



Position Specification

Honolulu Museum of Art

Director

The 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. From the beginning, Anna Rice Cooke, who spoke fluent Hawaiian, 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. The Museum has one of the largest single collections of Asian and Pan-Pacific art in the United States, including an unrivaled collection by artists of Hawai'i and the Pacific. The collection also contains significant holdings in 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 and the James A. Michener collection of ukiyo-e prints. 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.

Today HoMA has an annual budget of \$14 million and is governed by a Board of Trustees of 29 members. There are approximately 120 full-time and 186 part-time employees, with an additional 337 volunteers and docents. The Museum currently has more than 13,700 Members, more than 280,000 Annual Visitors, and an endowment of approximately \$70 million.

The Vision

The vision of the Honolulu Museum of Art is to create relevant and transformative experiences through the study, preservation, presentation and creation of art.

The Campus and Programs

The Museum's original building – donated by the Museum's founder Anna Rice Cooke and her husband Charles Montague Cooke – 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. Bertram Goodhue designed the classic Hawaiian-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. Additions to the original building have included a library, education wing, shop, café, contemporary gallery, administrative offices, and a 280-seat Theater.

The Honolulu Museum of Art School opened in 1990 in the historic Linekona building. The Art School has an annual attendance of approximately 45,000 children and adults each year through studio art classes, workshops with visiting artists, and exhibitions. In addition, the Museum serves over 53,000 students through field trips and outreach programs throughout the year.

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 collection documenting the history of art in Hawai'i and a gallery for changing exhibitions. 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.

The Honolulu Museum of Art at First Hawaiian Center in downtown Honolulu is an additional exhibition space committed to presenting exhibitions that highlight the work of Hawai'i artists, located conveniently within the business district. 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, currently 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.

The City – Honolulu, Hawai'i

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 million, there is no racial or ethnic majority in Honolulu.

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

More information about HoMA can be found at www.honolulumuseum.org.

The Role

With a passion for art, community, and education, the Director provides the vision and operational leadership and management for the Museum, the Art School, the Honolulu Museum of Art at First Hawaiian Center, and Spalding House. The Director takes the lead in shaping the institution's role in the arts and culture of Honolulu. In concert with the Board, the Director sets the vision, defines the operational strategy, devises appropriate financial and operating plans, and manages the organizational infrastructure. The Director of the Honolulu Museum of Art reports to the Board of Trustees and with the support of the Board:

- Oversees collection and exhibition development, as well as education and performing arts programming for the Museum.
- Leads the Museum's dedicated professional staff and ensures HoMA's vision and strategic objectives are collectively communicated and effectively implemented in a fiscally responsible manner.
- Administers the financial affairs of the Museum with vigilance, integrity, and balance, in full transparency and collaboration with the Board of Trustees.
- Ensures the Museum's use of technology evolves in a relevant and timely manner to meet the Museum's goals and strategies in today's digital age.
- Inspires volunteers and supports partner organizations to work in concert with the strategic goals of the Museum.

- Fundraises effectively in coordination with the development team and the Board of Trustees.
- Acts as primary spokesperson and chief fundraiser in the local community and beyond. The Director also must work toward enhancing other sources of income for the Museum.

The Candidate Profile

The Honolulu Museum of Art seeks a dynamic, strategic, and collaborative leader who can be a passionate advocate for the institution's vision and can demonstrate a track record of:

- Creating and communicating a clear and compelling vision for the future of an institution, department, or program.
- Successful management of institutional transition, growth, and change.
- Collaborative yet decisive leadership, diplomacy, and sound judgment.
- Knowledge of and passion for art, as well as a fundamental belief in art and creativity's value in society. Previous experience in the Museum field is preferred, but not required.
- Innovative and strategic leadership growth and success in a multi-faceted institution with highly diverse internal and external constituencies.
- Effectively communicating a shared vision with staff, donors, and the community.
- Partnering successfully with a diverse Board of Trustees and senior management team.
- Civic-minded accomplishments showing concern for the well-being of the local community.

Personal competencies required of the candidate include:

Strategic Acumen

- An innovative and critical thinker who is comfortable analyzing complex situations, managing and mitigating risks, and taking action.
- Seeks and objectively analyzes data from a variety of sources to support and communicate decisions appropriately and aligns others with the organization's overall strategy.
- Effectively balances the desire/need for broad change with an understanding of how much change the organization is capable of handling.

Leading and Managing Teams

- Works in close partnership with the various management teams to actively foster a collegial working environment internally that encourages cross-departmental and cross-functional collaboration in support of achieving strategic goals.
- Attracts, recruits, and retains top talent, motivates and develops teams, delegates and communicates effectively, celebrates diversity, and manages performance. Fosters a culture of collaboration, mutual respect, teamwork, and empowerment. Counsels and coaches senior management and curatorial leadership for personal and professional success.

- Leads by example by being open to feedback and self-improvement. Drives the organization's performance and culture with an attitude of continuous improvement.
- Creates excitement and leads with inspiration, balanced with the judgment to provide calm, consistent guidance to internal staff.

Resource Development

- Experience building an institution's funding base in partnership with the Board. Ability to increase and diversify financial support from individual donors, foundations, corporations, and government funders for annual operations, future capital needs, and endowments.
- Inspires loyalty and support for the institution.
- Engages personal and professional networks to substantively further the institution's vision.

Personal Style

- Culturally sensitive and astute, a generosity of spirit and deep appreciation and respect for the history of the institution and community.
- Effective communicator both in writing and in presenting information.
- Warm, energetic, and inspiring leader who genuinely enjoys and excels in both the internal and external aspects of an institutional Director's role.

Contact

Inquiries, nominations, and applications are invited and will be considered strictly confidential. Interested candidates should submit a curriculum vitae and a letter of interest in electronic form (Microsoft Word or Adobe PDF files preferred) to:

Laurie Nash and Michael Singleton
Consultants to the Search Committee
Russell Reynolds Associates
HonoluluMuseumofArt@russellreynolds.com