



Strategic Plan 2021-2026

HoMA Strategic Plan Process

The Honolulu Museum of Art's Strategic Plan was developed over an eight-month period, which extended from the Fall of 2020 into the Summer of 2021. The process was collaborative, with major input at every step from the museum's staff and Board of Trustees.

Phase 1 began in September 2020 with an exercise to identify HoMA's values and purpose. Museum staff and trustees responded to three questions focused on visitor experience, the museum's legacy, and HoMA's values, and responses were synthesized to identify the overarching themes that form the museum's foundation. The process continued in November 2020 with Phase 2, an exercise to clarify HoMA's vision and guiding principles. Staff and trustees were asked to identify what HoMA should focus on in order to achieve excellence in three areas - Art & Programs, People & Community, and Campus & Resources - and the emergent themes painted a picture of the HoMA of the future. Following Phase 2, museum leadership worked cohesively to take the gathered feedback and create an initial version of HoMA's Strategic Plan, which was presented to the Board of Trustees and staff in January 2021. Staff and trustees were then given the opportunity to offer additional feedback to the Strategic Plan in small discussion groups, and the plan was adapted based on their input. HoMA's Strategic Plan and supporting operational plan was formally approved by the Board of Trustees in May 2021.



Past, Present, Future

Since first opening our doors in 1927, the Honolulu Museum of Art has served as a home for art and education designed for the benefit of the entire community. From the outset, the museum has championed the transformative power of art and education presented in a setting that promotes beauty, harmony, learning, self-awareness and connection.

Originally established as the Honolulu Academy of Arts, founder Anna Rice Cooke envisioned a museum that would bring people together through the power of art and “the deep intuitions that are common to all.” The museum was conceived of as a place of meaningful exchange and dialog, and celebrating the diverse artistic and cultural traditions of Hawai‘i’s multi-ethnic population. From this founding intention grew the museum of today, with a world-class encyclopedic collection of more than 50,000 works of art, representing a stunning breadth of places and eras, from all corners of the globe and from the ancient past to the present day. Over the decades, the museum has become known for its strong tradition of art classes and community engagement, both inside the walls of the museum and beyond. In 2011 the Honolulu Academy of Arts merged with the dynamic and vibrant Contemporary Museum, which reinvigorated the museum’s contemporary holdings and ushered in an opportunity for renewed commitment to the art of our time. The Honolulu Museum of Art was born.

With an acknowledgment of the museum’s history and purpose at the forefront, the Strategic Plan charts a course for the Honolulu Museum of Art’s next chapter in a rapidly changing world. The Strategic Plan is comprised of three primary elements: first, statements of the museum’s Purpose, Commitments and Values that inform all that we do; second, a Vision for our future; and lastly, three Strategic Priorities that will chart our course forward. Over the next five years, the Strategic Plan will transform HoMA into a relevant and sustainable 21st century museum, a place ever more deeply rooted in our commitment to accessibility and community, where people of all ages and from all walks of life will be invited in as we bring the art of the world to Hawai‘i, and the art of Hawai‘i to the world.

Strategic Plan:

Purpose

Commitments

Values

Vision

Strategic Priorities

Purpose

The Honolulu Museum of Art is a home for art and education that exists for the benefit of the entire community, presented in a setting that promotes beauty, harmony, learning, self-awareness, and connection.

Commitments

- Promotion of art and education
- Accessibility for our community
- Care for our campus and resources

Values

With care, respect, and empathy we will:

- Embrace an approach grounded in excellence, innovation, and sustainability to ensure that the Honolulu Museum of Art will continue to serve and inspire our community for generations to come.
- Prioritize inclusivity and accessibility as we strive to honor, celebrate, and reflect the diversity of Hawai'i.

Vision

We will inspire and uplift our community through transformative art experiences that celebrate creativity, cultivate wonder, foster empathy and enhance knowledge in order to deepen our connection with one another and the world we share.



Strategic Priorities

Create relevant, dynamic, world-class art and education experiences

The museum will create high-quality and accessible art and education content that celebrates diverse voices and perspectives and connects meaningfully to the art of our time and place.

- **Breathe new life into our Galleries and Library**

Over the next five years, the museum will breathe new life into the display and interpretation of its incredible permanent collection through new, multifaceted narratives and an overall reimagining of the presentation of our galleries.

