Life After Budget Cuts: Earned Income Programs and Hawai’i’s Museums
by Georgianna Lagoria, co-editor of Nūhou and Special Exhibition Coordinator for the Honolulu Academy of Arts.

In an era of declining public funding and decreased incentives to charitable contributions, museums are being forced to find new and better ways of attracting the monies necessary to run smoothly. Across the nation, museums are turning increasingly to earned income programs and admissions fees to stabilize their operating funds, and Hawai’i’s museums are no exception. A look at what a few island organizations are accomplishing in this area provides instructive examples to others who are thinking about improving their cash flow through alternatives to grants, donations, and contributions.

The Maui Arts and Cultural Center, although not a museum by definition, is a new organization which derives 60% of its operating budget from earned income —10% over the national average for centers of its kind. Founded to provide a venue for local and visiting performing and visual artists, MACC earns monies from the rental of its theaters and gallery spaces, ticket sales, and concession beverage sales during performances. The Center also runs a modest shop, which they hope to expand, featuring works on consignment from Maui artists and craftspeople. Terry Freitas, Director of Marketing, stated that the Center is targeting the conventions and meetings market to make use of the physical plant during the week when the theaters are often dark.

The Bishop Museum has increased its cultural offerings and its earned income by presenting The Brothers Cazimero performing traditional song and dance in the Museum’s Hawaiian Hall. For a fee

Bishop Museum Launches Interactive Voyaging Exhibit

The voyaging canoes Hawai’iloa and Hokule’a set sail for the South Pacific in February on an historic voyage to preserve a cultural legacy and share age-old traditions with future generations. Coinciding with this voyage, Bishop Museum has embarked on a journey of its own, with a new exhibit, “Hawai’iloa Ka ‘Imi ‘Ike: Seeker of Knowledge,” celebrating the voyaging achievements of past and present-day native Hawaiians. The exhibit opened January 14 and continues through June 4, 1995.

The exhibit, researched and created entirely by Bishop Museum, is a thrilling and enlightening expedition through Hawaiian history and into the present world of Polynesian voyaging.

The history behind this voyage will unfold through video documentaries, photographs, graphic displays and personal reflections of the canoe builders. Maps, hands-on activities, interactive displays and computer simulations allow visitors to track and participate in it.

(Continued on page 4)
News from the HMA Board

The Board would like to thank outgoing board members Puanani Burgess, Lynn Manuel, Barnes Riznik and Susan Shaner for their tireless and dedicated efforts on the part of the Association. Developing programs and initiatives for the museum family broadens perspectives for all who participate. If you are interested in serving on the Board, please let us know. (Drop a note to P.O. Box 4125, Honolulu, HI 96812).

New Board elections are scheduled during the Spring Conference business meeting, April 29, 12 noon at the Japanese Cultural Center.

The Annual Spring conference “Current Issues in Disaster Planning, Museum Security and Insurance” takes place April 28 (Honolulu Academy of Arts) & April 29 (Japanese Cultural Center). Phone Deborah Pope at 254-4153 for more information.

Note from the President:
I look back on these last two years fondly. Although they truly tested my capacity for juggling many projects at once, they also offered me the opportunity to get to know and work with so many of you, especially the hard working Board of Directors. I would like to thank you all very much for your support and encouragement during my tenure as President. The Western Museums Association conference was a huge success, and Hawai’i once again showed our mainland counterparts that we may be in the middle of the Pacific but we’re in the forefront of the museum profession.

HMA Workshop on Board Training and Development and Strategic Planning: A Summary
by Candace Tangora Matelic, Director, Mission Houses Museum

At the beginning of February 32 trustees and staff from 18 museums and cultural agencies around the state gathered at the Japanese Cultural Center of Hawai’i for an intensive and invigorating two-day seminar on Leadership and Strategic Planning.

