalyst for debate, and engaging the next generation through these activities. We are ideally placed as a site of investigation and study, and as a partner for tertiary institutions, Crown Research Institutes and other research bodies because of the extent and depth of our collections, the methods in which collections are used, and the curatorial centres of excellence that we hold. Our research strategy is the next step in achieving these goals.

He Korahi Māori<sup>2</sup> and Teu le Vā<sup>3</sup> will be embedded into all of our research activities. At Auckland Museum, we have committed to enabling our Māori and Pacific dimensions, and to honouring the many communities and cultures that make up our city, our country and our region. The implementation of our research strategy will formally connect He Korahi Māori and Teu le Vā through specific practices, processes and metrics established in conjunction with Auckland Museum's Māori Projects and Development Group.

*Future Museum*<sup>4</sup> is the 2012 strategic and capital investment plan guiding 20 years of transformational change at Auckland Museum. Our research strategy will help achieve this transformational change and will contribute to ensuring that Auckland Museum remains relevant and accessible to all.

Our strategic framework provides the broad aspirations for our research strategy – those which encompass both conducting research and enabling research by others through the resources that we have available. The research strategy also complements other strategic initiatives within Auckland Museum – our collecting policies and practices, our te reo Māori strategy, sustainability, digital experience, exhibitions and gallery renewal, and learning and engagement. It works in partnership with our collection development strategy and with our approach to visitor and market research.

<sup>1</sup> <http://www.aucklandmuseum.com/your-museum/about-us/five-year-plan>

<sup>2</sup> <http://www.aucklandmuseum.com/your-museum/about/he-korahi-maori-a-maori-dimension-auckland-museum>

<sup>3</sup> <http://www.aucklandmuseum.com/your-museum/about/teu-la-va-the-pacific-dimension-at-auckland-museum>

<sup>4</sup> <http://www.aucklandmuseum.com/your-museum/about-us/our-future>

# OUR GUIDING PRINCIPLES

Our research practice will make a significant contribution to achieving the aims of He Korahi Māori and Teu le Vā, through our Guiding Principles and the principles of Teu le Vā by establishing best-practice approaches to developing and disseminating culturally relevant museum practice, conceptual frameworks for research and research activity (Figure 2). We will be proactive in ensuring that mātauranga Māori is integral to our research practice and outcomes. Partnership and collaboration with iwi and hapū will be central. We aspire to set an international benchmark for indigenous research in museums. Our research strategy will also support our te reo Māori strategy that seeks to place Auckland Museum as a leader in the revitalisation and retention of te reo Māori.

## Manaakitanga

- Research is visible to museum visitors, partners and stakeholders.
- Research is responsive to communities and values the role of community knowledge holders.
- Research partnerships and collaborations will be nurtured and will encompass principles of meaningful engagement, reciprocity, integrity and mutual trust.

## Kaitiakitanga

- Research will contribute to our ability to understand and be kaitiaki for taonga and collections.
- Research will seek to create connections between taonga and communities, and between Auckland Museum's and other collections.
- Research will create connections with the broader Pacific region, through kaitiakitanga of Pacific taonga.

## Mana whenua

- Research will reflect the diversity of Auckland recognising the uniqueness of cultures and incorporating cultural frameworks and stories.
- Research will embrace principles of co-design and co-development.
- Research will extend to the Pacific region, honouring the Pacific communities of Auckland as well as New Zealand's aid roles in the Pacific.

Figure 2: Auckland Museum's Guiding Principles in research

## Goals

- Develop and implement a knowledge strategy for Auckland Museum that interweaves mātauranga Māori, Pacific knowledge systems and research practice.
- Ensure that the research implementation plan specifies the pathway towards identifying specific outcomes and benefits for Māori and Pacific students, researchers and communities.
- Establish a research management infrastructure to enable the integration of mātauranga Māori and iwi partnership into research proposals, activities, and dissemination.
- Actively support and prioritise the ongoing development of cultural competencies to ensure that all research staff have the awareness, attitude, skills and knowledge to understand, communicate and interact across cultures.

# RESEARCH VALUES

Our research approach integrates Auckland Museum’s values (Figure 3). Our research practice will be inclusive and integrated, valuing diverse contributions, perspectives and methodologies. We will pursue a strategic and focused approach to building our research capability. It also recognises our responsibility as a public and trusted institution, with expectation to address social and environmental issues with integrity and provide an interactive visitor experience.

<b>Inspired</b>	<ul style="list-style-type: none"> <li>Research partnerships are valued and supported.</li> <li>Collaborative and cross-disciplinary research is prioritised</li> <li>Public engagement in research is integral.</li> <li>The benefit and value of research is visible to partners, funders, and stakeholders.</li> </ul>
<b>Connected</b>	<ul style="list-style-type: none"> <li>Research programmes are designed to be interdisciplinary wherever appropriate.</li> <li>Research programmes and activities are aligned with our Five-Year Strategic Plan.</li> <li>Audience and stakeholder engagement is core to our development and dissemination of research.</li> <li>The Pacific concept of Vā is integral to research relationships.</li> </ul>
<b>Innovative</b>	<ul style="list-style-type: none"> <li>We use research to tackle relevant societal and environmental issues.</li> <li>We take a leading role in research.</li> <li>We set high standards for our research.</li> </ul>
<b>Relevant</b>	<ul style="list-style-type: none"> <li>Our research is responsive to current issues and benefits New Zealand society and environment.</li> <li>Capacity building and professional development in research are prioritised.</li> <li>Our approach is agile and we recognise and capitalise on opportunities when they arise.</li> </ul>
<b>Respectful</b>	<ul style="list-style-type: none"> <li>Our research is based on a respect for cultural knowledge sources and communities.</li> <li>Cultural competency is actively supported and developed as a core research capability.</li> </ul>

Figure 3: Auckland Museum’s values in research

# RESEARCH DIMENSIONS

As Auckland Museum, through its Five-Year Strategic Plan and *Future Museum*, transforms the contribution we make to our society and environment, we also aim to strengthen our research culture throughout the Museum, the breadth of our museum functions and activities. In doing so we will increase knowledge and understanding of our collections; facilitate a critical analysis of all our museological practices and the way in which these are shaped within a rapidly changing environment; and expand our research into material conservation methodologies and approaches. Our research strategy is designed to simultaneously foster the development of both collections-inspired and museum-practice research.

