

explore
catalyze
engage.

UCI Jack and Shanaz Langson
Institute and Museum of California Art



UCI Jack and Shanaz Langson
Institute and Museum of California Art

Five-Year Strategic Plan
2022–2026



MARION KAVANAGH WACHTEL
Long Lake, Sierra Nevada, circa 1925
 Oil on canvas
 20 x 26 in.
 UCI Jack and Shanaz Langson
 Institute and Museum of California
 Art, Gift of The Irvine Museum

Introduction

University of California, Irvine (UCI) is building a new, 21st century museum and research institute that expresses the value of art and culture at a leading public university committed to community and inclusive excellence. Jack and Shanaz Langson Institute and Museum of California Art (Langson IMCA) is a place where creative thinkers and makers come together through interdisciplinary, cross-cultural dialogue to innovate and address critical questions through the lens of California Art. The intentional blending of creativity, research, learning, well-being, and community is the hallmark of Langson IMCA.

This five-year plan, FY2022 – 2026, informed by insights from staff, faculty, and students, builds on the original vision to engage the campus and community. It is grounded in an optimism about the museum's belief in the enriching power of art to narrate life, celebrate diversity, safeguard culture and heritage, and welcome all into a creative laboratory of learning and discovery.

KIM KANATANI
 Museum Director
July 2022

Exploring visual culture at the intersection of creativity, research, learning, well-being, and community

Mission

UCI Jack and Shanaz Langson Institute and Museum of California Art explores and celebrates artists and their capacity to develop radical forms and ideas in response to the California experience. It collects, conserves, and generates new scholarship for modern and contemporary art inspired by the state's diverse societal, cultural, and natural environments. As an inclusive and dynamic artistic and research hub for the campus, region and beyond, Langson IMCA offers exhibitions, research initiatives, publications, education programs, and community and cultural partnerships that foster meaningful encounters with art for audiences throughout California and globally.

Vision

As the epicenter for California Art, Langson IMCA serves as a compelling destination that is locally engaged as a cultural catalyst and globally relevant as a principle investigator and presenter of California's influence and innovation through art. As an essential partner of a leading research university, Langson IMCA brings together students, faculty, scholars, artists, and other publics to generate new knowledge and learning—and to foster transformative experiences inspired by art and its global contexts.

Commitment to Diversity, Equity, Access, and Inclusion

Diversity, Equity, Access, and Inclusion (DEAI) are core values of both the University of California, Irvine and Jack and Shanaz Langson Institute and Museum of California Art. The museum is committed to building and sustaining an inclusive, equitable, and just culture that is welcoming to all campus and community members. The museum strives to foster empathy, engender understanding, create knowledge, and advance equity through the lens of California Art and artists.

Langson IMCA
is a place
where
conversations
matter



goal 1

Investigate California Art through exhibitions and programs that foster dialogue, exploration, and exchange

- 1.** Organize exhibitions that showcase artists and original research to position Langson IMCA as the seminal investigator of California Art
- 2.** Partner with artists, scholars, and others on new work, programming, and publications that resonate with multiple constituencies
- 3.** Develop public programs that respond and bring attention to Langson IMCA's collection and exhibitions, contemporary issues, and current research, theory, and practice in the arts, humanities, and sciences
- 4.** Develop education programs and community partnerships that respond to Langson IMCA's collection and exhibitions to create meaningful engagement for adults, youth, and families
- 5.** Provide collection- and exhibition-focused curricular enhancement for K-12 schools using inquiry- and object-based learning techniques
- 6.** Galvanize strong connections and partnerships across the campus and region

explore

goal 2

Ensure the stewardship and inclusive, strategic growth of the museum's collection

