

Preamble The Board of Trustees, as the governing authority for the Royal Ontario Museum (ROM) with powers vested in it by the Legislature of Ontario, is responsible for the institution, its policies, its operational continuity and well-being, and the various assets which it holds in trust for the people of Ontario, to whom it is ultimately accountable.

Governance policies will guide trustees, other volunteers, employees, and others affiliated with the ROM who are responsible for any aspect of museum operation, management, or governance.

Museums and their employees and volunteers have duties, responsibilities, and opportunities; from time to time, they encounter ethical dilemmas and conflicts which must be resolved, considering both the needs of the institution and the broader public interest. In this regard, the ROM will be guided by the Canadian Museum Association's Ethics Guidelines (1999).

**Policy
Mandate**

The mandate of the ROM includes

- (a) The collection and exhibition of objects, documents, and books of any kind to illustrate and make known to the public the natural history of Ontario, Canada and the world;
- (b) The collection and exhibition of objects, documents, and books of any kind to illustrate and make known to the public the history of man in all ages; and
- (c) The promotion of education, teaching, research, public programs and publication in any or all fields referred to above.

Vision

To be recognized globally as an essential destination for making sense of the changing natural and cultural worlds.

Purpose

To inspire wonder and promote learning by sharing the stories of the unique collections that the ROM cares for on behalf of the people of Ontario; to be a champion for the natural and cultural worlds; to serve as a forum for our diverse communities; and to create knowledge that contributes to a better future.

Values

The ROM values its key assets including its collections, its people, and its interaction with the community.

The ROM's core values are

- Learning – by promoting curiosity, discovery, and teaching
- Engagement – by anticipating and responding to the needs of our diverse audiences

- Authoritativeness – by upholding rigorous inquiry, sound research and scholarship, and professional integrity
- Stewardship – by developing and preserving an important public inheritance

- Innovation – by being forward-looking, open to new ideas and knowledge exchange
- Enjoyment – by emphasizing a customer-focused, welcoming and fun attitude

To create:

Strategic Objectives

- Extraordinary visitor experiences
 - Provide a compelling experience that begins before you enter the Museum, and continues after you leave
 - Focus on what it takes for both first-time visitors (as well as long-time customers) to enjoy fully their visit and want to return again and again
 - Make galleries, exhibitions and collections memorable “must-sees” with great stories, wonderful objects, and layers of engagement to appeal to varied audiences
 - Utilize new technology to enhance interpretation, and bring curatorial and other expertise out onto the floor to connect visitors with the knowledge generation behind the scenes at the ROM

Strategic Objectives

- World-leading Centres of Discovery
 - Focus the ROM on developing Centres of Discovery aligned across the organization based on internationally recognized strengths in collections, research, educational mandate, and community interest
 - Utilize these Centres to drive staffing requirements, development of public profiles, gallery experiences, philanthropic goals, and programming
 - Make the focus of the Centres into the *must-do* elements of the ROM – what we are known for – that stand out as highlights
 - Identify and execute a philanthropic plan to support the individual Centres

Strategic Objectives

- Essential audience relationships
 - Create experiences that are valued by our audience, rather than what we think they should value
 - Understand our audiences better and work with them to build a strong relationship with the ROM – onsite, online, and via outreach
 - Recognize that relationships are personalized, two-way interactions
 - Have a strong sense of community; use that knowledge to sustain repeat visitation, so that it is representative of the changing demographics of Ontario and demonstrates the ROM’s commitment to diversity and inclusiveness

Strategic Objectives

- Identify philanthropic goals for target audiences, and begin activation through outreach, e.g. Heritage Days
- Financial resilience
 - All initiatives of the ROM, from investing in audience development, to demonstrating the ROM's utility to the community, and communicating international calibre research, need to be pursued not just as an essential component of our mandate but within the framework of financial sustainability
 - Through advocacy and audacity, and by improving our worth (and increasing the perception of the ROM's importance) to Ontario, to Canada, and to the world, the ROM becomes imperative for donors
 - ROM and ROM Governors work cooperatively to achieve philanthropic targets
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Strategic Objectives