## Collections-inspired research

Our collections-inspired research dimension provides a link and transformative process for the access, visibility, and interpretation of collections through exhibitions, learning and engagement, digital media and public programmes. The collections that inspire our research are globally significant, spanning Documentary Heritage (photographs, paintings, drawings, manuscripts, oral histories and personal papers), Human History (objects from New Zealand, the Pacific and the World) and Natural Sciences (specimens primarily from New Zealand and the Pacific). Notably our Māori and Pacific collections - which include objects from documentary heritage, human history and natural sciences - are among the most significant in the world.

Our collections-inspired research will ensure that collections are ‘research-inspired’ – that is they are reinterpreted by research so they are not static collection items but continually changing. In addition, our existing research infrastructure enables use of collections for research. For example, our research library, Te Pātaka Mātāpuna, is one of the major research libraries in New Zealand, enabling access with a significant range of rare books, manuscripts and archives. Our research strategy will ensure we continue to grow in our capacity to facilitate research by others using the unique resources that we have available.

Our research will ensure a deeper understanding of the historical, scientific and cultural significance of these collections, identifying new areas for collecting. We deepen our understanding of our collections through research by increasing the knowledge, interpretation and perspectives of the taonga for which we are kaitiaki. It will also ensure our collections remain relevant and become more accessible to other researchers and to the public. Our research will play a crucial role in contextualising and providing alternative ways of activating collections, generating new knowledge and enriching the museum experience for our increasingly diverse audiences.

## Goals

**Research vigour:** develop a pervasive research ethic that prioritises, supports, encourages and cultivates research skill, capability and expertise.

**Research value:** discover new opportunities for research undertaken by museum staff through collaboration and partnership, and by external researchers.

**Research visibility:** increase our capacity to promote our collections-inspired research activity, rigour, output and benefit to stakeholders, partners and communities.



## Museology

As New Zealand's oldest research and collecting institution, established in 1852, Auckland Museum and its history has long been recognised as a primary site of investigation. Our museology research dimension will strengthen Auckland Museum as a site of study and investigation – and as a place to be curious. We will integrate theory and practice through analysis of the diverse functions associated with being a 21st-century museum.

Areas for research will include: contemporary approaches to collection development, collection care and material conservation; exploration of the nature and purpose of museum scholarship and curatorship; the museum as a site of study and investigation; the relationship between museums and contemporary society; and the evolution of museum practices within a changing environment.

It will also encompass research on Auckland Museum itself, including the history of the institution and its collections. Our history makes us an important focus of research, including the social, political and cultural environment in which Auckland Museum has evolved and how this has influenced its collecting and institutional identity. We will explore the use of galleries and exhibitions as active sites of investigation, enabling public interrogation of research, and exploring the role of communities and the public in sharing and interpreting knowledge and knowledge systems. Our focus on museological research will widen the accessibility and relevance of Auckland Museum within our communities, contributing to the transformation of Auckland Museum to one that facilitates social inclusion and actively contributes to health and well-being as well as to people's sense of identity and belonging.

Our research will support the ongoing development of best practice material conservation and collection care at Auckland Museum, focusing on combining conservation approaches with strong community engagement, recognising and expanding our expertise in collection care approaches to gallery renewal and relocations, and serving our primary geographical region.

## Goals

**Evaluate** the benefits and impact of Auckland Museum on Auckland's economy, society and the environment by creating new museological research opportunities, capacity and frameworks.

**Expand** our publishing programme in all areas of museology for academic and non-academic audiences through a proactive approach of collaboration and partnership.

**Engage** and connect emerging research and researchers to our galleries and exhibitions. This will position Auckland Museum within the heart of public dialogue, creating new connections between people, places and collections, ultimately increasingly enabling public engagement with science and research. It will ensure greater visibility and integration of our research practice, priorities, and activities across the full range of Auckland Museum's public experiences including exhibitions and galleries, learning and engagement, digital experience, and visitor experience.

**Explore** leading-edge museological practices that enable Auckland Museum to be relevant, meaningful and accessible to families and communities and that ensure best care of our collections.

**Establish** an active and leading role in understanding the context and practice of museum scholarship, curators and conservators within 21st-century museum's resulting in new museological methodologies.

**Extend** our collection care and material conservation research through developing networks and establishing an active conservation research programme. This will facilitate sharing of conservation approaches, access to new equipment and technology, development of new conservation methods and expertise, unique career development opportunities, and increased visibility of conservation throughout culture and heritage institutions.

**Encourage** funders and stakeholders to support our research ambitions.

# RESEARCH THEMES

We have identified six research themes that will be our focus over the next five years (Figure 4). The themes are built on existing research strengths, expertise and collections and are aligned with the priorities of our Five-Year Strategic Plan, He Korahi Māori and Teu le Vā. They are not defined by any single collection but provide opportunities for interdisciplinary research and partnership. Given our base funding structure from Auckland ratepayers, each of our research themes is strategically aligned to current societal or environmental issues that are of relevance across Auckland. Within each theme, the narrative of the Auckland (including the historical Auckland province) is the first priority, with additional strategic emphasis on more distant geographies, including the south-west Pacific area.

A brief overview of each theme is provided below, along with broad objectives. Themes and objectives will be further developed into detailed research programmes or plans, with milestones, strategic initiatives and proposed funding requirements. These plans will then be used to guide resource allocation, and strategic approaches to external research funding will be developed. Progress and performance within each theme will be measured annually against key performance indicators. There are significant interrelationships between research themes, which will be explored and defined through the development of research plans associated with each theme.

Themes are intentionally interdisciplinary, and it is anticipated that contributions to research within each theme will be drawn from multiple areas of Collections and Research (Natural Sciences, Human History, Documentary Heritage, and Collection Care). While the focus of research activity will be on research that fits within these research themes, we acknowledge that there may be pockets of research which continues outside of these areas alongside prioritisation within each research theme.



## Theme 1: Tāmaki Makaurau

Auckland is a unique, rapidly growing and evolving city – home to a diverse population that makes up an increasingly large proportion of New Zealand’s population. This theme will weave together a focus on both natural history and indigenous socio-cultural histories encompassing study on contemporary Auckland communities; landscapes and infrastructure; the development and context of applied arts; our archaeological heritage; stories of significant Aucklanders; and on the ecology and diversity of Auckland’s natural environment, and the past and present health and well-being of Aucklanders. It will also include research focused on inviting Aucklanders to view Auckland Museum as a place for them. Research approaches will include partnership and collaboration with communities. Our aim is to conduct research that enables Auckland Museum to become the go to place for dialogue and discussion about Auckland and its people and our connection with it. Our research will make us relevant to and inclusive of the diverse communities within Auckland.