Led by Jennifer Rutledge, Vice President of the Delphi Consulting Group, Inc., White Plains, New York, the seminar was special in a number of ways. First, from my perspective as a museum director, it was wonderful to attend the seminar with so many trustees, including my own institution’s board president. Their participation added an important dimension to our discussions. It was also great to have so many colleagues from the neighbor islands. Second, we had a good leader who did not mince words and managed to keep us on track, yet masterfully facilitated our individual questions and group work. Third, the notebook of materials and handouts included a lot of practical forms and worksheets that we could take home and really use (we have already used a number of things in a follow-up long range planning retreat)!

Though it’s difficult to summarize the breadth of the workshop in this brief article, let me share some insights learned. I hope you will seek out colleagues who attended, peruse their notebooks, ask questions and use the bibliography:

• Create a Vision Statement, which articulates where your organization is going in the future; what you would like to become or achieve, as opposed to the mission statement which states your organization’s current situation (who you are, what functions you perform and for whom). A vision statement expresses our deepest values, captures our imagination, inspires performance and aligns energy.

• Develop the board and ensure your future. This includes a systematic assessment of knowledge, skills, abilities (KSAs), and attributes necessary to fulfill your mission, reach your vision, and achieve your goals.

Knowing the strengths of the current board members helps to develop profiles of future board members and assists the nominating process to bring additional KSAs to the organization. It is important to remind ourselves that the board is a very valuable resource for the organization and deserves developmental support.

These are just a few of the important lessons covered in the seminar. We also learned how to get organized and plan for the planning process, how to identify stakeholders and conduct an internal and external strategic analysis, how the board should evaluate the director, and how to do long range planning. Now you understand why I described this seminar as intensive and invigorating!

Tips for Strategic Planning:

• Create a Vision Statement
• Clarify Who Does What
• Develop the Board
• Clarify Why Does What, or the responsibilities of the board, the director and staff, since this is the key to good board/staff relations. Some areas are solely the responsibility of the board, e.g., policy determination; board selection; fiscal oversight, establishing priorities and allocation resources; and hiring, supervising, evaluating and firing the director, whereas other areas are the responsibility of the director and staff, e.g., program administration, personnel administration and day to day operation. Overlapping responsibilities include: planning, policy formation, fundraising, community relations, budget development and fiscal reporting.
Elderhostel Program Attracts Visitors and Income to the Lyman Museum

by Leon H. Bruno, Director, Lyman House Memorial Museum

How does a museum survive, expand, provide for the future while enabling staff to grow professionally—and remain financially secure? For the Lyman Museum, among other avenues, a major solution was to become involved as an Elderhostel site.

Elderhostel, a worldwide organization, is an educational adventure for older adults interested in travel, learning, meeting new people and challenges. It is nonprofit, offering inexpensive short-term academic programs hosted by educational institutions around the world. Currently there are 1,800 institutions hosting Elderhostel sites throughout the United States, Canada and in 40 nations around the globe. Elderhostel began in 1975, first appeared in Hawai‘i in 1978 and at the Lyman Museum in 1989.

This residential program provides the participant with lodging, meals, three academically oriented classes of 1 1/2 hours daily, field trips as well as other historically and culturally related activities. The Museum classes and activities relate directly to its mission to tell the story of Hawai‘i, its islands and its people. Programs are offered throughout the year in one or two-week segments. During the current year the Lyman Museum will offer 34 weeks with an enrollment capacity of 50 each program. For the past twelve-month period, we had an average of 41 participants weekly for a total of 32 weeks. Naturally the winter, early spring and late fall sessions have the heaviest enrollment but the summer programs have averaged 34 participants over the past six years. With the downturn in the economy in 1991, programs nationwide experienced a decline but there has been a steady growth since then, both in programs offered and participants enrolling.

The Lyman Museum’s Elderhostel programs include twelve different full-length courses, seven short-course offerings, and field trips taken to over fifteen specifically related sites throughout the Island of Hawai‘i. Presently hostlers are offered a week in Hilo and a week in Kona with three day-long field trips so that by the end of their program the entire island has been their classroom.

Our staff consists of seven full time instructors, nine part timers who give the short course offerings, a full time coordinator and a half-time clerk. Participants in the Museum’s program pay $440 for a one week program, $880 for two weeks. That works out to about $70 a day for lodging, three meals, three classes and transportation while in residence.

