

# INVISIBLE NO MORE

## AN EVALUATION OF THE SMITHSONIAN INSTITUTION AND LATINO REPRESENTATION

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UCLA  
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LATINO POLICY &  
POLITICS INITIATIVE

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# FOREWORD

Dr. Chon A. Noriega



The Smithsonian Institution is a unique entity among the world's institutions dedicated to science, the arts, and the humanities. No other institution matches its scale, scope, and impact as "the world's largest museum, education, and research complex." But the Smithsonian is also a profoundly American institution dedicated to preserving and telling our nation's story. In its current strategic plan, the Smithsonian makes clear its priority to represent all Americans "by accelerating the diversification of our constituents, boards, and workforces; and by diversifying our exhibitions and programs across the Smithsonian" (Goal 4, n.d.).

This study is a contribution toward that goal, providing the first rigorous analysis of the Smithsonian's progress in addressing the recommendations of the 1994 report *Willful Neglect: The Smithsonian Institution and U.S. Latinos*. Today the Latino population is the largest "minority" group in the U.S., representing the majority or plurality in an increasing number of urban centers. Latino political and economic clout is undeniable. In 2015, the Gross Domestic Product produced by Latinos in the U.S. is estimated at \$2.1 trillion dollars, ranking it 7th in the world after France and before India (Hayes-Bautista and Werner, 2017).

## Yet, Latinos remain largely excluded from participation in arts and cultural institutions that tell the American story.

To grasp the scale of that exclusion, imagine doing the same thing to a comparable population: the states of New York, Texas, and Virginia, combined.

This study is an effort of the Latino Policy & Politics Initiative (LPPI) and the Chicano Studies Research Center (CSRC), both at UCLA. Each brings complementary expertise: LPPI in evidence-based policy analysis and CSRC in a systemic approach to diversifying the arts through archival preservation, research, exhibition, and public programs in partnership with art museums and community-based organizations.

We focus on data that is part of the public record. Our findings reveal some notable progress in key areas impacting collections, exhibitions, and scholarship. Here, the Smithsonian provides a much-needed model for other institutions. Yet, there remains significant work to do in diversifying leadership and governance, and also in improving transparency, oversight, and accountability. These are areas in which the Smithsonian has an opportunity to play a leadership role for the field.

# EXECUTIVE SUMMARY

This study represents the first analysis to evaluate the Smithsonian Institution's progress in implementing the ten recommendations from its 1994 report, *Willful Neglect*, since a 1996 mid-term report by the Smithsonian Latino Oversight Committee (Yzaguirre et al., 1994). This study focuses on analyzing Latina/o representation within the Institution's workforce, programming, collections, and exhibitions. We applied a mixed-methods research framework to evaluate the Institution's actions in addressing the "consistent pattern of Latino exclusion" between 1994 and today by evaluating to what extent the Task Force's recommendations were adopted and implemented (ibid.). In the almost quarter-century since *Willful Neglect*, this study acknowledges the important progress made to date on the critical issue of Latina/o representation and makes clear the work that remains to ensure the nation's largest racial/ethnic minority is appropriately represented across the largest museum complex in the world.

The 1994 Task Force's report, *Willful Neglect*, found that Latina/os comprised only 2.7 percent of the workforce, with no Latina/os in senior management or executive leadership.



Since 1994, the Latino population has doubled to 17.8 percent of the U.S. population, over 57.5 million people (U.S. Census Bureau, 2017). During this same period, the Institution's Latino workforce grew by almost 8 points from 2.7 percent in 1994 to 10.1 percent in 2018. Perhaps the most significant growth here has been in Latina/o specialists on the curatorial and archival staff. Yet, in terms of diversifying leadership and governance, little if any progress has been made. Since 1994, only 4 Latina/os have served in the Institution's executive ranks, with no Latina/o representation in the Office of the Secretary between 2008 and 2017. Similarly, only 4 Latina/os have served on the Institution's Board of Regents; with no Latina/o representation on the Board since 2016.

Similarly, in terms of allocations, the Institution's core annual support for Latino initiatives has remained constant at \$1 million. To remain equivalent to the original allocation in 1995 in terms of purchasing power, the current budget would need to be \$1,653,583 in order to account for inflation. To remain constant as a percentage of the original Smithsonian annual allocation, the current budget would need to be \$2,793,300.