### Objectives

- Explore the origins, development, identity and future of Auckland and its surrounding regions focusing on both natural history and socio-cultural histories to explore culture, contemporary society, creative practice and communities, geography and infrastructure, landscapes and seascapes, history and heritage
- Expand the relevance of Auckland Museum to the city and its diverse communities by actively investigating how our public engagement and visitor experience leads to social and environmental impacts and benefits
- Investigate and understand evolving cultural identities and whakapapa in Auckland. This would also include research into processes of migration, and the social histories of indigenous and immigrant communities

## Theme 2: Biodiversity

New Zealand’s long isolation has resulted in a unique biodiversity. Research into biodiversity, taxonomy and biosystematics will aid future conservation of our unique and diverse species, and will help to understand the influences of introduced species. The importance of research within this theme is highlighted by the recent Decadal Plan for taxonomy and biosystematics in Australia and New Zealand<sup>1</sup>, the development and implementation of which already involves Auckland Museum’s personnel. Research into the origins and evolution of New Zealand’s landscapes, flora and fauna is an opportunity to understand significant biogeographic relationships. This includes biodiversity within the Auckland region and its relationship to the upper North Island and the regional Pacific area. An additional important focus is documenting how and why biodiversity has changed over time as a result of both natural and human-induced changes. This understanding will help us develop solutions to protect the unique biodiversity of New Zealand into the future. Mātauranga Māori will be an important component of this research, with a focus on interweaving a cultural dimension with our natural history collections and combining scientific knowledge with indigenous practices and systems. The biodiversity theme furthers our previous research and commitment in this area. It connects strongly with other research themes, especially Tāmaki Makaurau, Human Impacts, and Indigenous Cultures and Knowledge Systems. These relationships will be further developed during the research planning stages.

### Objectives

- Document flora and fauna, incorporating mātauranga Māori, within the Auckland region, the upper North Island, and the regional south-west Pacific area, to understand taxonomic relationships and changing biodiversity (including naturalisations and invasions) and to forecast consequences of future changes
- Establish new partnerships within the regional Pacific to expand the understanding and protection of the natural heritage of these regions
- Develop research-based conservation initiatives and tools to sustain and restore Auckland’s environments, ecologies and endemic species focusing on contemporary pressures and issues facing the environment
- Undertake biological surveys incorporating public engagement and iwi partnerships to establish baseline information that provides a reference point to monitor environmental and human-induced changes or to build on past surveys to document rates of change
- Take a leading role in research into taxonomy and biosystematics in New Zealand, producing guides in areas of taxonomic expertise for New Zealand and the regional Pacific

<sup>1</sup> <https://royalsociety.org.nz/what-we-do/our-expert-advice/all-expert-advice-papers/discovering-biodiversity/>

## Theme 3: Human impacts

The impacts of humans on the environment are broad and accelerating, which suggests we are now within the Anthropocene – a proposed epoch dating from the commencement of significant human impact on the Earth. Auckland Museum will play a critical role by amassing evidence required to influence changing cultural perspectives so that environments and landscapes can be protected and restored. The aim of this area of research is to undertake studies into the impacts of humans on the composition of landscapes, flora and fauna, and the changes in distribution of species as a result of human-induced impacts within the Auckland region and historical Auckland province.

### Objectives

- Foster inter-disciplinary research to accurately assess contributors toward the Anthropocene, including human impacts on our people, communities, environments, species distributions and biodiversity
- Investigate the impacts on our region of macro-influences such as invasive species and diseases
- Investigate the impacts of human-induced change on Auckland environments, ecologies, landscapes and communities focusing on immediate environmental pressures such as urban expansion as well as the influences of climate change, global-warming and sea-level rise
- Develop research outreach programmes focused on achieving significant positive conservation outcomes for endangered species in New Zealand
- Investigate the impact of our growing population on human society

## Theme 4: New Zealand in Conflict and in Peace

The experiences of war and the impact of war on people and society an important focus for Auckland Museum. The research in this area will be directed towards understanding the relationships between war, conflict and peace on New Zealand society and how this has shaped its identity, focusing on the Auckland region and historical Auckland province. This will expand our understanding of the New Zealand Land Wars; the material culture of war; peace and peace-making; and the changing nature of commemoration, reflection and remembrance. An additional research focus is the museology of remembrance and commemoration practices in New Zealand.

### Objectives

- Develop a long-term research programme investigating the history, landscapes and heritage of wars, with increasing focus on the New Zealand Land Wars, post-WW2 conflicts and peace-making
- Explore changing remembrance and commemoration practices relevant to New Zealand’s communities and translating insights into museum practice
- Transform our collections associated with war, conflict, and peace into hubs of active investigation and collaboration, such as Online Cenotaph
- Document and understand the relationship between Auckland and its military history including the material culture of war
- Connect Auckland Museum with other museums by creating new partnerships focused on identifying and telling New Zealand’s stories of war, conflict and peacekeeping



## Theme 5: Aotearoa New Zealand: Evolving identities

In 2018, Aotearoa New Zealand has a diverse population, resulting from many different stories of migration and identity. This diversity is particularly evident within the Auckland region. Issues such as identity, social relations and social context will be explored, along with how objects are used to understand the past, their meaning and how they influence current cultural perceptions. This theme will encompass research into the human population of Aotearoa New Zealand, focusing primarily on the Auckland region, and how this has influenced the evolution of identities, cultures, lifestyles and everyday experiences of contemporary New Zealanders, at home, at work and in the community. Through this research, Auckland Museum will contribute to positive health, well-being and societal outcomes.

### Objectives

- Research, document and interpret events and socio-political and socioeconomic issues that have shaped and continue to shape society and communities within the Auckland region
- Actively explore how the role of geographical and genealogical connections in the regional Pacific area is shaping cultural identities, as well as our role in shaping cultural identities in the Pacific region
- Carry out research into the social history and development of communities within our society through material culture
- Undertake research on significant Auckland Museum collectors, collecting practices, collecting policies, as well as the makers, artists, photographers, writers, techniques and methods that are represented within the collections, reframing Auckland Museum as a site of investigation

## Theme 6: Indigenous Cultures and Knowledge Systems

Auckland Museum's collections and research methodologies contain significant Māori and Pacific taonga. The interpretations of these items are strengthened and informed through indigenous culture and knowledge systems. The research focus of this theme will be on the incorporation and inclusion of indigenous knowledge systems into research, as well as the research that enriches our understanding of the indigenous cultures that Auckland Museum serves – particularly focusing on Māori and Pacific. We will also investigate contemporary expressions of indigenous culture, including how these have been shaped by acculturation processes. The role of making and makers within indigenous cultural expression will also be explored. Iwi and hapū objectives and partnerships will be central to the development of this research theme.