What does this all have to do with museums?

1. It provides staff the opportunity to give an in-depth understanding of a museum’s mission and purpose over an extended period.
Elderhostel Program
(Continued from page 3)

period of time. Most of the participants select this type of program because of its subject offerings and the chance to learn about culture and history in a safe, comfortable, economical and intellectually stimulating environment.
2. It is an economically viable program. In simple terms, it provides much needed income to not only operate that program but allow a museum to expand its educational offerings to other members of the community.

How can one end up with a net profit margin with those kind of figures? It didn’t happen overnight. We have been able to work out contractual agreements beneficial to the Museum and the vendors. That comes with establishing and maintaining an excellent relationship with the business community over these many years, particularly in our case where all organizations with which we developed contracts are locally owned. It was not by design, but it is certainly a selling point when contract negotiation time comes around!

Specifically, net income from Elderhostel has provided for expansion of the Lyman Museum’s programs and staff. We have been able to increase our curatorial staff, offer additional educational programs for school students and improve the quality of our public service programs such as the annual lecture series. It has freed us from relying on governmental grants which are at best fleeting and has taken the shackles off as we plan for the twenty-first century.

If it is so beneficial economically, why don’t more museums and related organizations participate? That, to me, is the mystery! If there are museum people out there interested in more details of this exciting and educationally stimulating experience, we are more than willing to share our success with you. Give us a call!

Bishop Museum
(Continued from page 1)

Visitors experience the rigors of traditional sailing, examine the elements involved in preparing for a voyage and uncover the historical roots of Polynesian voyaging and its implications on our world today.

The Hawai’iloa canoe will sail more than 6,000 miles to the South Pacific and back to explore the open ocean route of early Polynesian voyagers.

Interpreters demonstrate the ancient arts of sail making, adze making, lashing and lau hala weaving. Visitors can navigate a canoe from Polynesia to Hawai'i using a computer that keeps track of wind speed and direction, food supplies and other aspects of voyaging.

The exhibit also illustrates the pathways of early Hawaiians and features an extensive display of more than 150 rare artifacts.

The exhibit is a project of the Bishop Museum Native Hawaiian Culture and Arts Program (NHCAP). NHCAP is funded through a cooperative agreement with the National Park Service and is sponsored in part by American Hawai'i Cruises and Outrigger Hotels Hawai'i.

Workshop Will Show How to Augment Fund Raising Using Collections Care

As federal funds for cultural institutions are increasingly threatened in the new political climate, museums must turn to the private sector and state and local governments for more support. In response, the National Institute for the Conservation of Cultural Property (NIC) and the Development and Membership Committee (DAM) of the American Association of Museums (AAM) are sponsoring a workshop to explore how museums can target these sources by making a fund-raising case using collections care.

Capitalizing on Collections Care, a one-day workshop, will demonstrate how museums can creatively incorporate collections care, conservation and preservation into fund-raising activities. Collections care can be an effective tool for raising money and invigorating a fund-raising program. Both the collections care program and the museum in general will benefit from these new methods.

Highlights of the program include:

• a keynote address by Arthur W. Schultz, museum trustee and former chair of the National Committee to Save America’s Cultural Collections
• a panel on successful collections care fund-raising strategies at several museums
• a case study of the fund-raising collections care partnership at the Detroit Institute of Arts
• a panel of foundation representatives sharing their perspectives on the usefulness of collections care in funding proposals
• a speaker on an entrepreneurial approach to collections care.

The Hawai’iloa canoe will sail more than 6,000 miles to the South Pacific and back to explore the open ocean route of early Polynesian voyagers.
Educational Channel Continues Distance Learning Opportunities for Spring

Distance Education students from all walks of life have settled down with their textbooks and remote control to enroll in the University of Hawai'i system, Department of Education and Mind Extension University this spring semester. These institutions produce noncredit telecourses that promote lifelong learning for the general public. Programming by these educational institutions will be carried on the Educational Channel (TEC), Oceanic Cable channel 26 and Chronicle Cable channel 3. TEC is one of three cable access channels managed by 'Olelo: The Corporation for Community Television.