Perhaps the most significant finding has to do with the limited racial/ethnic data that is publicly available. It is also unclear where accountability and oversight with respect to Latino inclusion reside within the Office of the Secretary. The Office of Equal Employment and Minority Affairs has a three-part mission that includes to "promote diversity and inclusion in all aspects of the Smithsonian's workforce, programs, and activities," but its oversight appears to be limited to compliance. The Smithsonian Latino Center is a unit within the Office of the Provost and Under Secretary for Museums and Research—its role is program-based and not oversight and accountability. Increased transparency and accountability are critical to ensure that the Smithsonian's Latino initiatives not only catch up for lost ground, but keep pace with the rapid demographic growth of the Latino population.



# METHODOLOGY

THIS EVALUATION OF THE SMITHSONIAN'S ADOPTION AND IMPLEMENTATION OF THE 1994 WILLFUL NEGLECT RECOMMENDATIONS EMPLOYS A MIXED-METHODS ANALYSIS.

## THIS INCLUDES:

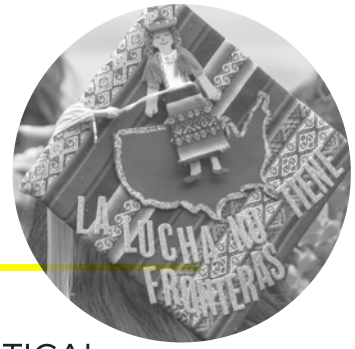
- **COMPREHENSIVE DOCUMENT REVIEW**
- **LITERATURE REVIEW**
- **5-PART SURVEY**
- **KEY STAKEHOLDER INTERVIEWS**

The document review included a comprehensive content analysis using public records, Institution reports, and digital records search to assess diversity and inclusion across the Institution's leadership, workforce, programming, and core content. Utilizing the Institution's annual reports between 1994 and 2017 along with annual reports from the Smithsonian Latino Center for the past 4 years, this study created a novel dataset of Institution's Latina/o leadership, including the Board of Regents, Secretary's Administration and National Board. This document review also aided the development of a comprehensive list of Latina/o curators, collections and exhibitions from 2013 through 2016.

This study also incorporated an analysis of the Institution's Diversity and Inclusion Initiatives reports prepared by the Office of Equal Employment and Minority Affairs, from 2013 through 2016. Next, this study employed a five-part online survey to each of the Institutions' galleries and museums. The survey provides qualitative data to inform the Institution's 1) leadership, 2) diversity and inclusion workforce efforts, 3) exhibit, collections, and publications, 4) development and human resources, and 5) outreach and education efforts. To empirically assess the Institution's adoption and implementation of the 1994 Willful Neglect recommendations, the study incorporated interviews with key stakeholders.



# DATA LIMITATIONS



THE INSTITUTION DOES NOT MAKE PUBLICLY AVAILABLE CRITICAL DATA TO FULLY EVALUATE LATINO REPRESENTATION.


## THIS INCLUDES:

- **WORKFORCE DATA BY RACE/ETHNICITY 2000-2016**
- **DEMOGRAPHIC DATA (INCLUDING GENDER & RACE/ETHNICITY) FOR EXECUTIVES, SENIOR LEADERS, AND CURATORS**
- **DISAGGREGATED BUDGETARY DATA FOR DIVERSITY & INCLUSION INITIATIVES OVER TIME**

As this report will allude to throughout the analysis, a lack of transparency and access to information about the Institution's practices as they relate to diversity, inclusion, and representation complicate data collection for researchers, scholars, and other stakeholders. This study formally requested documents on the Institution's workforce demographics and annual operating budget with respect to diversity and representation through the Office of General Counsel. At the time of publication, this request is still pending without a timeframe for response.

This study also administered a five-part survey in August 2018 to the Institution's Senior Leadership, Museum Directors, Research Center Directors, Education and Outreach Directors, and a subset of Unit Directors. In response, the Institution's Research Compliance Officer requested that the survey not be sent to any Smithsonian staff until the completion of an internal review. At the time of publication, neither the Institution nor the Compliance Officer have communicated any information regarding the status of their review. Although this study applies rigorous social science research methods to systematically evaluate the Institution's progress on implementing the Willful Neglect recommendations, the lack of comprehensive publicly available information on workforce, operations, and appropriations, coupled with the Institution's response to requests for information, represent the data limitations of this study.