- 1.** Conceive and implement a long-range collection plan to strategically grow Langson IMCA's permanent collection building on its two founding collections
- 2.** Develop strong, diverse networks of professional peers and a platform for sharing California Art-based collections, exhibitions, and programs
- 3.** Implement a collection management plan to enhance stewardship of the permanent collection
- 4.** Enable greater collection access by enhancing systems, facilities, and programs

steward

A community
hub for artists,
scholars, and
lifelong learners



goal 3

Distinguish Langson IMCA as a generator of new scholarship in art history, and art and museum practice

- 1.** Model a combined research institute and museum that differentiates Langson IMCA among its peers
- 2.** Continue to explore what constitutes California Art through research, convenings, publications, new partnerships and initiatives
- 3.** Establish a library to house Langson IMCA resource materials, archives, artists' estate information, and other documentation
- 4.** Launch research-based residency programs to engage global creative thinkers and makers around California Art and its impacts
- 5.** Foster cross-disciplinary development of pedagogy that leverages art objects, artistic practice, and curatorial methods
- 6.** Partner with UCI faculty to develop new arts- and museum-focused curriculum and interdisciplinary programs

catalyze

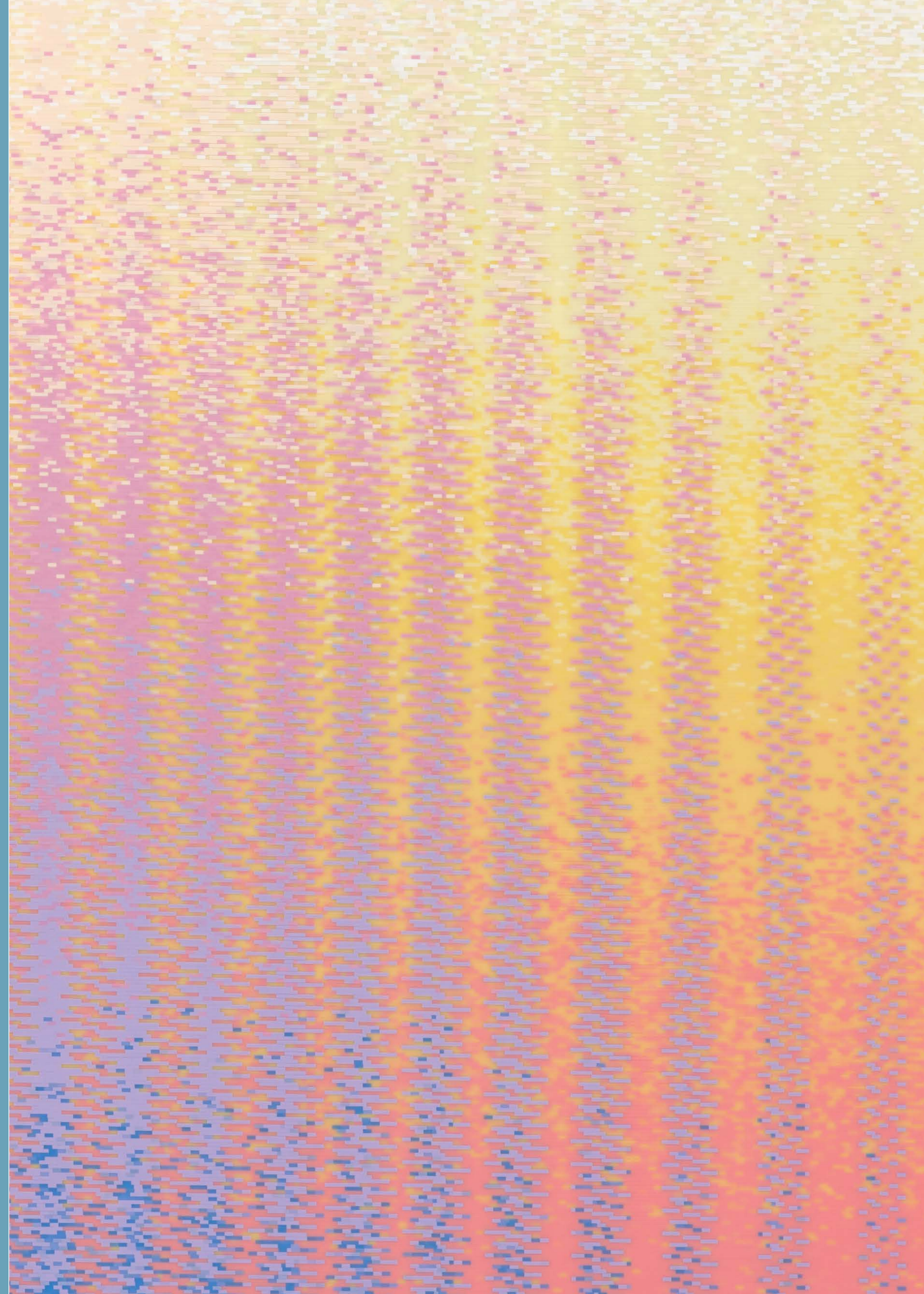
goal 4

Increase public access to the museum's collection, exhibitions, and programs

- 1.** Ensure a welcoming environment and exceptional visitor experience
- 2.** Utilize the digitized collection to draw attention and provide increased public access to Langson IMCA's holdings
- 3.** Use the collection, exhibitions, commissions, public and educational programs, and the new building process as springboards for engaging the public
- 4.** Collaborate with campus colleagues to create academic engagement and cultural enrichment programs
- 5.** Become a place for students to learn, grow, and see the world through the lens of artists
- 6.** Develop an understanding of visitors through data gathering, research, and analysis
- 7.** Design programs that are responsive and accessible to multiple audiences with a range of abilities, backgrounds, and experiences

engage

A participatory,
welcoming
experience for
diverse audiences



goal 5

Build recognition for UCI and Langson IMCA as a cultural catalyst for California Art

- 1.** Refresh Langson IMCA's visual identity and brand in ways that reflect its mission and values
