



# Position Specification

Honolulu Museum of Art

Director

Private and Confidential

## Our Client

The Honolulu Museum of Art (HoMA) was founded in 1927 by Anna Rice Cooke, the daughter of a prominent missionary family. She married Charles Montague Cooke, also of a prominent missionary family, and settled in Honolulu, building a home in 1882 on Beretania Street, where HoMA resides today. As Cooke's career prospered, they began to gather their own private fine art collection which soon outgrew their home and the homes of their children. In 1920, Cooke began to catalogue and research the collection with the intent to display the items in a museum for the children of Hawai'i.

From the beginning, Anna Rice Cooke, who spoke fluent Hawai'ian, wanted a museum that reflected the unique attributes of Hawai'i's multicultural makeup. Not bound by the traditional western idea of art museums, she also wanted to create an institution that showcased the island's natural beauty and climate in an open and airy environment. Her thoughtful consideration is evidenced in the charming courtyards that interconnect the various galleries throughout the Museum.

The permanent collection has grown from 500 works to more than 50,000 pieces spanning 5,000 years, with significant holdings in Asian art, American and European painting and decorative arts, 19th- and 20th-century art, an extensive collection of works on paper, Asian textiles, and traditional works from Africa, Oceania, and the Americas. Other highlights include the Samuel H. Kress collection of Italian Renaissance paintings, the James A. Michener collection of ukiyo-e prints, and the Hawai'ian art collection. Of note, the museum has one of the largest single collections of Asian and Pan-Pacific art in the United States. HoMA is dedicated to the collection, preservation, interpretation and teaching of the visual arts, and the presentation of exhibitions, performing arts and public programs specifically relevant to Hawai'i's ethnically diverse community.

The mission of the Honolulu Museum of Art is to bring together great art and people to create a more harmonious, adaptable and enjoyable society in Hawai'i. The museum aims to be a world-class institution with great collections of art and leading education programs while reflecting changes that are happening in Hawai'i, Asia, and the world.

Today HoMA has an annual budget of \$15 million and is governed by a Board of Trustees of 33 members. There are 120 full-time, 10 regular part-time, 90 part-time employees with an additional pool of 164 seasonal art instructors of which approximately 60 teachers and assistants work per semester, as well as more than 128 specially trained volunteer docents. The Museum currently has more than 13,700 Members, more than 280,000 Annual Visitors, and an endowment of approximately \$62 million.

## The Diverse Campus and Programs

Over the course of its history, the museum has grown steadily in its campus, acquisitions, and the diversity of its programs. The Cookes donated their Beretania Street land, the museum building, art collection and an endowment of \$1.2 million. Bertram Goodhue designed the plans for a classic Hawai'ian-style building with the mountains as a dramatic backdrop and colorful blossoming trees, flowers and shrubs complementing the simple off-white exteriors and tiled roofs. The original building was named Hawai'i's best building by the Hawai'i Chapter of the American Institute of Architecture and is registered as a National and State Historical site.

Additions to the original building have included a library, education wing, shop, café, contemporary gallery, administrative offices, a **280-seat Theater**, and an **Art School for studio classes and expanded**

**educational programming.** In 1998, an era of extensive renovation throughout HoMA began that impacted the Asian wing, the Henry R. Luce Pavilion Complex and a new two-story exhibition structure which houses HoMA's unrivaled collection documenting the history of art in Hawai'i and a gallery for changing exhibitions. New galleries were renovated and/or reopened in 1999 through 2003. Also in 1999, HoMA created a children's interactive gallery, lecture hall and office suite in the education wing. In 2005, HoMA opened the newly renovated and reinstalled Western art galleries. Across from the main museum on Beretania Street, **the Art School is housed in the historic Linekona building.**

In 2001 and 2002, HoMA entered into a partnership with the Doris Duke Foundation for Islamic Art to become **the orientation center for tours to Doris Duke's Honolulu estate, Shangri La,** and the Theater was refurbished and renamed **The Doris Duke Theatre.**

Conveniently located in the heart of downtown, the **Honolulu Museum of Art at First Hawaiian Center** is an additional exhibition space committed to presenting exhibitions that highlight the work of Hawai'i artists and Hawai'i-based works of art. A longstanding partner of the museum, First Hawaiian Bank continues to be a leading supporter of the islands' arts and vibrant creative community.

The museum's second location, **Spalding House,** features galleries of art, a permanent installation of David Hockney's *L'Enfant et les sortilèges*, a café, pop-up gift shop, and sculpture-filled gardens overlooking Diamond Head and Honolulu.

Spalding House was formerly The Contemporary Museum, and in July 2011, it gifted its collection and assets to HoMA, merging the two museums.

### **Honolulu, Hawai'i**

Hawai'i's major pillars of economic support are tourism and U.S. defense activity. Hawai'i has had a strong competitive advantage in these sectors thanks to its environmental beauty, historical sites and strategic location near the middle of the Pacific Ocean. Other important elements of Honolulu's economic base include research and development, agriculture and aquaculture, and manufacturing.

One of the greatest assets of the City and County of Honolulu is the ethnic, cultural, and social diversity of its population. With a population of approximately 1.4 million (one million of which live in Honolulu), there is no racial or ethnic majority in Hawai'i. 13.6% of Hawai'i's population has Filipino ancestry, 12.6% Japanese, 9% Polynesian, 7.4% German, 5.2% Irish, 4.6% English, 4.3% Portuguese, 4.1% Chinese, 3.1% Korean, 2.9% Mexican, 2.8% Puerto Rican, 2.7% Italian, 2.4% African, 1.7% French, 1.3% Samoan, and 1.2% Scottish.