# WILLFUL NEGLECT:



The Institution's 1994 Task Force on Latinos' Willful Neglect report included ten recommendations to make "Latino initiatives a permanent part of the Smithsonian budget," a "permanent presence at the campus on the National Mall," and throughout the Institution's "complex facilities and programs" (Yzaguirre et al., 1994). The Task Force submitted the recommendations "with the hope that they will be adopted and implemented with deliberate speed by the Smithsonian Institution" (ibid.). Nearly a quarter-century later, this study applies a contemporary lens to evaluating the adoption and implementation of Task Force's original 1994 recommendations. This includes a 21st century interpretation of diversity and inclusion along with a consideration of the ways that the Institution has evolved since 1994. As such, some of the original 1994 recommendations require a new interpretation because particular units/offices within the Institution have changed dramatically or the programs and practices of the Institution are interwoven differently.



## INSTITUTION'S ROLE & RESPONSIBILITY

The original Willful Neglect recommendations made clear the responsibility of the Institution in satisfying these recommendations, explicitly identifying the "governing bodies, top management, central administration..." as the parties responsible for adoption and implementation (ibid.). Based on this analysis, some of the original recommendations were adopted but not by the Institution; Congress has acted to establish a U.S. Latino Museum (recommendation 4), not the Institution. External actions/parties that adopt and implement the 1994 original recommendations are noted in the report's analysis, but the final evaluation on whether the recommendation was satisfied considers only actions taken by the Institution, reflecting the explicit intent of the Task Force.



# 10 RECOMMENDATIONS

In analyzing the veracity of the original 1994 Willful Neglect recommendations to today's landscape, two recommendations stand out. Based on a review of available data, recommendations 5 and 8 are determined to be interconnected given the Institution's contemporary actions regarding Latina/o inclusion in its "collections and programs" and the permanency of Latina/o history and culture across "every aspect of the Smithsonian's work" (ibid.). Recommendations 5 and 8 are evaluated as a single recommendation in this report, focusing on the Institution's progress on Latina/o collections, exhibitions, acquisitions, and education and outreach programs.

The analysis section describes the original recommendation, evaluates the Institution's efficacy in satisfying the recommendation's intent over the last 24 years, and applies a scale of pass, fail, or incomplete. A pass represents that the Institution satisfied the original recommendation through adoption and implementation. Conversely, a fail signifies that the Institution did not satisfactorily adopt and implement the original recommendation. Finally, an incomplete represents the Institution's lack of public and readily available data to accurately evaluate the original recommendations.



# LATINO INCLUSION REPORT CARD

EVALUATION OF ADOPTION & IMPLEMENTATION OF 1994 RECOMMENDATIONS

#	Grade	Recommendation
1	<b>FAIL</b>	ENSURE LATINO REPRESENTATION IN INSTITUTIONAL GOVERNANCE & EXECUTIVE RANKS
2	<b>INCOMPLETE</b>	ENSURE LATINO REPRESENTATION IN TOTAL WORKFORCE
3	<b>PASS</b>	CREATE NEW OFFICE TO ADDRESS 1994 TASK FORCE'S RECOMMENDATIONS
4	<b>FAIL</b>	INITIATE PROCESS FOR NEW LATINO SMITHSONIAN MUSEUM
5&8	<b>PASS</b>	PERMANENT LATINO PRESENCE IN THE COLLECTION & PROGRAMS OF SMITHSONIAN
6	<b>FAIL</b>	ENSURE CORE FUNDING FOR NEW & EXISTING LATINO INITIATIVES
7	<b>FAIL</b>	ESTABLISH AND ENFORCE ACCOUNTABILITY TO LATINO INITIATIVES
9	<b>FAIL</b>	REQUEST GAO STUDY ON LATINO PARTICIPATION ACROSS SMITHSONIAN COMPONENTS
10	<b>FAIL</b>	DEVELOP FIRM PLAN FOR LATINO INCLUSION IN THE SMITHSONIAN

**PASS:** Satisfactory Completion | **FAIL:** Unsatisfactory Completion | **INCOMPLETE:** Insufficient Public Data

# RECOMMENDATION 1: **FAIL**

## LATINO REPRESENTATION IN EXECUTIVE LEADERSHIP

LPPI Evaluation: Between 1994-Present, what Latina/os were appointed to governance and advisory boards within the Smithsonian?