- 2.** Generate greater awareness, visibility, and participation in Langson IMCA exhibitions and programs by a wide range of campus and regional community members
- 3.** Utilize visitor data to engage and expand audiences
- 4.** Invite students, faculty, artists, and others to help narrate the Langson IMCA experience
- 5.** Position Langson IMCA and UCI as a vital investigator of California Art and its impacts among the media

champion

goal 6

Establish the museum and institute as a dynamic, creative hub for the campus and community

- 1.** Transform the UCI experience by designing and constructing a sustainable 21st century landmark building that serves as a signature of Langson IMCA's collection and a gateway to the campus and the city of Irvine
- 2.** Through creative placemaking, design a cohesive and inspired museum experience that reflects Langson IMCA's vision, mission, and curatorial narrative
- 3.** Activate public space and engage a creative community around Langson IMCA's physical site and venue adjacencies

forge

A 21st century
landmark
inspired by
California Art,
the state's
natural landscape
and global
contexts



goal 7

Develop organizational capacity and strengthen institutional infrastructure to fulfill mission imperatives

- 1.** Develop a culture of philanthropy throughout the organization
- 2.** Plan and execute a five-year fundraising campaign that supports the needs of a growing, sustainable organization and helps to underwrite the new facility
- 3.** Increase staff capacity and resources to cultivate invested relationships with donors, funders, sponsors, and others
- 4.** Organize and activate a director's council to represent, champion, and fundraise for Langson IMCA's work in the community and ensure a high-quality volunteer experience
- 5.** Refine stewardship practices to track, recognize, and engage donors
- 6.** Foster improvement through regular analysis of performance metrics
- 7.** Develop a sustainable financial plan that aligns Langson IMCA resources with strategic priorities and integrates with UCI's established financial infrastructure
- 8.** Nurture financial accountability in managing the approved budget with the Executive Business Office within UCI's established infrastructure, policies, and practices
- 9.** Heighten the financial acuity of staff
- 10.** Build a diverse, engaged, and empowered staff to foster an ethical, inclusive environment and performance-oriented culture that prioritizes equity, professional development, and advancement