University of Hawai'i programming is offered through the Manoa Campus, Kapi'olani Community College, Honolulu Community College, Leeward Community College and Hilo Campus. Individuals wishing more information about future University of Hawai'i telecourses should call each campus directly.

To receive an informational packet on Spring 1995 semester offerings or further information, call 'Olelo at 834-0007, ext. 132.

UH Completes Oral Histories of Civilians in WWII Hawai'i

An Era of Change: Oral Histories of Civilians in World War II Hawai'i, a five-volume study which documents the demographic, economic, political, and social effects of war in Hawai'i, is now available at University of Hawai'i system and state regional libraries. In this study, funded by the University of Hawai'i, the National Park Service, and the Hawai'i Committee for the Humanities, thirty-three individuals from diverse backgrounds share their recollections of World War II Hawai'i and discuss the war's impact on their lives, their families, and their communities.

Those interviewed include: local workers who left their regular jobs and others who came from the Mainland to work in higher-paying federal jobs; business owners regulated by martial law and impacted by the sudden presence of thousands of military and civilian defense workers; women who worked for the USO, WARD, the U.S. Department of Ordnance, the Mutual Telephone Company, among others; aliens who were interned and Japanese American families who were deprived of their usual livelihoods and/or relocated from strategic military areas; public health, social service and law enforcement workers who met the needs of the wartime population; and individuals involved in entertainment and recreation (e.g., movies, music, and sports) who were affected by the influx of thousands of young newcomers from the Mainland.

All interviews were conducted by COH staff: Warren Nishimoto, director; Michi Kodama-Nishimoto, research coordinator; Joe Rossi, Jonyle Sato, and Holly Yamada, research associates.

For more information on the oral histories or individual interviewees, contact Warren Nishimoto at (808) 956-6259 or FAX (808) 956-2884.

Experts Lecture at the Palace

National issues in historic preservation are being aired in the Historic Preservation Lecture Series, through April at Iolani Barracks Visitor Center on the grounds of Iolani Palace. The series is sponsored by Friends of Iolani Palace and the University of Hawai'i American Studies Department's Historic Preservation Program and Pacific Preservation Consortium.

"Economics of Preservation: Why It Makes Dollars and Sense" was the topic of the January lecture by John McGaw, program manager for resource development for the National Main Street Center in Washington. Upcoming lecture on April 18: "Party Politics and Preservation: Who's Winning in the Election Swings of the '90s?" is discussed by Nellie Longsworth, President of Preservation Action in Washington. For details, call 956-9546.

The workshop is scheduled immediately before the American Association of Museums Annual Meeting May 20, 1995 from 10:00 A.M. to 5:00 P.M. at the Philadelphia Marriott Hotel. Registration is $100, with discounts offered for DAM members and additional registrations from an institution. For more information, please call Kristen Overbeck at NIC, 202-625-1495.

The National Institute for Conservation of Cultural Property serves as a forum for conservation and preservation activities.
THE CONTEMPORARY MUSEUM

Director Merrill Rueppel Retires

The Director of the The Contemporary Museum, Merrill C. Rueppel, retired on April 1, 1995. Mr. Rueppel, who will be 70 years old in May, joined the museum in June of 1991 from Boston where he had been Director of the Museum of Fine Arts, and before that, Director of the Dallas Museum of Art.

Rueppel informed the Board that he and his wife had thoroughly enjoyed their four years at the museum and, particularly the many friends they have made here. "It will be hard to leave such a beautiful place and such a wonderful museum," Rueppel said, "but it is clearly time for a change." The Rueppels plan to return to their home in Needham, Mass., a Boston suburb.

A committee has been appointed to begin the search for Rueppel’s successor.