This analysis concludes that the Smithsonian Institution has not adhered to recommendation one, as Latina/os remain severely underrepresented in positions of leadership and governance.

The 1994 report highlighted the underrepresentation of Latina/os in leadership and governance positions within the Smithsonian. Through an in-depth analysis of the Smithsonian Institution's annual reports from 1994 to 2017, we collected information of Latina/os who served in the Smithsonian Institution's: 1) Board of regents, 2) Secretary's Administration and, 3) National Board. Since 1994, there have only been a total of 4 Latina/o Board of Regents, 9 Latina/os serving on the National Board and 4 Latina/os have served in administrative positions that work in the Office of the Secretary (Smithsonian Institution, 1994-2017). In 2018, Maria Luisa Ferré was added to the National Board, making her the tenth Latina/o member to serve ("Smithsonian National Board," 2018). We find that Latina/os remain severely underrepresented in positions of leadership and governance, while there have been sporadic increases of Latina/os in leadership positions they remain substantially underrepresented.

### 1. BOARD OF REGENTS

The Board of Regents are an entrusted entity responsible for the governance of the Smithsonian Institution. The Regents are responsible for establishing major policies and overseeing the implementation by the Secretary, developing the Smithsonian's ongoing and future strategic plans, articulating the Institution's priorities and electing the Secretary. Prior to 1994 there were no Latina/o members on the Board of Regents. From 1994 to the present, there have only been 4 Latina/o members on the Board of Regents, 2 citizen and 2 congressional regents (Smithsonian Institution, 1994-2017). France A. Córdova, a citizen regent of New Mexico, was appointed as Chair of the Smithsonian Board of Regents in 2011, she served as chair from 2012 – 2014 (Smithsonian Institution, 1994-2017). Since the release of Willful Neglect, the Board of Regents has included one Latina/o member for 13 years, and two members for eight years. Since 2016, there have been no Latina/os serving on the Board of Regents. These findings reveal no consistent representation of Latina/os within the leading body running the nation's preeminent art and cultural institution.

## 2. EXECUTIVE LEADERSHIP

Since 1994, only 4 Latina/os have served in administrative positions that work in the Office of the Secretary. In 1994, the Office of the Secretary appointed Miguel A. Bretos to the temporary position of “Counselor for Latino Affairs” (Ybarra-Frausto, 1996). By 1997, this newly established position was replaced with a different temporary position, “Counselor for Community Affairs” (Smithsonian Institution, 1994-2017). The counselor to the secretary for community affairs was responsible for managing the two-year study of Smithsonian Latino activities, working closely with the Latino Oversight Committee, and overseeing the Smithsonian fund for Latino Initiatives (ibid.). John E. Huerta, was the longest serving Latino in senior leadership, serving as General Counsel for the Secretary, from 1997 - 2007. In 2007, biologist Cristián Samper served as Acting Secretary (Smithsonian Institution 1994-2017). Over a decade later, Julissa Marengo, was appointed as Assistant Secretary for Communications and External Affairs in 2018 (“Smithsonian Names Julissa Marengo Assistant Secretary for Communications and External Affairs,” 2018). The senior leadership consists of the Secretary and eleven executives. Since 1994, Latina/o participation has ranged from two executives (three years), one executive (twelve years), and no one (ten years).

## 3. NATIONAL BOARD

The Smithsonian National Board is a body of volunteer leaders that provide counsel to the Smithsonian, advises the Secretary, and promotes public-private partnerships. Following the release of Willful Neglect in 1994, there have been a total of 10 Latina/o national board members over the last twenty-four years for an annual average of 1.66 people. The Smithsonian National Board typically consists of 50 members, on average Latina/os only represent 3.33%. The 1996 mid-year report of the Latino Oversight Committee highlighted, that only 2 of the 51 members were Latina/o; a net increase of one compared to 1994 (Ybarra-Frausto, 1996). In 2014, there were a total of 3 Latina/os serving in the National Board, the highest to date. These findings demonstrate a dire lack of representation within the Institution’s premier fundraising and volunteer advisory group.