### Objectives

- Establish an active and visible role in understanding and incorporating indigenous knowledge systems into research practice and outcomes
- Embed co-development practices into research through genuine relationships with knowledge-holders, makers and communities, including analysis and dissemination of best-practice approaches
- Develop strategic partnerships to create new knowledge and to share knowledge, expertise and findings on the development and incorporation of indigenous knowledge systems to research
- Take an active research role in the understanding of Te Ao Māori and Te Taiao, including the development of research partnerships that empower iwi as kaitiaki of their environments
- Adopt an active research role in the revitalisation and retention of te reo Māori and other indigenous languages

**Our vision is to be a leader in museum research, maximising our unique collections and diverse expertise for the generation, dissemination and translation of new knowledge and ideas.**

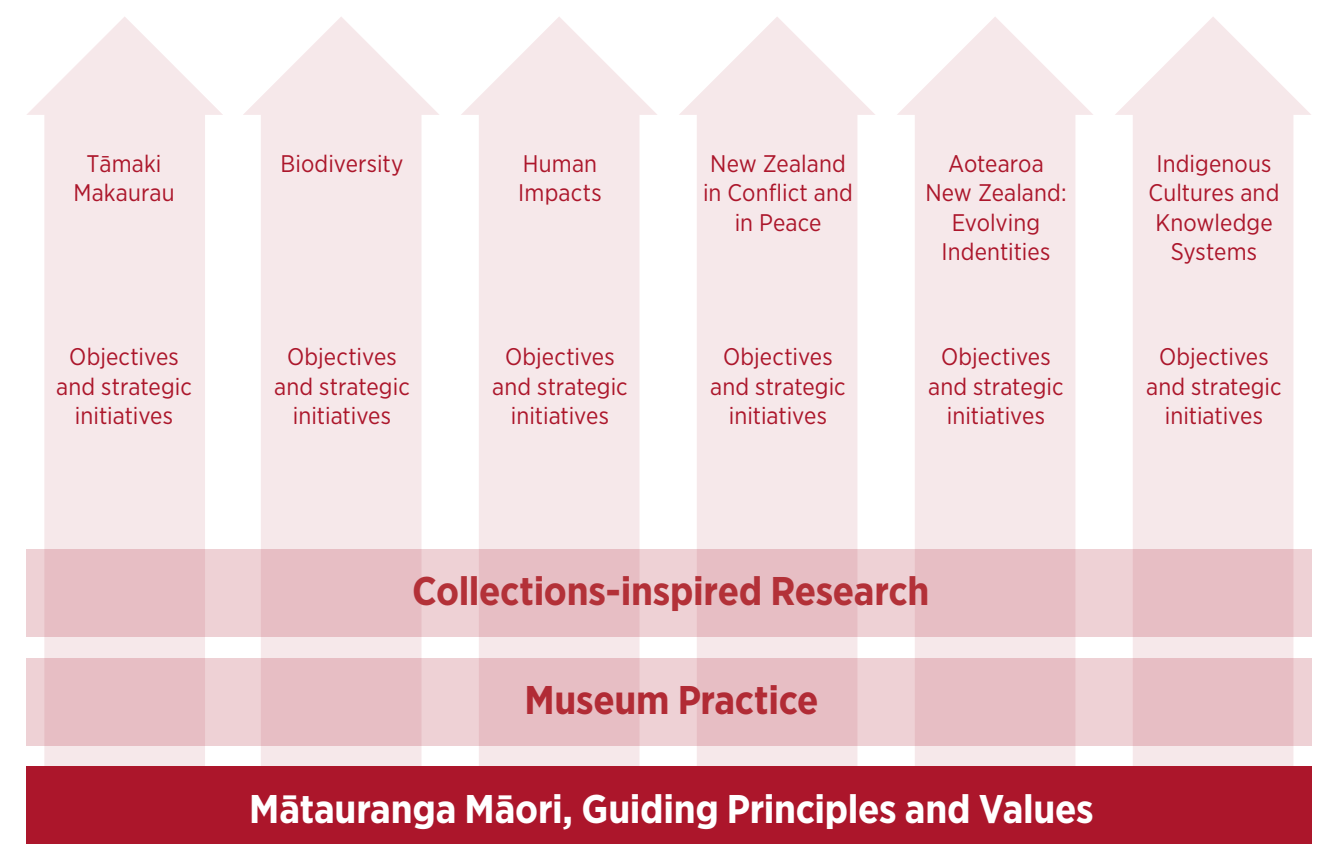


Figure 4: Structure of Auckland Museum's research streams and priorities

## Connection of Research Themes to Vision, Research Dimensions and Guiding Principles

The connection of Auckland Museum's priority themes to its research vision, the cross-cutting nature of its research dimensions, and the fundamental role of mātauranga Māori, guiding principles and values is shown in Figure 4 above.



The priorities of Auckland Museum over the next five years are centred on engaging with communities, enriching the visitor experience, extending its reach and impact, fostering new research questions and debate, and supporting social belonging and participation. We recognise our role as a trusted voice within our communities, and through research we intend to strengthen this voice. We also recognise our unique position and capacity to connect research to formal learners. Accordingly, an aspect of our research impact will focus on opportunities for community and education sector engagement. Our model for research impact is two-fold, consisting of positioning ourselves as a research impact partner, and ensuring that the impact of our own research is intentionally and proactively sought.

## Auckland Museum as a research impact partner

By 2022, Auckland Museum aims to have 1.2 million onsite visitors and 100,000 offsite interactions. In addition, we will be relevant to and inclusive of our many communities and diverse audiences, including Māori, Pacific, Asian, European and the many others who call Auckland home. Alongside this extensive community engagement, our depth and breadth of curatorial expertise and our extensive and globally significant collections make us ideally and uniquely positioned as a partner for research impact within our community.

Our approach to developing research impact opportunities will be to form strong partnership relationships with research institutions (tertiary institutions, Crown Research Institutes and other research bodies). Through these partnerships, potential for routes to research impact will be identified at an early stage, with a co-development approach. We will actively seek avenues to engage as a research translation partner within our public-facing offerings. In this way, we will contribute to ensuring research benefits reach our communities and society.

## Ensuring impact of our own research

In addition to developing our position as a strong impact partner for research, we will ensure that our own research is effective and meaningful, creating long-lasting societal and environmental benefits. We will be cognisant of research impact throughout the research life-cycle. A research impact map will be developed for each research theme to identify the anticipated benefits (to Auckland ratepayers, to iwi and to key stakeholders), end-users and beneficiaries, and the anticipated knowledge exchange pathways. These considerations will inform the prioritising and resourcing of new research projects.

