

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

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Program ID/Title: AGS-881/State Foundation on Culture and the Arts

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I. Goals

The State Foundation on Culture and the Arts adopted its new strategic plan, effective FY2009 to FY2013 in July 2008. The planning process involved six facilitated sessions with the public on four islands. The plan includes the following goals:

#1 – To develop and provide resources, leadership, advocacy and awareness in support of culture and the arts in Hawaii

#2 – To increase access to culture and the arts, especially to Neighbor Island and underserved communities

#3 – To focus on encouraging and enhancing Native Hawaiian culture and arts, artists and practitioners

#4 – To increase opportunities for arts education and experiences, especially for pre-K-12 grade level students

#5 – To develop the Hawaii State Art Museum as “the people’s museum” and fulfill its potential in furtherance of HSFCA’s mission and priorities

II. Objectives and Policies

Objectives and policies of the FY2009-2013 strategic plan are as follows:

- A. Goal #1 – To develop and provide resources, leadership, advocacy and awareness in support of culture and the arts in Hawaii
1. Identify and seek more funding resources in support of culture and the arts, particularly for the Biennium Grants Program
 2. Develop partnerships for funding, programs, and broadening the impact of HSFCA’s efforts (with state agencies, national and regional organizations, arts organizations and communities)

3. Maintain a clear and substantive relationship with funders, including the National Endowment for the Arts and the private sector
4. Provide training for and collaboration with constituency leaders to better reach our core constituencies
5. Encourage professional development and capacity-building opportunities for arts organizations, cultural groups, and individual artists
6. Establish a systematic process to recognize excellence in arts and culture
7. Represent Hawaii in national and regional arts organizations, boards and committees, including hosting the National Assembly of State Arts Agencies and the Western States Arts Federation meetings

B. Goal #2 – To increase access to culture and the arts, especially to Neighbor Island and underserved communities

1. Seek new sites for relocatable works of art and commissioned works on Neighbor Islands and increase the rotation of the collection
2. Develop traveling exhibitions and interactive experiences
3. Ensure that permanent works of art are commissioned in rural communities and the Neighbor Islands
4. Develop and conduct Request for Proposal grant process for the Temporary Assistance for Needy Families' funds to ensure funds target underserved communities and organizations
5. Conduct an open call for Requests for Proposals specifically targeting Neighbor Islands and underserved communities
6. Digitize collections and program information, with web access
7. Create a cultural community scanning program to better understand their needs and opportunities

C. Goal #3 – To focus on encouraging and enhancing Native Hawaiian culture and arts, artists and practitioners

1. Establish practical partnerships that extend the scope and reach of core programming
2. Focus and strengthen public support for indigenous culture and the arts and indigenous artists and cultural practitioners
3. Seek opportunities to purchase relocatable works of art
4. Sponsor regular indigenous art exhibits at HiSAM
5. Develop economic opportunities for traditional artists and practitioners as part of HiSAM and HSFCA programs and venues

6. Develop and establish criteria for identifying master artists of traditional art forms
 7. Celebrate the 25th anniversary of the HSFCA Folk Arts Program (2009) through related exhibit, artist gatherings and public events
- D. Goal #4 – To increase opportunities for arts education and experiences, especially for Pre-K-12 grade level students
1. Continue, expand, improve professional development opportunities for teachers and artists
 2. Further develop and evaluate the quality of the Artists in the Schools Program
 3. Increase opportunities for Artists in the Schools on the Neighbor Islands
 4. Promote and increase opportunities to work with and through the ARTS FIRST Partnership
 5. Explore ways to link compatible programs with arts education focus – e.g., developing a folk arts’ teachers and practitioners roster for the schools
- E. Goal #5 – To develop the Hawaii State Art Museum as “the people’s museum” and fulfill its potential in furtherance of HSFCA’s mission and priorities
1. Increase attendance and participation in HiSAM activities with the goal of matching attendance levels of comparable museums by 2012
 2. Extend the resources and brand of HiSAM to the Neighbor Islands through traveling exhibits and interactive experiences
 3. Develop and implement a staffing, volunteer and program plan in coordination with Friends of HiSAM to meet program and participation targets
 4. Develop a facilities master plan, integrating exhibition, educational, experiential and support needs
 5. Develop the public’s virtual access to exhibits, programs, and educational information
 6. Implement multi-year plan for private, corporate and foundation funding support through the Friends of HiSAM

II. Action Plan with Timetable

- A. The following reflects past year accomplishments and projected accomplishments for FY2009 to the SFCA’s Strategic Plan (Note: When this report was prepared, proposed departmental budget restrictions could

dramatically impact SFCA future operations. Hence projections for years beyond FY2009 are not included in the report.):