# RECOMMENDATION 2:

INCOMPLETE

## LATINO REPRESENTATION IN TOTAL WORKFORCE

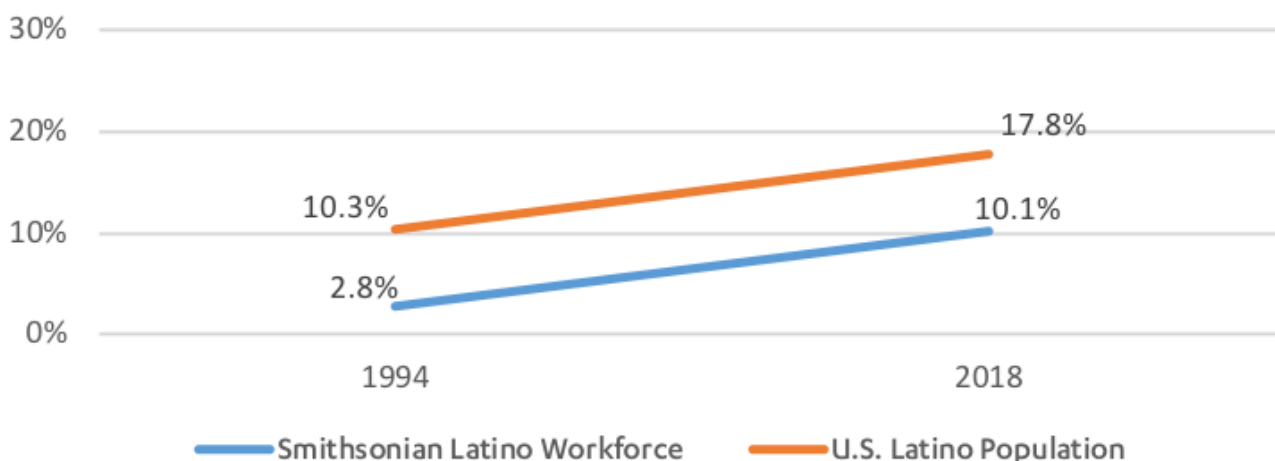
LPPI Evaluation: For every year since 1994, how has the ratio of Latinos as a proportion of the Smithsonian's workforce changed?

The 1994 recommendation called for the Institution to commit itself to employing, retaining and recruiting Latina/os throughout the Institution. Through the use of public records, diversity and inclusion initiative reports, and annual reports from 1994 through 2017, we gathered data points with respect to 1) the proportion of Latina/os employed by the Smithsonian relative to the overall workforce, 2) Latina/o curators, and 3) workforce initiatives that foster increasing Latina/o representation across the Smithsonian's workforce (Smithsonian Institution, 1994-2017; Smithsonian Latino Center, 2013-2016; Smithsonian Institution, 2014-2016). This analysis suggests that there have been systematic efforts to increase the proportion of Latina/os across the Institution's workforce, with Latina/os now accounting for 10.14% of the overall workforce.

### 1. LATINO WORKFORCE

Latina/o representation in the Smithsonian's workforce has increased to some extent compared to 1994. In 1994, the Institution employed a total of 6,494 individuals, 182 were Latina/o, representing 2.8% of the entire workforce (with Latina/os comprising 10.3% of the population) (Ybarra-Frausto, 1996; U.S. Census Bureau, 2001). As of June 2018, the Smithsonian Institution had a total of 6,833 employees, 693 are Latina/o, representing 10.14% of the entire workforce (with Latina/os comprising 17.8% of the population) ("People and Operations," 2018; U.S. Census Bureau, 2017). While the Smithsonian Latina/o workforce has increased since 1994, there remains a significant lag relative to the size of the U.S. Latina/o population.