To assess the quality and quantity of our research impact, we will document outputs (publications, reports, blogs, topic pages, science communications), outcomes (new museum practices, gallery outputs, exhibitions, technologies) and benefits (social return on investment, environmental changes). Specific metrics will be developed to capture each aspect so that we can plan, monitor and evaluate our research impact) along with assessments of indirect impact (research personnel recruited and retained, research funding awarded, developments in research reputation). We recognise that research impact timelines can be long and our assessment and evaluation will account for such timelines.

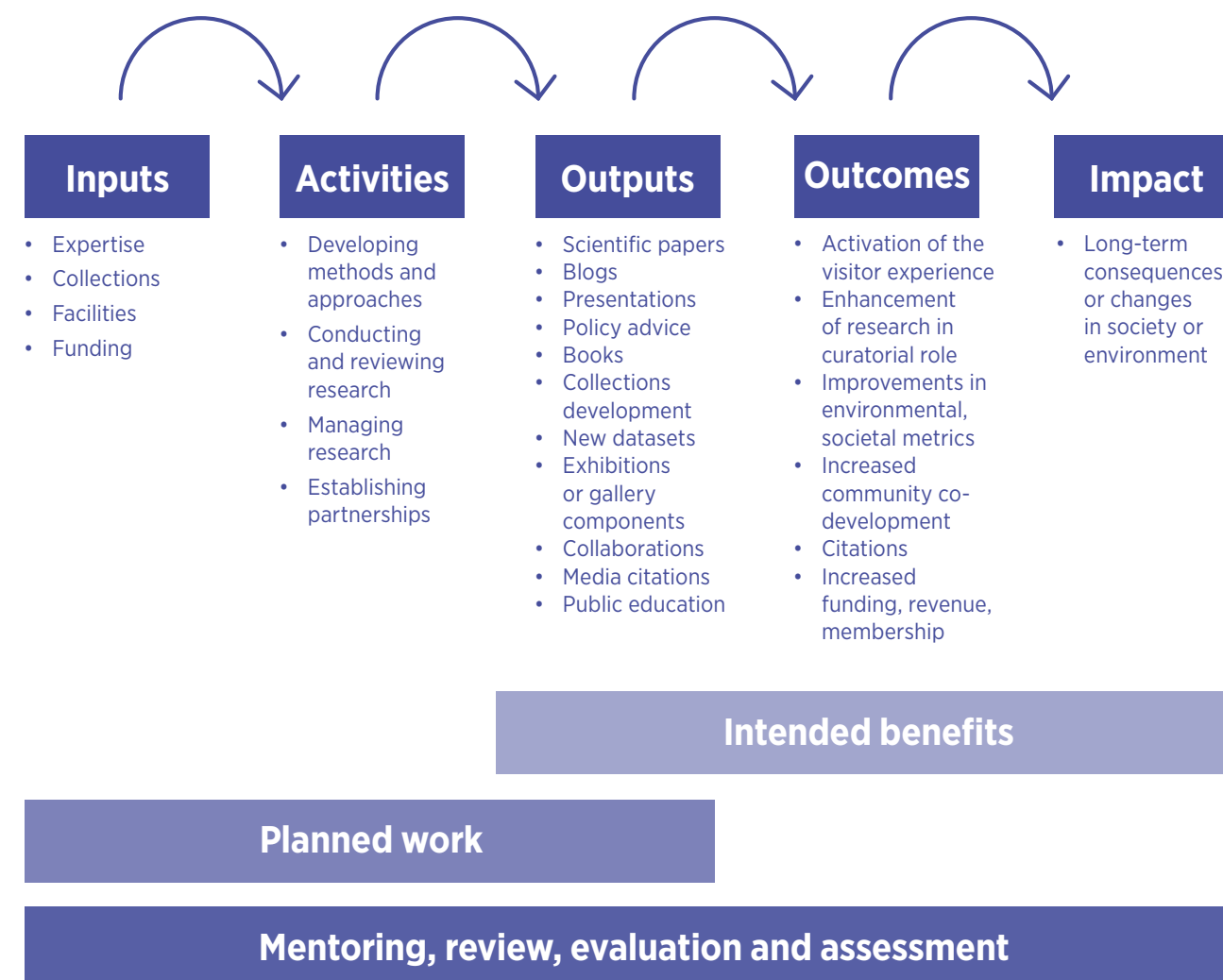


Figure 5: Impact pathway for research at Auckland Museum (adapted from CSIRO impact framework<sup>1</sup>)

<sup>1</sup> <https://www.csiro.au/en/About/Our-impact/Our-impact-model/Ensuring-we-deliver-impact>



Our research strategy will be delivered through an implementation plan that focuses on six enabling priorities:

- Increasing the visibility and accessibility our research
- Building strategic partnerships and collaborations
- Increasing our external research funding
- Expanding our research outputs
- Establishing clear research metrics
- Nurturing our talent and building our research capability.

Activities within each of these priorities will be distributed over the five-year implementation timeline (2018–2023). Recommendations for each enabling priority are described below, together with a priority rating. We anticipate that priority 1 activities would be undertaken in 2018 and 2019, priority 2 activities in 2020 and 2021, and priority 3 activities in 2022 onwards. These activities will inform the development of a research implementation plan that maps more detailed approaches, timelines, and deliverables, and are designed to address the current barriers to research. Currently, the most significant barriers to research include the full-time employment base and time available for research, and physical infrastructure. The activities will be evaluated against our Research Dimensions goals to ensure continuous alignment of progress against larger strategic aims.

## Increasing the visibility and accessibility of research

Despite being the oldest research institution in New Zealand, Auckland Museum’s research has limited visibility and accessibility in its research capacity both within the Museum and within the research community of New Zealand. The growth and development of our research programmes, including our ability to secure more external research funding, will rely on a reputation for high-quality, active and meaningful research. Similarly, inclusion of research activities and findings to be showcased in public exhibitions, galleries and programmes requires our research to be connected across all areas of Auckland Museum.