sustain





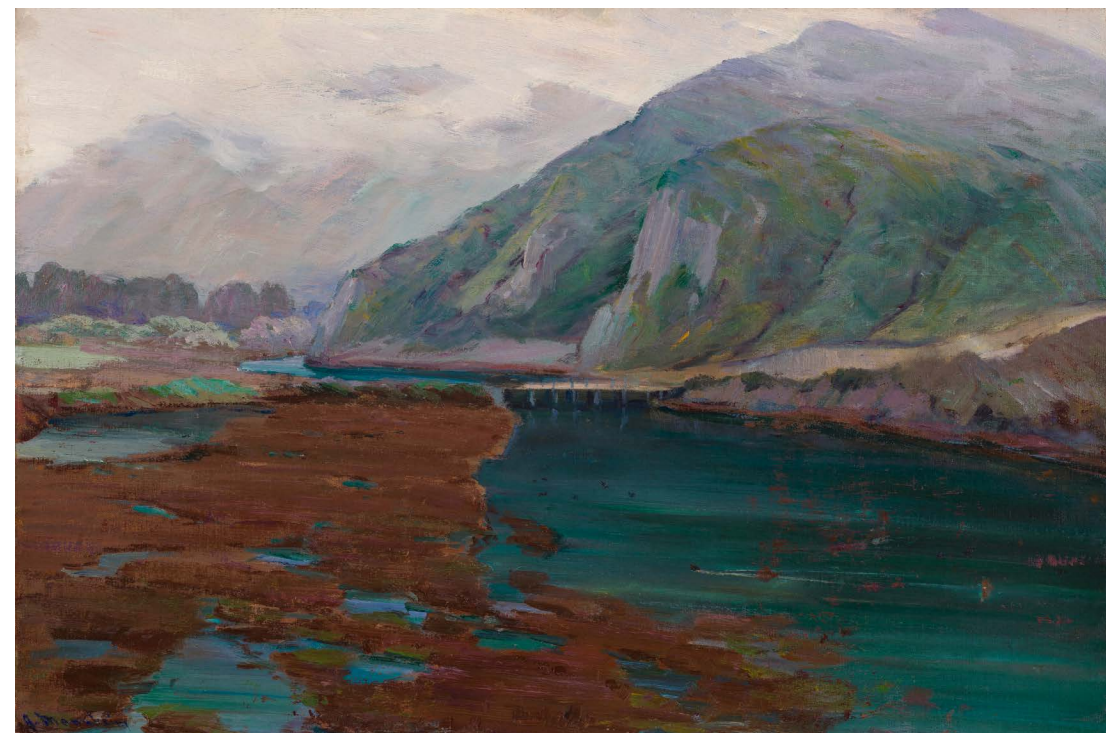
XAVIER TIZOC MARTÍNEZ
Jardin de Luxembourg, 1899
 Oil on canvas
 9 x 12 in.
 The Buck Collection at UCI Jack
 and Shanaz Langson Institute and
 Museum of California Art



