

HAWAII STATE FOUNDATION ON CULTURE AND THE ARTS
STRATEGIC PLAN 2013



HAWAII
STATE FOUNDATION on
CULTURE and the ARTS

MISSION STATEMENT

To promote, perpetuate, preserve and encourage culture and the arts as central to the quality of life of the people of Hawai'i.

CORE VALUES

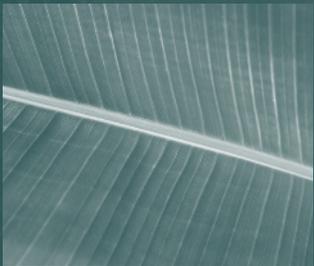
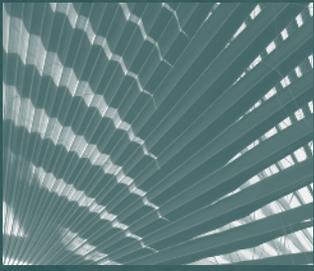
In our programs, initiatives and acquisitions, we celebrate and emphasize the cultural richness and diversity of Hawai'i.

We believe that a thriving culture and arts community and broad access to culture and the arts throughout the state are necessary for a rich and fulfilling quality of life.

We embrace a unique responsibility to perpetuate and encourage the culture and arts of the host culture and indigenous artists and practitioners.

We support the appreciation and practice of the arts by people throughout their lives.

We recognize and promote excellence.



ARTICULATING A NEW VISION

Every five years, the Hawai'i State Foundation on Culture and the Arts develops a new Strategic Plan. This plan was developed in response to current conditions yet is designed to be nimble enough to adapt to unexpected changes in an increasingly unpredictable world. Much has changed since the HSFCA was first established in 1965, but the belief that the arts and culture are central to the quality of life of the people of Hawai'i remains stronger than ever.

The 21st Century Vision for HSFCA is an aspiration, never achieved but constantly strived toward. Incorporated in this vision are considerations of current and future local, national and global trends and the HSFCA's values, mission and role.

At the heart of this vision:

"Hawai'i is a global model for successful and sustainable public support for Arts & Culture"

(Culture and arts have become a part of everything the state does and public investment has yielded measurable benefits in economic vitality, education, and quality of life. The excellence of this work has attracted supplemental private funding.)

The five Vision Components are:

- **Technology:** Culture and the arts leverage technology to increase accessibility and participation in the arts. This technology enables programs to be more flexible and scalable
- **Education:** Arts are an important part of lifelong learning for all Hawai'i residents and visitors
- **Economy:** Hawai'i's arts, cultural and creative industries are recognized as one of the state's key economic drivers
- **Hawaiian Values:** Our programs reflect the values of our multicultural society rooted in our Host Culture
- **Strategic Partnerships:** Our partnerships are collaborative, mutually beneficial, encourage excellence and encompass both private and public partners

STRATEGIC PRIORITY #1: ADVANCE THE ARTS AND CULTURE IN HAWAI'I THROUGH ADVOCACY

"Without leadership, nothing happens." –Focus Group Participant

What success looks like:

The HSFCA is confident in its visible role as the state's chief advocate for creativity, arts education, artists, arts and cultural organizations. To effectively garner support for arts and culture, HSFCA regularly convenes like-minded agencies and organizations for cross-sector collaboration to demonstrate its value to those within and outside of the creative sector.

STRATEGIES

Reaffirm the leadership role: With a strong understanding of the value and public benefit of a strong arts and cultural sector, the HSFCA can use its position to promote the importance of the Arts as key to the quality of life in Hawai'i. Leadership at all levels will communicate how the Arts contribute to statewide priorities and how every citizen benefits.

Connect the Arts with broader community goals: Encourage more communication and collaboration with other state agencies and community partners to better integrate the Arts to connect with wider community values. Identify common goals and demonstrate the value of the Arts in other sectors.

Build Personal Relationships Statewide: Convening and networking are necessary for building excitement, sustaining momentum and increasing support. HSFCA will convene meeting(s) on all islands to discuss common concerns and to provide networking opportunities for all stakeholders.

Enhance personal relationships with public officials: Continue to build upon existing relationships with the interested public officials for case-making opportunities and to develop better understanding of mutual needs and desires.