- Robust physical and technological infrastructure
 - Address the challenges of collection storage, office, and support spaces for the ROM, together with planning when major infrastructure maintenance will be required in the short, medium and long-term
 - Invest in the IT and online infrastructure to create new systems, and platforms for access and two-way interactions
 - Specific IT objectives linked to donor/sponsor opportunities
- A skilled and responsive staff, leadership and volunteers
 - Understand and enhance the skill sets required by the ROM's strategic plan
 - Invest in professional development, mentoring, and leadership to effectively adapt to the Museum's and the community's changing needs
 - Build adaptability and innovation into the organizational culture
 - Use the skills and time of volunteers more effectively
 - Promote opportunities for interns, and the ROM as a site for research in Museums and learning
 - In all activities demonstrate respect and dignity for staff, leadership and volunteers, as well as an understanding of the varied needs of a diverse workforce and stakeholder constituency

The ROM embraces a working environment that recognizes individual integrity, commitment, reliability, initiative, and co-operation. The ROM values teamwork in the achievement of its Mandate and will strive for excellence in its endeavours.

Work Environment Principles

In furtherance of creating such an environment, employees and volunteers (including trustees) will

*Work
Environment
Principles*

- Treat others with respect, tact, and courtesy, both within the ROM and when representing the ROM.
- Use their skills and experiences for the benefit of the ROM.
- Keep confidential ROM information, which involves a matter of trust.
- Respect and protect ROM property and facilities, including records, and refrain from using them in a manner or for a purpose that may be contrary to the ROM's interests.

In addition to these behaviours expected of all employees and volunteers, managers have additional responsibilities that are implicit in the organizational authority vested in them. Managers will adhere to the Work Environment Principles set out for employees and volunteers and in addition

- Use their knowledge, experience, abilities, and expertise to the best advantage of the ROM in fulfilling its Mission and achieving its Objectives.
- Strive to unite management, employees, and volunteers in a sense of shared purpose.
- Respect and foster the professionalism of employees and volunteers.
- Acknowledge achievements, and provide guidance and encouragement in a productive work environment.
- Exercise reasonable and non-discriminatory human resources practices.
- Ensure that all applicable policies are communicated effectively, and adhered to in daily operations.
- Ensure that the ROM, its departments, individual employees, and volunteers grow and develop professionally in a manner consistent with stated Values and Work Environment Principles.
- Use resources effectively and make decisions that are financially and ethically responsible in furtherance of the ROM's Mission and Objectives.
- Strive to produce and foster the production of outstanding and innovative programs, which exceed visitor expectations.

**Explanation of
Terms**

collections: refers to objects including artifacts, works of art, and biological and geological materials, sound and video recordings, and any other movable cultural or natural property that has been formally accepted and accessioned by the ROM.

diverse audience: an audience representative of the contemporary society in Toronto, Ontario, Canada and abroad.

Date	April 20, 2000
Amended	June 26, 2003 September 9, 2004 September 7, 2006 June 14, 2007 September 6, 2007 June 18, 2009 – (new language) June 16, 2011 – housekeeping (title change) December 15, 2011 – new language June 21, 2012 – (housekeeping (title change) June 20, 2013 – (reviewed with no changes) June 23, 2014 – (reviewed with no changes) June 25, 2015 – (housekeeping changes only) June 23, 2016 – (no change)

MONITORING**Adherence to Policy**

Board: The Governance Committee will annually review management’s adherence and progress on the delivery of the Policy.

Management: The Director & CEO and the Deputy Director Operations, & Chief Financial Officer will ensure that the Governance Committee has all the relevant information for determining adherence.

Policy Review

<i>Method</i>	Internal Report
<i>Responsibility</i>	Governance Committee
<i>Minimum Frequency</i>	Annually