1. Goal #1 – To develop and provide resources, leadership, advocacy and awareness in support of culture and the arts in Hawaii.
 - a. Past Year Accomplishments – Conducted statewide planning process for SFCA’s strategic priorities FY2009-FY2013, as well as a strategic plan for the Hawai‘i State Art Museum (HiSAM); adopted a communications plan for SFCA; chaired Hawaii Commemorative Quarter Commission; opened 2 new exhibitions at HiSAM; welcomed 25,333 visitors to HiSAM; commenced with replacement of *Aquarius* floor mural at State Capitol; initiated 3 new commissioned works of art; conducted arts administrators workshop; conducted SFCA awards processes for 4 awards; recognized 3 public high schools with Arts Excellence Awards; awarded 7 Folk Arts Apprenticeships; received boost in Federal funding from National Endowment for the Arts (NEA); awarded History Day Awards to 2 public schools; hosted meeting of the Western States Arts Federation (WESTAF) Board of Trustees; represented Hawaii at national arts conferences and regional meetings; represented SFCA on WESTAF Multicultural Arts Advisory Committee; awarded \$1.6 million in 109 grants through Biennium Grants Program; SFCA executive director continued to serve on Hawaii Tourism Authority Board.
 - b. One Year (FY2009): Launched SFCA Biennium Grants Program application process; awarded more than \$1.6 million to 100 organizations statewide through Biennium Grants Program; continued with second biennium of online applications and contracting; attended ceremony in Denver for striking of first Hawaii quarter; convened awards ceremony at Washington Place; will recognize 3 middle schools with School Arts Excellence awards; initiating application process for Governor’s Award for Distinguished Achievement in Culture, the Arts and Humanities, individual artist fellowships and the Hawaii Award for Literature; convening arts administrators workshop to build on previous work in FY2008; commissioned governance study for SFCA Commission; SFCA executive director

- continued to serve on Hawaii Tourism Authority Board; opened 2 new exhibitions at HiSAM; began online call for entries for museum exhibitions; completing 5 commissioned works of art statewide.
- c. Two Years (FY2010): Pending departmental budget restrictions with potential impact on all sources of funding.
 - d. Five Years (FY2013): Pending departmental budget restrictions with potential impact on all sources of funding.
2. Goal #2 – To increase access to culture and the arts, especially to Neighbor Island and underserved communities.
- a. Past Year Accomplishments - Convened commission meeting in Lanai City to promote access; fourth year of collaboration on Lanai Art & Story at-risk youth project; extended Poetry Out Loud competition to neighbor island schools; displayed 3,266 works of art statewide; conservation treatment of 73 works of art; opened museum gift store; continued funding Statewide Cultural Extension Program through UH-Manoa; performed rotation of relocatable works of art on Kauai and Molokai; supported professional development of Hawaii archivists/librarians in preserving personal history; continued performing acquisition award selection visits to statewide juried exhibitions.
 - b. One Year: Increase outreach to underserved populations and rural communities; continue funding Statewide Cultural Extension Program to serve rural audiences; develop partnerships to broaden reach of SFCA initiatives statewide; convene neighbor island commission meeting in Maui and meeting in Windward Oahu; review and revise if necessary initiatives for youth at risk; continue to develop conservation and treatment plan for Art in Public Places Collection; digitize collection; continue with statewide art rotation schedule; implement conservation schedule for all works of art in the state; formally address architecturally integrated commissions; and continue with SFCA communications plan and website development.

- c. Two Years: Pending departmental budget restrictions with potential impact on all sources of funding.
 - d. Five Years: Pending departmental budget restrictions with potential impact on all sources of funding.
- 3. Goal #3 – To focus on encouraging and enhancing Native Hawaiian culture and arts, artists and practitioners.
 - a. Past Year Accomplishments: Chaired legislative committee to conduct feasibility study for founding a Museum of Hawaiian Music and Dance; conducted NEA American Masterpieces initiative with performances and outreach by Hawaii Arts Ensemble/Halau Hula Ka No‘eau featuring music and dance of Kahauanu Lake and Kumu Hula Maiki Aiu Lake; toured *Kahekili* to Kauai; working on Ka ‘Aha Hula O Halauaola, 2009 hula conference; held concert at HiSAM for Grammy award nominees in slack key music.
 - b. One Year: Planning new exhibition on Native Hawaiian art for HiSAM - attended conference on Native American arts as part of research for this exhibition; submitting final report to legislature on feasibility of founding a Museum of Hawaiian Music and Dance; convening Ka ‘Aha Hula O Halauola; supporting exhibition of Kent Ghirard photographs at Honolulu Hale; supported Hawaii delegation participation in the Festival of Pacific Arts in American Samoa; will present Grammy award nominees for Hawaiian music in concert at HiSAM.
 - c. Two Years: Pending departmental budget restrictions with potential impact on all sources of funding.
 - d. Five Years: Pending departmental budget restrictions with potential impact on all sources of funding.
- 4. Goal #4 – To increase opportunities for arts education and experiences, especially for pre-K-12 grade level students.
 - a. Past Year Accomplishments: Formed partnership with Hawaii Community Foundation, resulting in 1:1 match of