Activity	Priority
Establish an annual plan for each research theme with clear pathways to outputs, outcomes and benefits. These plans will be accessible across Museum departments	1
Ensure the research strategy informs the design of research facilities and physical infrastructure for the future, including contributing to the development of the Auckland Museum Building Masterplan	1
Develop a content model and pipeline for connecting emerging research to galleries and exhibitions. This pipeline will include processes for scoping, evaluation and refining of new research projects. In the first instance this work will focus on the Future Tāmaki aspect of Tāmaki Stories.	1
Document previous research successes and activities for publication on the Auckland Museum website	
Ensure research achievements are recognised within the annual report	1
Undertake a review of research content on the Museum website resulting in recommendations to optimise the structure and content of research material so that it highlights current research activities, opportunities for research, and achievements in research	1
Develop a process for connecting emerging research to learning and engagement initiatives. This pipeline will include processes for identifying research results that could be translated into educational programmes, as well as aspects of research activity that could be undertaken in partnership with learners.	2
Investigate the feasibility of hosting regular mini-symposiums, symposiums and an annual research symposium for the sharing and celebrating our research progress and success, and to facilitate active collaboration with tertiary institutions, Crown Research Institutes and other research organisations	2
Develop the relevant mechanisms to evaluate the impact of having visible and interactive research results and activity within galleries and exhibitions	2
Create a structured, visible and coordinated framework for providing new opportunities for citizen science as an active aspect of our research	3
Develop a framework for contributing evidence to inform policy development. This could focus on strengthening the understanding of how museums, art galleries and libraries contribute to well-being, identity and place	3



### Building strategic partnerships and collaborations

Strategic partnerships are fundamental to achieving our research strategy. Collaborations that align with our values, guiding principles and our research priorities will increase our research outputs and outcomes by creating novel research opportunities and increasing access to diverse research funding streams. Partnerships will also enable access to resources, facilities and expertise unavailable within the Museum. In addition, partnerships will raise the visibility of our research and increase the accessibility of our collections within the New Zealand research community. We will focus on the development of national and international strategic partnerships, to ensure we work collaboratively and maximise value for money in the allocation of research funding by creating synergies within our themes. We will actively nurture and develop our collaborative research partnerships.

Activity	Priority
Undertake a review focused on the physical spaces and infrastructure needed to support growth and development of research activity – workshop spaces, hosting collaborations, technical workspace, reading room, equipment and resources	1
Develop a user guide for potential external researchers to explain how to work in partnership with Auckland Museum to facilitate a structured and visible coordination of research opportunities at Auckland Museum	1
Strengthen our partnership with the Auckland Museum Institute focusing on identifying areas of mutual interest and novel research opportunities as well as on establishing new linkages to other researchers, research organisations, and funding opportunities	1
Establish research partnerships with other conservators and material conservation departments in museums both in New Zealand and internationally	1
Launch a New Zealand museum research network to promote research collaborations among New Zealand museums and to support the development of museum-led, collection-based research	2
Develop a stakeholder focus group	2
Explore the feasibility of strengthening international partnerships through the design of an international residency programme focused on strategic appointments, clear outcomes, and cross-disciplinary research	2
Develop a strategy to enable direct engagement with government ministries linking our research to ministry priorities	3
Adopt a strategic and structured approach to establishing new research partnerships in the Pacific region	3

### Increasing our external research funding

We will increase our focus and effort in obtaining external research funding to support the growth and development of our research themes. All research funding proposals will be developed in conjunction with Auckland Museum’s Development Team, to ensure an aligned stakeholder management approach and a broad view of funding requirements and goals.

An annual strategy for applying for external research funding will be developed, in partnership with Auckland Museum’s Development Team, by aligning our research priorities with the funding opportunities available within the local Auckland region, the New Zealand science and research funding sector, and internationally. We will take a planned, strategic and deliberate approach to securing external research funding so that our research activities will be appropriately resourced. It is expected that in the first two years of our research strategy, our approach to external research funding is likely to be focused on funds aimed at seeding projects, developing capability, and building collaborations. In the second half of the implementing the research we expect to move to larger funds centred on established partnerships and significant research programmes.

Activity	Priority
Develop an annual research funding calendar including an internal newsletter to alert staff to upcoming research funding opportunities and an internal application process for research applications. This will facilitate an annual view to enable timely preparation for upcoming research funding applications	1
Establish finance policies and mechanisms associated with research including charging overheads on personnel time in research funding applications, receiving royalties from research publications, and consolidating research revenue	1
Increase the amount of internal research funding available for seeding projects and disseminating research	1
Establish a long-term strategy for diversifying external research funding sources	2
Lead the way in advocating for new external research funding streams that foster collaboration between academic institutions and the galleries, libraries, archives, and museums sector	3

### Expanding our research outputs

The dissemination of our research is critical. Expanding our outputs will rely on high-quality research undertaken by highly skilled research personnel, supported through strong collaborations and research funding. The Museum’s research outputs should be accessible through an open research repository. It will also contribute to developing a hub of information that links external and internal research to Museum collections, and makes these links available within and beyond the Museum. In addition, our research outputs will provide tangible benefits to Museum stakeholders and communities, and support the development of new networks and partnerships. A variety of communication channels and mediums will be used and supported for research outputs, including peer-reviewed articles, technical reports, non-peer-reviewed articles, books, media publicity, blogs, social media, gallery content and exhibitions, public programmes, conferences and newsletters.

Activity	Priority
Develop and implement a refreshed publication strategy for academic and non-academic publications, including digital publishing	1
Develop and implement a strategic approach to managing relationships between publishers and Auckland Museum	1
Adopt an active and strategic approach to disseminating research at national and international conferences, including an annual calendar of key conferences and diversifying funding opportunities to support conference participation	1
Diversify our publishing outlets to ensure that all research findings are published in the platform and medium that achieves the most impact for that work	1
Establish an internal peer-review process for research publications and proposals, aimed at supporting the development of writing and dissemination skillsets, creating an active approach to the quality assurance of research publications, and increasing awareness of research dissemination activities across the breadth of Museum research areas	2
Devise novel mechanisms for facilitating time and space for individuals to develop publishable content	2
Establish capacity and capability to publish our research in te reo Māori on our website, in social media, and in formal publications (including international peer-eviewed journals)	3

### Establishing clear research metrics

Establishing clear research metrics will enable the tracking of growth and development in research. Recommendations for the way in which we will implement the use of research metrics, including the way in which we will monitor, assess and evaluate our research impact, is provided below. A list of key performance indicators that relate to research is also proposed. We will establish simple and clear metrics for research (quality and quantity) that can be tracked on an annual basis to demonstrate progress in the growth and development of our research strategy. Where possible, we will leverage and learn from existing mechanisms within the tertiary and *Crown Research Institutes* sectors rather than dedicating resource to establishing new infrastructure.