This reimagining of our permanent collection will be further enriched by a regular schedule of innovative temporary exhibitions. In addition, the museum will engage artists of international acclaim to collaborate with HoMA in the development of projects created with and for the community. The result will be a museum where visitors have the opportunity to foster greater connection to both the permanent collection and contemporary artists. In complement to these efforts, the museum's 40,000 volume library will evolve to become an open and accessible resource for scholarship and reflection.

- **Connect the Art School and the Museum**

From the beginning, the promotion of art and education has been chief among HoMA's enduring commitments. At this juncture in our history, we are poised to create greater synergy between the gallery and classroom experience as we center the museum's collection in our educational curriculum while also ensuring that the experience of hands-on making is an integral part of every museum visit. Over the next five years, we will work to ensure our collection, exhibitions, and artist projects - and a deep appreciation and respect for the many different ways people engage with art - are at the fore of both the Art School and the museum experience.

Serve the community

The museum is committed to nurturing the community of which it is a part. In all we do, we endeavor to develop expanded opportunities for meaningful engagement and connection in order to impart creativity, wonder, and empathy to our entire community.

- **Redefine the Visitor Experience**

In the years ahead, HoMA will fundamentally redefine the visitor experience. The museum will intensify its efforts to become accessible by proactively ensuring that the visitor journey has been thoughtfully planned to deliver a welcoming and inclusive experience for all. From improved website experience and physical wayfinding to extended evening hours and expanded offerings of inclusive and accessible programming that reflect and celebrate the diversity of Hawai'i, the museum will strengthen its efforts to become a destination of choice for both locals and visitors to Hawai'i. The future of HoMA will be one in which all elements of the visitor experience work seamlessly together, and the overall experience of the museum will be customizable and adaptable to visitor knowledge, familiarity, and preference. We envision a museum for all people, with a range of offerings and experiences that can be curated to individual interests, and which is worthy of frequent and repeat visitation to discover all that is new and ever changing at HoMA.

- **Establish an Art School Creativity Hub**

The Art School is an integral part of HoMA and an important resource for our entire community. Looking to the future, we will further invest in the accessibility of the Art School through classes geared towards a range of ages and skill levels and will create a Creativity Hub, a central space and community resource in the heart of the Art School

for learning about art-making, interacting with our Lending Collection, and spotlighting local talent through an innovative Local Artist Lending Program.

- **Foster a Healthy Arts Ecosystem**

Beyond the walls of the museum, we will seek new and creative ways to cultivate a healthy arts ecosystem for and with the entire community. Through mutually-beneficial community partnerships and deepened relationships across the arts and culture sector, we will invest in creating a stronger arts community that will grow and provide a multitude of benefits to local families and communities for generations to come. Our efforts to reach the community beyond the museum will also continue as we work to deliver art-making experiences and build connection to HoMA throughout the islands. Additionally, in harmony with our values, we are committed to the essential work of continuing to align our staff and Board of Trustees to more fully reflect the diversity of Hawai'i.



Embrace best-practice stewardship

As we strive to serve our community now and for generations to come, the museum will commit resources and time to evaluate, study, plan and implement a best practice, cohesive approach to the stewardship of HoMA's campus and finances.

- **Five Year Campus Plan**

The museum's building and grounds are an integral part of what makes HoMA special. As the National Register of Historic Places notes, "Not only are the treasures within priceless, the building itself is a standout in the architectural record of Hawaii." Caring for the campus is one of HoMA's greatest responsibilities, and a five year campus plan will enable the museum to take a systematic approach to ever evolving infrastructure needs and ensure that the museum's campus will endure for many years to come.

- **Five Year Financial Plan**

In the Fall of 2021, HoMA will develop a five year financial plan that will build a long term planning framework for financial sustainability. This multifaceted plan will incorporate earned revenue and endowment growth strategies, milestone target dates, and peer museum benchmarking. It will serve as a guide for the next five years and will put the museum in ideal position to remain sustainable in perpetuity.

Help us build the future you want to see at HoMA

Going forward, the museum will engage the local community and members as we begin our journey to bring the Strategic Plan to fruition over the next several years. If you would like to express your thoughts or give feedback, please email community@honoluluuseum.org.