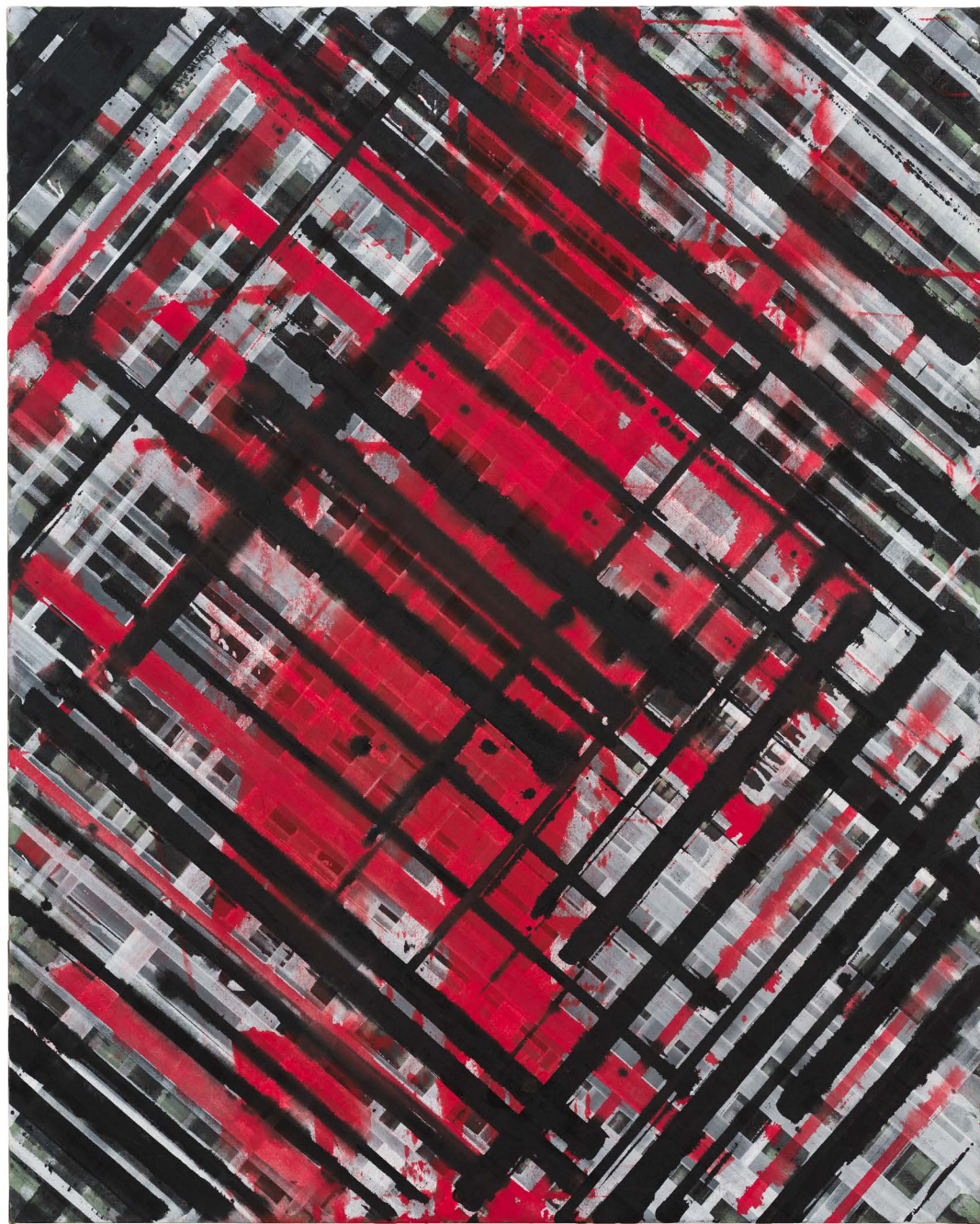
GOTTARDO PIAZZONI
*Moon Over Green Trees, Green
 Brae*, 1910
 Oil on board
 6 x 8 in.
 The Buck Collection at UCI Jack
 and Shanaz Langson Institute and
 Museum of California Art



HELEN FORBES
Furnace Creek Wash, 1933
 Oil on canvas
 24 x 30 in.
 UCI Jack and Shanaz Langson
 Institute and Museum of California
 Art, Gift of The Irvine Museum