Recommendation	Priority
Establish the baseline metrics and targets to enable measurement of year-on-year progress	1
Review past research productivity and propose changes to work practices that could enhance research outputs	1
Implement use of ORCID, in partnership with the New Zealand ORCID Hub, to track peer-reviewed publications at institutional level	2
Develop frameworks for measuring social return on investment as a result of exhibitions, research programmes and projects	2
Create frameworks for measuring research impact on the environment	3

<https://orcid.org/organizations>  
<https://royalsociety.org.nz/orcid-in-new-zealand/>



Proposed key performance indicators for tracking research progress	Possible metrics
Peer-reviewed publications	Number of peer-reviewed articles (national, international) Impact factor Altmetrics
Technical reports or other non-peer-reviewed publications	Number of publications Measures of reach and access
Graduate students supervised	Number of students Outcomes from student projects
Internships supported	Number of students Outcomes from student projects
Partnerships formed	Number of partnerships Outcomes arising from partnerships
Editorial and/or reviewer roles held	Number of editorial or reviewer roles Associated impact factors
Invited presentations/keynote presentations	Number of presentations Impact of presentation – size and reach of audience
Abstracts accepted to conferences	Number of conferences Impact and reach of conferences
Topic pages, blogs written	Number of publications Measures of reach and access
Funding applications awarded	Total amount of funding awarded Type of funding and role within funding (lead investigators, named newspapers, etc.)
New approaches or processes developed	Number of approaches or processes Measures of reach and access
Creative works	Number of creative works Measures of reach and access
Technical advice or guidance provided	Number of instances of technical advice or guidance Measures of reach and access
Policy advice or guidance provided	Number of instances of policy advice or guidance Measures of reach and access
Media interviews/uptake	Number of media occurrences Measures of reach and access

## Nurturing our talent and building our capability

Capacity and capability building are critical if we want to achieve growth in research. At the current time, Auckland Museum has approximately 40 personnel associated with research activity in some capacity. While a majority of these employees are able to nominally assign 0.2 of their FTE to research, the reality is that public engagement, enquiries, collection development, and collection management and care mean that research activity must often be marginalised. To achieve our research ambitions, we will need to invest in capacity and capability growth – with a focus on increasing total research FTE, but also with a view to providing unique opportunities that maximise research efficiency, leverage partnerships, and nurture early-career and emerging researchers. In addition, we will create mechanisms that enable the research dimension of the curatorial role to be emphasised allowing more time and opportunity for research. Our approach to increasing capacity will be multifaceted, focusing on further investment into curatorial capacity as well as on the availability of joint appointments, secondments and sabbatical leave. We will be committed to promoting diversity and to ensuring an inclusive and equitable approach to research and research capability. With our partners, we will create opportunities for new research roles – co-designing the academic research professional of the future.

Activity	Priority
Develop a structured, visible and coordinated approach to establishing joint research appointments, hosting visiting scholars, creating new opportunities for early-career researchers, and supporting research associates	1
Establish a clear and visible vocational research programme for hosting student interns and graduate students. The programme will be focused on delivering a consistent high-quality experience for each student, and will be managed so that we can demonstrate the impact of the programme for the Auckland region	1
Develop mechanisms with our research partners for establishing honorary and/or adjunct academic roles for Auckland Museum's researchers including co-supervision of postgraduate students	1
Review capacity and resource requirements for research within Auckland Museum, providing a proposal for changes that will increase the research FTE base with greater emphasis on research within the curatorial role	1
Take an active and leading role in the development of a review of national needs in material conservation training and development	1
Build technical capacity and resource to create new opportunities in material conservation research	2
Identify specific career-enhancing mechanisms to support and retain emerging and early-career researchers, including specific funding opportunities, international fellowships or residencies, and potential for postgraduate study	2
Create structured and visible opportunities for research career development pathways, including mechanisms for accessing study leave, research exchanges, residencies and sabbaticals	2
Undertake a review of technology with a view to a technology refresh to ensure the right technologies and technology investments are in place to enable research objectives or strategy	3

## Research oversight

The implementation of our research strategy, and consequently the development of our research programmes, will be managed by internal and external oversight groups. The aim of the research management structures and mechanisms will be to facilitate research – not to add cumbersome or bureaucratic layers of administration that could risk stifling research activity. The focus will be on setting priorities for each research theme, identifying the interrelationships between research themes, establishing funding strategies, and maximising research opportunities. This intention will be reflected within the Terms of Reference that will be developed for the proposed research management groups. The research management structures will also be aimed at identifying potential for research leadership and capability building.

## Development of Research Themes

Research themes will be ‘owned’ by an internal working group, made up of a theme leader and of other research-active Museum personnel who have an interest in that area. The leader will take ownership of the research theme and will work in conjunction with the Research Manager to develop the research plan needed to achieve the objectives and strategic initiatives. It is expected that a working group for each theme will also be established also made up of an interested group of individuals with appropriate expertise. The working groups overseeing the development of each research theme, and the individual projects within these themes, will work closely with the external expert advisors to focus on the overarching strategy and initiate/manage the strategy review process. The working groups will be representative of the expertise needed within each research theme.

## Internal Research Steering Group

An internal steering group will meet twice a year to prioritise research activities, allocate research resources, and monitor and track research progress. This steering group will have representatives from the Executive Team, Collections and Research Team, and the Development Team, and will function to provide oversight to research direction and activity, and ensure connection of research to Museum’s activities.

## External Research Advisors

An external research advisor will be appointed for each research theme. These experts will provide advice and guidance for the development and performance of our research. They will offer guidance and feedback on the strategic direction and strategic initiatives of research priorities, and will review annual progress. It is expected that the external advisors come together as a panel, to make the most of interdisciplinary opportunities created by the overlap and interrelationships of research themes. The research advisors will preferably be individuals with an international profile and be prominent academics who are active in areas of research undertaken by the Museum.