Better harness the power and talent of Commissioners: As representatives of the people of Hawai'i both geographically and demographically, HSFCA Commissioners are uniquely qualified to serve as agency "field agents." Commissioners will further develop advocacy and communications plans to build stronger relationship bridges between O'ahu and the Neighbor Islands.

Assign Advocacy to the Commission's Marketing & Communications Committee: Working closely with the Executive Director and appropriate staff, the Commission's Marketing & Communications Committee will oversee advocacy, government and constituent relations. This committee will unify messages and build a strong case for support tied to statewide funding priorities.

Develop and deploy a tactical communications and community relations plan: Effective communication begins with listening. The communications and community relations plan is an enduring mechanism for encouraging ongoing two-way conversations between the HSFCA and its many stakeholders.

STRATEGIC PRIORITY #2: INCREASE ACCESSIBILITY TO ARTS AND CULTURAL PROGRAMS FOR UNDERSERVED GROUPS

“There is a lot of support for Arts in Honolulu, but what about the little guys? We need a lot of help.” –Focus Group Participant

What success looks like:

The HSFCA has crossed Hawai'i's geographic, cultural, economic and demographic barriers to ensure that all citizens benefit from the work and creativity of the state's arts and cultural providers.

STRATEGIES

Technology as the new canoe: Historically, canoes connected the people of the Hawaiian Islands; today, technology can provide this connection. Hawai'i has one of the highest percentages of Internet usage in the nation. The HSFCA can reach more of the 309,000 Hawai'i residents who live outside of the island of O'ahu with online programming. Interactive technology can deliver workshops or other services to neighbor island residents without the cost and inconvenience of air travel.

Connect with the iGeneration: Technology can help to bridge the gap between the HSFCA and younger artists through social media platforms to expand the agency's reach and build ties with those who get their information online.

More Neighbor Island Engagement: To demonstrate the HSFCA serves the entire state, new Round Table discussions on each island will become platforms to discuss community-wide concerns. Similarly,

Neighbor Island stakeholders will be featured regularly in the HSFCA e-newsletter and/or one issue per year will be dedicated to reporting on the news of each Neighbor Island community.

Small but Important Rural Communities: Many of Hawai'i's small rural communities are still struggling to adjust to the recent loss of agricultural industries. The HSFCA will instigate a collaborative initiative with DBEDT to determine feasibility of grants designed specifically to serve these small but important rural communities.

Review acquisition policies for Arts in Public Places: Policies governing the purchase of works for the APP collection were established prior to the juncture of art and technology. As a new generation of artists increasingly employs more digital forms of expression, the HSFCA will examine its arts acquisition policies governing the Works of Art Special Fund.

Prepare for Hawai'i's Youngest and Oldest: School readiness is a top state priority and within a decade Hawai'i will have the nation's largest number of elderly as a percentage of its overall population. The HSFCA will work collaboratively with the Good Beginnings Alliance and the Executive Office on Aging, Health and Human Services and others to complete a needs analysis, long-range plan and funding strategies for these underserved groups.



STRATEGIC PRIORITY #3: STRENGTHEN ARTS EDUCATION PRE-K THROUGH 12 AND PLAN FOR LIFELONG LEARNING

“The Artists in the Schools residencies yield great benefits, the students really enjoy those and they're especially great for high schools students who can't take field trips.” –Focus Group Participant

What success looks like:

The HSFCA and Arts First Partnership work closely together to deliver arts education and arts integration programs in support of Common Core State Standards. Key stakeholders understand the benefits of arts education and insist on its inclusion in all schools. Plans are in the works to extend arts education opportunities to all ages, particularly the very young and the elderly.

STRATEGIES

Reinvigorate and Strengthen the Arts First Partnership: An impressive 74.4 percent of online survey respondents said the Arts are ESSENTIAL to a quality education. The HSFCA can instigate a much more collaborative relationship at the highest levels of the Department of Education and other members of the Arts First Partnership.

Research and Report the Value of Arts Education: Report results of existing research and Hawai'i-specific data to express an objective measurement system of the impact, outcomes and benefits of arts education.

Maintain and grow support for projects and programs targeting youth in Pre-K through 12: Growing access to quality arts experiences for students at Hawai'i's public and independent schools remains a top priority. The HSFCA will explore ways to increase the financial and human resources to expand the reach of programs delivered through the Arts First Partnership.

Increase Arts Learning Opportunities on Neighbor Islands: Investigate the feasibility of establishing an adaptation of the Arts Bento program on Neighbor Islands. Increase opportunities for Artists in the Schools and Artist in Residence programs as well.