LYMAN HOUSE MEMORIAL MUSEUM

Alan Iwasaki joins Lyman House

Recently joining the Lyman House Memorial Museum is Alan Iwasaki as a full-time Exhibits Curator. Iwasaki comes to the Museum from the University of Hawai‘i—Sea Grant Extension Program, where he was the Kaua‘i Extension Agent.

Paul Dahlquist remains with the staff as Curator of the Lyman Museum’s Mission House and as an Instructor in the Elderhostel program.

In addition, Donna Feliciano joined their staff as an Administrative/ Elderhostel Clerk and Jill Saplan as an Outreach Exhibits Designer. Malie Abrams joined the museum in May 1994 as Museum Secretary after having spent the past 6 years in sales and customer service in the insurance industry.

IOLANI PALACE

Ena Sroat Retires

Even before 'Iolani Palace acquired a staff curator in 1975, Acquisitions Volunteer Ena Madsen Sroat, a tireless searcher for 'Iolani Palace artifacts and an irresistible persuader of potential donors, was on the job.

For more than twenty years Mrs. Sroat has remained convinced that all Palace objects, including those in her own possession, and those held by anyone anywhere, must return home. This pure conviction has led her to spend hundreds of hours searching archival records, tracing objects through families for as many as five generations, making hundreds of persuasive telephone calls, writing uncountable letters, and paying visits to homes across the State of Hawai‘i and, at her own expense, in several mainland states.

During her work with the 'Iolani Palace she experienced the unique rewards which come only rarely in a long career: once she accidentally drove past the front door of the home of a prospective donor to encounter an unidentified original Blue Room chair in the garage facing the street. The chair is now in the Blue Room of the Palace.

On another occasion she sat in a friend’s home in Denver asking about any Palace objects the family might own. She was told that the chair she was sitting on was from the Palace. It was, indeed, and it has since returned.

Mrs. Sroat’s decades of hard work and irresistible persuasion have graced 'Iolani Palace with scores of irreplaceable objects which might not have been returned otherwise. Her efforts have made 'Iolani Palace substantially more authentic in its furnishings.

GROVE FARM HOMESTEAD AND WAIOLI MISSION HOUSE

Director for Grove Farm Homestead Sought

A director for the Grove Farm Homestead and Waioli Mission House is sought to administer two historic property museums on the island of Kaua‘i, Hawai‘i. The position is available July 1, 1995. He or she will direct all museum operations and related property management; provide leadership and supervision for staff through specialized knowledge of history and museum and preservation fields; conduct historical research; advise non-profit museum board on all policy matters; represent the museum in the community; initiate and coordinate board and staff planning. The museum is supported by endowment income, contributions and special purpose grants. Its current annual operating budget is $825,000. Qualifications: museum administration and interpretation background; M.A. American History, Museum Studies or equivalent experience.

Send resume, letter of interest and three current professional letters of reference by April 20, 1995 to:

Kathy Richardson, Search Committee
2965 Mokoi Street
Lihue, Kaua‘i, Hawai‘i 96766
AASLH Regional Workshops Focus on Exhibits for Historical Agencies and Collections Care

"Exhibits for Historical Agencies" and "Collections Management and Care" are the topics of regional workshops offered by the American Association for State and Local History in 1995. Three workshops have been planned:

On May 11-12, the Missouri Historical Society, St. Louis, will be the site of AASLH's second "Exhibits for Historical Agencies" workshop. Participants will study the exhibits of the Missouri Historical Society including the acclaimed "St. Louis in the Gilded Age." Attention will be given to adapting exhibits techniques to the budgets of small history organizations. The workshop is coordinated by Marsha Bray, vice president of the Missouri Historical Society and co-sponsored by the Midwest Museums Conference. April 13 is the early registration deadline.

Also at the Missouri Historical Society and immediately prior to the exhibit workshop, AASLH sponsors a "Collections Care and Management" workshop, May 8-10. This workshop will provide practical information on collections management policies, recordkeeping, computerization, storage considerations, and basic conservation issues. The deadline for early registration is April 10.