State funds at \$215,284 for the Artists-in-the-Schools Program; energized more than 200,000 students through 35 arts education projects supported by the Biennium Grants Program; implemented ARTS FIRST summer institutes on Maui and Oahu, continued to conduct collaborative projects with ARTS FIRST Partners; hosted statewide competition of Poetry Out Loud federal initiative for high school students; improved Teaching Artist roster and partnered with DOE to train Artistic Teaching Partners to act as docents for school groups visiting HiSAM; continued Second Saturdays and ArtLunch programs at HiSAM; hosted the Scholastic Student Art Exhibition at HiSAM.

- b. One Year: Administer Artists-in-the-Schools Program in partnership with DOE and Hawaii Community Foundation to 88 schools statewide; conducting 7 ARTS FIRST initiatives to further arts education in Hawaii; inspiring creativity in children and youth through 40 arts education projects in the Biennium Grants Program; again hosting statewide Poetry Out Loud competition for high school students; expanded museum tours for school children; continued Second Saturdays and ArtLunch programs at HiSAM; opened *I Love Art* hands-on gallery for children and youth in HiSAM.
 - c. Two Years: Pending departmental budget restrictions with potential impact on all sources of funding.
 - d. Five Years: Pending departmental budget restrictions with potential impact on all sources of funding.
5. Goal #5 – To develop the Hawaii State Art Museum as “the people’s museum” and fulfill its potential in furtherance of HSFCA’s mission and priorities.
- a. Past Year Accomplishments: Welcomed more than 25,000 visitors to HiSAM; Friends of the Hawaii State Art Museum hired its first executive director and conducted its first donor recognition events; mounted 3 exhibitions at HiSAM; displayed more than 61% of the Art in Public Places Collection (i.e., 3,266 works of art on view); performed conservation efforts on 292 works of art;

resumed Artist in Residence Program partnership with DOE; continued with hands-on programs through Second Saturdays and speaker series through ArtLunch; acquired 74 new relocatable works of art for the Art in Public Places Collection.

- b. One Year: Plan to attract more than 30,000 visitors to HiSAM, with additional school tours and outreach; Friends of HiSAM conducting first fundraising activities for and in the museum; mounted 2 new exhibitions in HiSAM and planning one more during the year; planning Native Hawaiian art show in 2010; plan to acquire 100 works of art for the Art in Public Places Collection; hired new resource specialist from DOE for the Artist-in-Residence Program; working with several conservators for art restoration efforts; continuing with hands-on programs through Second Saturdays and speaker series through ArtLunch; hire an operations manager to facilitate event scheduling and facilities usage.
- c. Two Years: Pending departmental budget restrictions with potential impact on all sources of funding.
- d. Five Years (FY2012): Pending departmental budget restrictions with potential impact on all sources of funding.

IV. Performance Measures

- A. Customer Satisfaction measure – The SFCA Folk Arts Program was reviewed by an advisory committee and recommendations were forwarded to the SFCA Commission. The SFCA grants program is evaluated through panelist evaluations and through continued assessment by the SFCA grants review committee. Final project reports from contracting organizations provide both the SFCA and the NEA with comparative data regarding the effectiveness of grant activities in the community. Grants applications and all contract forms were placed online at our agency's website. Museum exhibitions are evaluated through attendance, independent visual arts reviewers, media coverage, and SFCA debriefings. Arts education activities are reviewed through evaluations from teachers and teaching artists.

- B. Program Standard measure – Assessed effectiveness of strategic plan implementation through ongoing benchmarking process. Aligned FY 2008 agency projects and FY2009 grants projects with strategic plan. Assessed competitiveness of federal partnership application. Commissioned governance study to assess effectiveness of agency infrastructure, policies and procedures. Assessed and revised art acquisition and conservation treatment plans. Incorporated performance measurements of Department of Human Services into community grants allocation criteria. Tracking carefully the success of museum activities, donor activities, and exhibition openings through attendance, media coverage and increases in memberships. Each SFCA program branch evaluates its effectiveness as part of the planning process for the upcoming fiscal year.

- C. Cost Effectiveness measure – Continue to provide programs and services capable of reaching a broad based constituency; assess the amount of staff time involved in providing these services and implementing programs; monitor audience and participant group attendance at SFCA supported/sponsored events; target specific populations such as immigrant populations, youth/students, Native Hawaiians, and older adults through funds designated to serve them; and assess the effectiveness of program efforts in implementing projects using these funds.