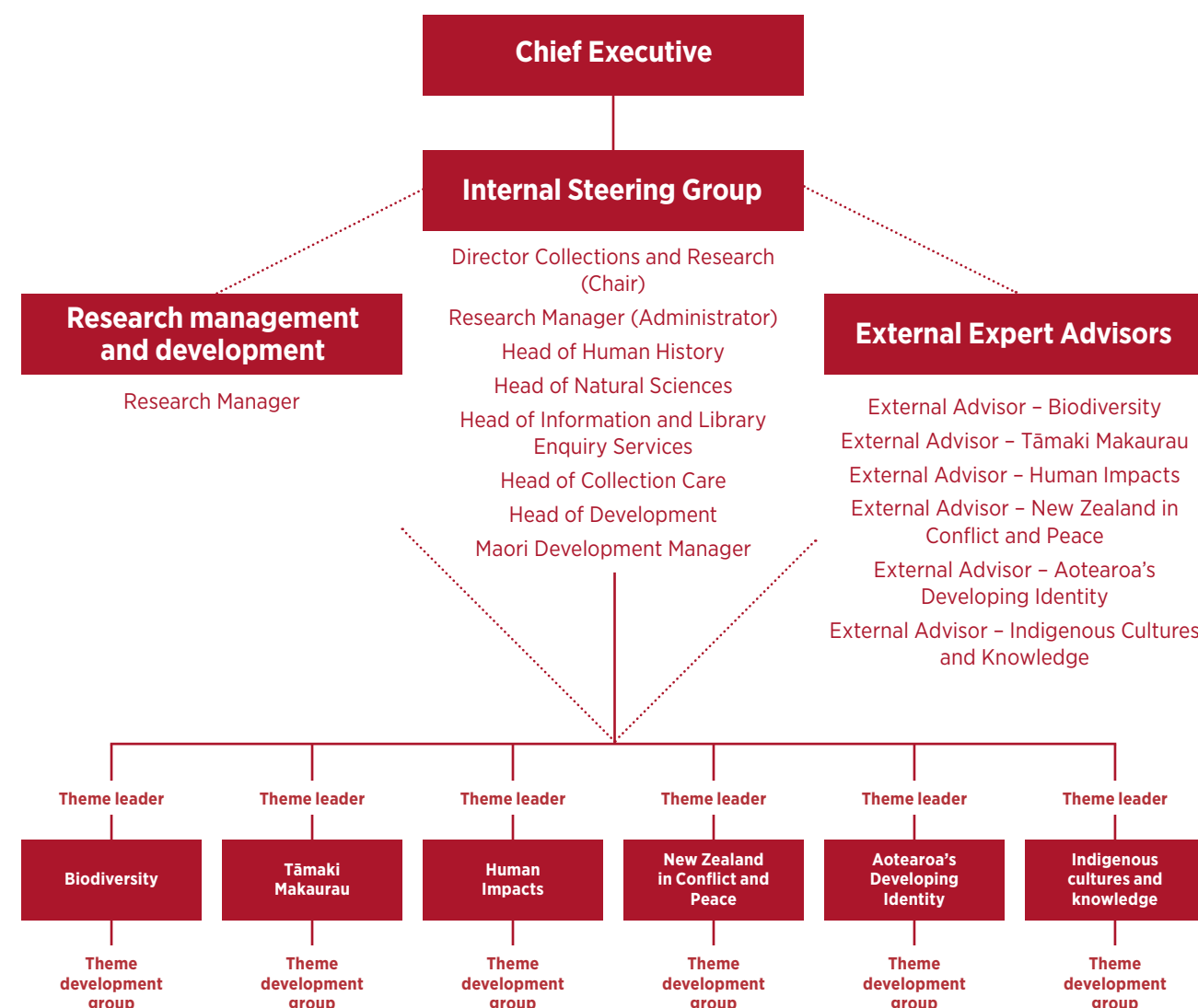


Figure 6: Proposed management structure for research at Auckland Museum

## Research ethics

Research at Auckland Museum will align with international standards for ethical conduct of research and data governance. These principles will be relevant to all stages of our research activity, from the development of conceptual frameworks through to the translation of research. The way in which we choose and interact with collaborators and potential funders will also be driven by our ethical standards.

We will develop an Auckland Museum Research Ethics policy as a guide for all researchers (including external researchers who conduct research at Auckland Museum), to ensure that the research meets all necessary ethical standards. This policy will also provide demonstrable process to funders, partners and stakeholders about the integrity with which we conduct research and safeguard information. Indigenous data sovereignty principles and Māori data governance partnerships will be central to our research ethics policy and practice. In addition we will continue to build on the partnership approaches to research that we have already developed, such as the Puu Kaiao agreement that was developing with Ngāti Kuri for the 2018 Kapowairua BioBlitz. Specific research ethics requirements will also be established within each research theme, as part of the planning process.



## Research administration

The focus of our research administration will be on establishing consistent approaches to research activity, and will not focus on adding unnecessary or prescriptive layers of administrative work. We aim to develop simple mechanisms and approaches for the administration of research, such as management tools to record project proposals, research budget templates, annual research plans, funding applications, tracking of milestones and research dissemination. These tools will be designed to be as effective as possible focused on maximising time for undertaking research and minimising the administrative burden for personnel as much as possible, this work will be done by or in conjunction with the Research Manager. An important aspect of these project management tools will be to maintain visibility of research and upcoming research across other departments and functions of the Museum. This information will be vital to providing data for planned communications and for informing future research. A full implementation plan will be developed from the research strategy, however key elements of anticipated research administration are noted below.

## Research plans

Research plans for each theme will be developed during 2018/2019 and subsequently updated each year. These plans will be owned by theme leaders but developed in conjunction with the Research Manager and theme working group. The research plans will articulate broad objectives and milestones to enable visibility of progress within each research theme. Progress against research plans will be reviewed twice a year by the Internal Steering Group, and refreshed each year to ensure continued alignment with our research strategy. Research plans will also identify and expand on opportunities for incorporating mātauranga Māori, Māori and Pacific capability development, and specific Māori and Pacific outcomes. An important outcome of our research plans will be the identification of interrelationships between research themes, enabling a synergistic approach. Research plans will also describe which aspects of research will be undertaken by Auckland Museum, and which will be undertaken by collaborators. Annual research plans will not be required for individual research projects, on the basis that each project is connected to a research theme and incorporated into the theme's respective research plan.

Research plans will incorporate the following information:

### Research justification

- Theme title
- Interrelationship with other research themes
- People involved including project leaders and collaborators
- Project objectives, purpose and milestones
- Existing funding sources and contractual obligations
- Project alignment with Five-Year Strategic Plan
- Project contribution to mātauranga Māori
- Anticipated benefits and beneficiaries
- Project deliverables

### Research protocol

- Data management plan and collection
- Materials and methods, including data analysis
- Required resources
- Connections with and impact on other Museum departments, priorities and strategies

### Research funding

- Project budget
- Funding strategy to sourcing required funding
- Reporting/milestones required

### Internal input

- Annual research plans will be made available for comment and input from other Museum departments including Māori development, Development Team, collection management, learning and engagement, exhibitions, and gallery renewal as appropriate.
- The research theme working groups in conjunction with the Internal Steering Group, will consider and respond to comments made by other Museum departments but it is not intended that the internal review process acts to veto or prescribe research direction.
- The intent of having an internal review process is to facilitate cross-department visibility of research projects and plans, and to draw on expertise that sits outside of the Collections and Research Team.