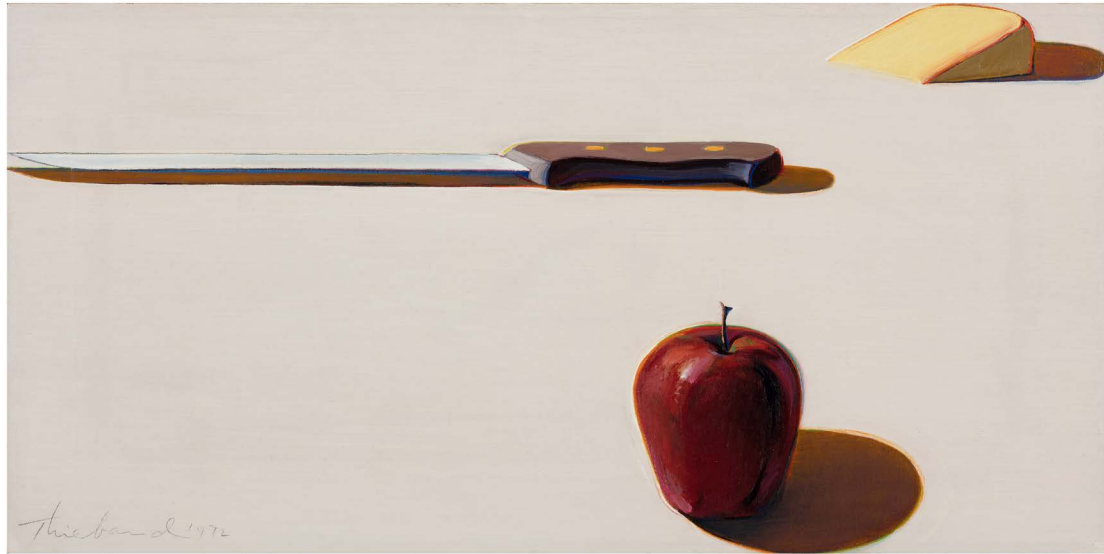
JEAN MANNHEIM
*Aliso Canyon and Bridge at
 Coast Highway*, circa 1914
 Oil on canvas
 24 x 36 in.
 UCI Jack and Shanaz Langson
 Institute and Museum of California
 Art, Gift of The Irvine Museum



ED MOSES
Wild Trac, 1975
 Acrylic on canvas backed by
 wood panel
 60 x 48 in.
 UCI Jack and Shanaz Langson
 Institute and Museum of California
 Art, Gift of Richard C. Smith and
 Patricia Frobes



HELEN PASHGIAN
S+T, 1984
 Epoxy on canvas
 48 x 90 x 2 in.
 UCI Jack and Shanaz Langson
 Institute and Museum of California
 Art, Gift of Huddie Ryland Behrens
 and Amy Behrens



WAYNE THIEBAUD
 Untitled (Still Life with Apple,
 Knife and Cheese), 1972
 Oil on canvas
 12 x 24 in.
 The Buck Collection at UCI Jack
 and Shanaz Langson Institute and
 Museum of California Art, © 2018
 Wayne Thiebaud / Licensed by
 VAGA at Artists Rights Society
 (ARS), NY



JAY LYNN GOMEZ
*Sometimes I Daydream of
 Flying Away*, 2019
 Acrylic, house paint and cardboard
 on canvas
 72 x 96 x 3 in.
 UCI Jack and Shanaz Langson
 Institute and Museum of California
 Art, Gift of Robert Hayden III and
 Richard Silver

Measures of Success

Langson IMCA identifies the following indicators of goal fulfillment by the end of FY2026:

- 1.** Ongoing, three-year+ advance schedule of content- and research-rich audience-friendly exhibitions showcasing permanent collection works and providing new insights on California Art, and presenting three-to-five exhibitions per year on-site
- 2.** Expansion of exhibition-related and other public programs, publications, K-12 initiatives for students and teachers, and professional development for UCI students, all designed for inclusive access, participation, and learning
- 3.** Ongoing partnerships with UCI faculty and contemporary artists across disciplines that visibly engage them with Langson IMCA for mutual and student benefit
- 4.** Community engagement to 30,000 participants annually by FY2026 (visitors, program attendees, faculty and institutional partners, students, members, donors) and 10 percent annual increase in virtual visitor engagement (e-newsletter subscribers, social media followers, website visitors)
- 5.** Conceptualization, design, and implementation of a new brand consistent with the new facility is on schedule for its reveal in FY2027 aligned with the grand opening
- 6.** Heightened campus and community awareness, recurring positive media coverage, and peer recognition of programmatic initiatives that garner attention for UCI and Langson IMCA
- 7.** Full accessioning and stewardship of the collection through professionalized practices
- 8.** Completion of a collections management policy
- 9.** 25 percent growth in the permanent collection through strategic acquisitions that build on the founding collections



ADALINE KENT
Small Hydrocal, 1949
 Hydrocal
 6 x 6 x 2 in.
 The Buck Collection at UCI
 Jack and Shanaz Langson Institute
 and Museum of California Art

- 10.** A digitized collection accessible and searchable for both internal and external use through a user-friendly online portal
- 11.** Funding and launch of institute initiatives that support artistic and scholarly research and pedagogy on California Art, with substantially completed plans for a branch art library in the new facility
- 12.** Strengthened connections across UCI among faculty, programs, and departments that advance the university's educational and research agenda
- 13.** Staff growth to support programmatic expansion and the new facility implementation plan, with key positions filled, including chief curator, curator of education and public engagement, head of institute and curator of academic engagement, associate director of marketing and communications, plus collections management staff for on-site storage and business office staff hired specifically for the museum
- 14.** Evidence of strong, transparent, and accountable financial management of museum and institute
- 15.** Capital fundraising completed for the new building, with other fundraising totaling the equivalent of 20 percent of annual expenses
- 16.** Planning, design, and construction of the new museum and institute on track for completion and grand opening in FY2027
- 17.** Langson IMCA's foundational principles of DEAI are palpable and evident throughout the organization and its offerings



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Page 2:

KNUD MERRILD

Asymmetric Symmetry, 1943 (detail)

Oil flux on Masonite

18 x 15 in.

The Buck Collection at UCI Jack
and Shanaz Langson Institute and
Museum of California Art

Page 9:

ALSON SKINNER CLARK

The Weekend, 1924 (detail)

Oil on canvas on board

25 x 32 in.

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Page 15:

ROGER KUNTZ

Goodyear on Target, From the
series *Blimp*, 1970 (detail)

Oil on canvas

50 x 60 x 1 in.

The Buck Collection at UCI Jack
and Shanaz Langson Institute and
Museum of California Art, © Mary
Kuntz 8/13/2018

Pages 30–31:

SONIA ROMERO

Inner Landscape, 2011 (detail)

Silkscreen

26 x 42 in.

The Buck Collection at UCI Jack
and Shanaz Langson Institute and
Museum of California Art, © 2011
Sonia Romero

Page 21:

ERIC ZAMMITT

BLUSH/WAVE/HYBRID, 2009
(detail)

Laminated acrylic plastic

72 x 71 x 2 in.

The Buck Collection at UCI Jack
and Shanaz Langson Institute and
Museum of California Art

Pages 44–45:

GRANVILLE REDMOND

Evening, 1903 (detail)

Oil on canvas

32 x 71 in.

UCI Jack and Shanaz Langson
Institute and Museum of California
Art, Gift of The Irvine Museum

Page 27:

MARGARET BRUTON

At Ranchos, after 1929 (detail)

Oil on canvas

30 x 32 x 2 in.

The Buck Collection at UCI Jack
and Shanaz Langson Institute and
Museum of California Art

Above:

CALTHEA VIVIAN

Morning Fog, circa 1915

Oil on canvas

21 x 15 in.

The Buck Collection at UCI Jack
and Shanaz Langson Institute and
Museum of California Art