Plan More Opportunities for Lifelong Learning: Prepare for coming demographic changes by exploring partnerships, collaborations and funding required to support arts education programs for the elderly and children under the age of five.

STRATEGIC PRIORITY #4: ACTIVELY ENCOURAGE AND SUPPORT NATIVE HAWAIIAN CULTURE, ARTS, ARTISTS AND PRACTITIONERS

“We are Hawaiians. We deserve a place in our own land.” –Focus Group participant

What success looks like:

The HSFCA works closely with Native Hawaiian artists, practitioners and arts organizations to administer a co-created arts and cultural program as part of its unique responsibility to perpetuate and encourage the host culture of Hawai'i.

STRATEGIES

Establish a Native Hawaiian Advisory Panel to co-create a Native Hawaiian Arts & Cultural Program:

A recently enacted state law says that Native Hawaiians have the ability to determine their own future. The HSFCA will reflect this through the establishment of a Native Hawaiian Advisory Panel to work with the agency to design and develop a long-range plan for a new Native Hawaiian Arts and Cultural Program that is sensitive and responsive to the host culture.

Secure adequate resources for the a Native Hawaiian Arts & Cultural Program: Working in collaboration with the Office of Hawaiian Affairs, Hawai'i Tourism Authority and other appropriate organizations, develop a funding plan to properly execute the HSFCA-Native Hawaiian Advisory Council plan.



STRATEGIC PRIORITY #5: BUILD CAPACITY AND MAXIMIZE ASSETS TO ENSURE THE HAWAI'I STATE FOUNDATION ON CULTURE AND THE ARTS IS STRONG, SUSTAINABLE, AND CAPABLE OF ACHIEVING ITS GOALS.

“Lack of funding forces us to go with sure things, we keep doing the same predictable, reliable things so there are no new initiatives. There is less risk-taking, less innovation, and ultimately less art.”

–Focus Group Participant

What success looks like:

The HSFCA has aligned its governance, management, program staff and technical resources to build capacity and flexibility within an ever-changing environment. The agency has strengthened and diversified its funding streams to help reduce its dependency upon Federal and State sources.

STRATEGIES

Investigate enforcement and/or legislative changes to HRS 103-8.5

(Works of Art Special Fund): The law calls for one percent of all state fund appropriations for capital improvements of state buildings to be transferred into a Works of Art Special Fund. Commissioners will determine how to best optimize this fund to suit current and future needs and if necessary, seek statute revisions to extend its scope.

Secure new revenue sources to satisfy the artistic and cultural

needs of Hawai'i: Diversify funding sources through new sources of supplemental public and private revenue. Seek new opportunities for funding initiatives through strategic partnerships with like-minded government agencies, private foundations, and other sources. Develop and encourage entrepreneurial opportunities for the agency. Explore additional dedicated funding mechanisms and unlock more fundraising potential through collaboration with the Friends of HiSAM.

Improve stewardship of Art in Public Places Collection and HiSAM:

Maximize effectiveness of existing policies and procedures, including executing long-term plans for conservation and maintenance. Investigate feasibility of lending or leasing works to other institutions such as Federal or County agencies, museums, non-profit organizations, etc. and if necessary, seek statute revisions. Derive greater value from public arts installations by actively engaging the community through complementary programming. Grow museum attendance by residents and visitors through strategic marketing and communication programs, co-promotions and other tactics.

Review and refine organizational structure:

Modify structure to accommodate needs for advocacy, resource development and marketing/communication efforts. Deepen staff engagement to maximize productivity. Break down interdepartmental silos to increase knowledge sharing and cooperation.

Increase operational efficiency and effectiveness:

Investigate and institute best practices and principles to develop evaluation frameworks of agency effectiveness. Update internal operational systems and upgrade Information Technology systems to streamline processes, reduce meeting costs, increase public access to meetings, and improve stakeholder communication. Establish a central, segmented, updated database for ease of communication.



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HAWAI'I STATE FOUNDATION ON CULTURE AND THE ARTS
HAWAI'I STATE ART MUSEUM

No. 1 Capitol District Building
250 South Hotel Street, 2nd Floor
Honolulu, Hawai'i 96813
Fax 808-586-0308
TDD 808-58600740
www.hawaii.gov/sfca

HSFCA Phone 808-586-0300
HiSAM Phone 808-586-0900