More information about HoMA can be found at [www.honolulumuseum.org](http://www.honolulumuseum.org).

### **The Role**

The Director of the Honolulu Museum of Art reports to the Board Chair and Trustees. With a passion for art, community, and education, the Director provides the vision and artistic direction for the Museum, Spalding House, the Honolulu Museum of Art at First Hawaiian Center, and the Art School, taking the lead in shaping the institution's role as the state's premier arts and education institution.

In concert with the Board, the Director sets the strategy, devises appropriate financial and operating plans, and manages the organizational infrastructure to effectively implement that strategy.

The Director oversees all collection and exhibition development, as well as education and performing arts programming for the Museum. Working with the senior staff, the Director will oversee and manage an exhibition and collection strategy that will distinguish the HoMA as a world-class institution with great collections of art and leading education programs. To that end, the next Director will work with senior staff to develop a systematic plan to increase attendance and engagement of HoMA's constituents as well as strengthen HoMA's collection through careful acquisitions and develop relationships with collectors that may lead to appropriate gifts.

Critical to the Director's success will be the ability to fundraise effectively in coordination with the development team and the Board of Trustees. S/he will approach resource-building with significant creativity and clarity of purpose. In addition to development goals, the Director will work toward enhancing other sources of income for the Museum and realizing realistic revenue growth opportunities. The Director will enjoy the role of primary spokesperson and chief fundraiser locally and internationally, and embrace the island dynamic that means word travels quickly within an enclosed, if sizeable, community.

The Director will lead the Museum's dedicated professional staff and will ensure HoMA's vision and strategic objectives are collectively agreed upon, effectively implemented, and realized in a fiscally responsible manner. He or she will approach the financial administration of the institution with resourcefulness, sound judgment, and a clear understanding of budgets. The Director will inspire the volunteers and support partner organizations to work in concert with the strategic goals of the Museum.

The Director is expected to play a central role in the cultural life and evolution of the city. S/he will be a student of Hawai'i and the institution's history and culture, and serve as HoMA's primary spokesperson throughout the broader United States, as well as among international audiences.

## Candidate Profile

We would highlight the following personal competencies required for this leader:

- **Leadership, Vision, and Clarity of Direction:** The successful candidate will have the ability to help build a long-range plan for the next chapter of HoMA's history that includes, among other things, the expansion of gallery spaces for the Museum. S/he will have the creativity and judgment to articulate the vision as well as nuanced objectives needed to lead the growth of the institution. The new Director will be an entrepreneurial leader, skilled at leading a staff and board that is ready and willing to be led into the future. S/he will have the temperament to make decisions in a thoughtful and timely manner and prioritize initiatives around the vision, all the while fostering collaboration among the staff.
- **Credibility in the Field and a Passion for the Mission:** The Director will exhibit a thorough knowledge of and passion for the breadth of art and art history, ideally with a focus in contemporary art. This person should exude a passion for and an interest in the Honolulu Museum of Art's unique combination of cultural, artistic, and educational offerings. Fully embracing the mission of the HoMA through exhibitions, education, and programming, the Director will engage local, national and international audiences.
- **Resource Development:** The successful candidate will have a track record of building an institution's funding base—in partnership with the Board—to increase and diversify financial support from individual donors, foundations, corporations, and government funders for both

annual operations and capital needs, as well as emphasize building the endowment. He or she will be an adept relationship builder, able to inspire loyalty to and support of HoMA as well as elevate the reputation of and excitement around the Museum. Further, he or she will engage his or her professional network to substantively further HoMA's mission, particularly through partnering with the community and key collectors in Hawai'i and beyond.

- **Management of Teams and Resources:** The Director will be able to translate HoMA's over-arching goals into clear objectives for the staff. He or she will foster a culture of collaboration, mutual respect, teamwork, and empowerment. The successful candidate will be an effective communicator who deals successfully with people at all organizational levels, who has a knack for candidly evaluating, developing, motivating, and recruiting staff. He or she will have the ability to counsel and coach the senior management team and curatorial leadership for success; he or she will respect, encourage, and celebrate the talents of that team while also holding each accountable to mutually agreed-upon goals. Additionally, he or she will approach the financial oversight of the Museum with an even-handed and reasoned approach to decision-making.
- **Character and Cultural Consistency:** The successful candidate will be a culturally politically astute and broad-minded individual with a generosity of spirit and deep appreciation for diverse forms of artistic expression. The successful candidate will embrace the Honolulu community professionally and personally, enjoying the opportunity to live in the city and state. He or she will be a charismatic individual who enjoys the external aspects of this role, embracing the opportunity to serve as an ambassador for HoMA across the United States and the Pacific. The new Director will be a dynamic visionary, leading HoMA with integrity, courage, and optimism.

## Compensation

The Honolulu Museum of Art offers an excellent benefits package and salary, which is commensurate with experience. In addition, the Museum provides housing in Honolulu for the Director.

## Contact

Russell Reynolds Associates has been exclusively retained for this search. Prospective candidates are invited to contact Laurie Nash and Michael Singleton directly. All inquiries and discussions will be considered strictly confidential.

Laurie Nash  
Russell Reynolds Associates  
101 California Street, Suite 2900  
San Francisco, CA 94111  
Tel: +1 415.352.3300  
[laurie.nash@russellreynolds.com](mailto:laurie.nash@russellreynolds.com)

Michael Singleton  
Russell Reynolds Associates  
1700 New York Avenue, 4th Floor  
Washington, DC 20006  
P: +1 202.654.7867  
[michael.singleton@russellreynolds.com](mailto:michael.singleton@russellreynolds.com)