The New York State Historical Association, Cooperstown, New York, is the site for the second "Collections Care and Management" workshop, August 7-9. Bruce MacLeish, director of collections for the New York State Historical Association and an instructor at the Cooperstown Graduate Program on History Museum Studies, will guide workshop participants through the basics of collections care and management, with special attention to the needs of small history museums. Early registration deadline is July 10.

The cost of each workshop is $125 if registration is postmarked by the early registration deadline. (Registration is $175 after early registration dates.) Full-time student rate is $95, early registration. ($145 late registration). Fee includes materials, refreshments, breaks, and one box lunch. Workshops are limited to the first 30 paid participants.

AASLH Regional Workshops are a membership benefit and participants must be AASLH members. First-time members can join at a special introductory rate of $30. For more information contact AASLH, 530 Church Street, Suite 600, Nashville, TN 37219-2325.

Institute of Museum Services Grants for Conservation Projects

Recipients of the 1995 Conservation Project Support were granted $1,548,653 in the first quarter of 1995 by the Institute of Museum Services. In all 141 applications were received and 78 awards were made. Diane Frankel, director of the Institute, noted that grants were awarded through a competitive peer review and require a 100 percent match by the applicant to develop far-sighted, long-term conservation care of their collections. Among the 1995 award recipients are:

- Robert Hull Fleming Museum, Burlington, Vermont, $7,396; to treat 23 objects from the museum's Native American, African, Pacific, Ancient Egyptian and Pre-Columbian collections.

Center for Museum Studies Launches Leadership Seminar

The Center for Museum Studies (formerly the Office of Museum Programs) continues to offer courses, seminars, internships, fellowships and information and advisory services to museums throughout the United States. Special emphasis placed on small, emerging, minority and rural museums. Its intent is to help museums fulfill their public service mission by providing the tools museums need to effectively serve their publics.

The Smithsonian's Center for Museum Studies announces the annual Museum Leadership Seminar, July 17-21, 1995, at the Smithsonian Institution in Washington, D.C. Deadline for applications is May 12, 1995. The program targets the career development needs of African American, Alaskan Native, American Indian, Asian/Pacific American, Latinos, and Native Hawaiian professionals in all disciplines and functional areas of museum work.

For additional information and application materials contact Bob Kidd, Program Manager, Center for Museum Studies, MRC 427, Smithsonian Institution, Washington, D.C. 20560.
The Hawai‘i Museums Association is a non-profit corporation dedicated to communication and cooperation among the staffs and supporters of Hawai‘i’s museums.

Membership, subject to approval by the HMA Board, is open to all individuals, educational institutions, historical organizations and museums interested in the growth and development of the museum profession and its activities in the State of Hawai‘i.

To apply for individual membership, send a check for $25 with your name, address/zip code, home and business phone numbers, organization and your position title to: Hawai‘i Museums Association, P.O. Box 4125, Honolulu, Hawai‘i 96812-4125. Institutional applicants should call Susan Shaner at 539-4995 as rates vary.

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**NÜHOU** is the quarterly newsletter of the Hawai‘i Museums Association which carries articles of professional interest to HMA members. Submissions to Nühou are welcome, subject to editing, and should be received (c/o HMA at the above address) by February 1, May 1, August 1 and November 1. Mailing is scheduled for the following month.

**Hawai‘i Museums Association**  
P.O. BOX 4125 HONOLULU, HAWAI‘I 96812-4125

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**Spring Calendar**

**APRIL**

20 Application Deadline, Grove Farm Homestead, Waioli Mission House  
28-29 HMA Spring Conference, Honolulu

**MAY**

1 Submission Deadline, Nühou, Summer 1995  
Deadline, Family Literacy Grant  
8-10 Collections Care & Management Workshop, AASLH  
11-12 Exhibits for Historical Agencies, AASLH  
12 Application Deadline, Museum Leadership Seminar, Smithsonian Institution  
20 NIC/DAM Capitalizing on Collections Care Workshop, Philadelphia  
21-25 AAM Annual Meeting, Philadelphia

**JULY**

17-21 Museum Leadership Seminar, Smithsonian Institution

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