**GROWTH OF LATINO WORKFORCE AS SHARE OF ENTIRE SMITHSONIAN WORKFORCE VS. GROWTH OF LATINO POPULATION AS SHARE OF ENTIRE U.S. POPULATION OVER TIME**



# 7 LATINO CURATORS

**AVG. # PER YEAR (2012-2016)**

## 2. LATINO CURATORS

The 1994 report placed an emphasis on the need for increasing the number of Latina/o curators because they play a critical role in determining Smithsonian priorities in research, collections, and exhibitions. With funding support from the Latino Initiatives Pool, the Latino Curatorial Initiative was established in 2010 to reach more audiences at Smithsonian museums by appointing Latina/o curators across various museums and research centers (Ybarra-Frausto, 1996). In 1994, there were 2 Latina/o curators. As of 2016, the Latino Curatorial Initiative supported 10 Latina/o curators across 9 museums and centers (Smithsonian Latino Center, 2013-2016). From 2012 - 2016, there has been an average of 7 Latino curators per year. Since the establishment of the Latino Curatorial Initiative, Latina/o curators have produced 51 publications, 23 exhibitions and acquired 320 new collections and acquisitions ("Smithsonian Latino Center Celebrates 20th Anniversary," 2017).

## 3. WORKFORCE INITIATIVES

Since 2014, the Office of Equal Employment and Minority Affairs has digitally published Diversity and Inclusion Initiatives Reports, in an effort to report the diversity and inclusion activities within the Smithsonian (Smithsonian Institution, 2014-2016). The Office's 3 reports suggest that there are organized efforts to increase the Institution's workforce diversity. The reports detail a three-pronged approach at increasing supplier, workforce, and program diversity. Between 2014 - 2016, there were a total of 361 workforce diversity initiatives, 61.4% of these initiatives were aimed at increasing Latina/o representation in the Smithsonian workforce (ibid.). The majority of programs focus on broadly defined informational career events and training programs. Therefore, relatively little is known about the institutional change and impact of these diversity initiatives on representation of Latina/os across the Institution's workforce.

## 4. LATINO INTERNSHIPS & FELLOWSHIPS

Since the publication of *Willful Neglect*, the Institution has created internships and fellowships specifically targeting Latinas/os. The Latino Museum Studies Program, established in 1994, has supported 292 graduate students and provided them opportunities to engage with Smithsonian professionals, scholars and leaders in the museum field Smithsonian (Smithsonian Latino Center, 2013-2016). The Young Ambassadors Program, established in 2006, has supported 222 graduating high school Latina/o seniors interested and committed to the arts, sciences and humanities since 2016 (ibid.). The Smithsonian Latino Initiative Fellowship, supported by the Smithsonian Latino Center and the Smithsonian's Office of Fellowships and Internships' Webb Endowment, was established to foster the inclusion of Latina/o Americans in the field museum studies by providing college graduates the opportunity to participate in a paid 15-week internship ("Smithsonian Latino Initiative Internship to Fellowship (I2F) Program," 2018).

# RECOMMENDATION 3: PASS

## NEW OFFICE TO ADDRESS 1994 RECOMMENDATIONS

**LPPI Evaluation: What office(s) and position(s) has the Smithsonian Institution dedicated to Latino representation (1994-Present)?**

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The 1994 report, called for the creation of two new positions and a new office to assure the implementation of the Task Force recommendations from Willful Neglect. Starting in 1995, the Institution created the first of two temporary positions (Ybarra-Frausto, 1996). Between 1995 – 1996, Miguel A. Bretos served as the Counselor for Latino Affairs (Smithsonian Institution, 1994-2017). In 1997, that position was replaced by a new temporary position that was responsible for: 1) overseeing the Smithsonian Fund for Latino Initiatives, 2) collaborating with the Latino Oversight Committee, 3) completing a two-year study of Smithsonian Latino activities and 4) maintaining dynamic engagement between the institution and historically underrepresented audiences, especially Latina/os (Smithsonian Institution, 1994-2017). By 1997, Towards a Shared Vision called for the establishment of the Smithsonian Center for Latino Initiatives, currently known as the Smithsonian Latino Center (Ybarra-Frausto and Gutiérrez, 1997). The Center has made significant advances with respect to Latina/o focused programs and initiatives across the units under the oversight of the Provost and Under Secretary for Museums and Research. This analysis finds that, with the exception of this 3-year time period (1995-97), there appears to have been no direct oversight within the Office of the Secretary, as called for in Willful Neglect.

# RECOMMENDATION 4: FAIL

## SMITHSONIAN LATINO MUSEUM

**LPPI Evaluation: What actions, if any, has the Smithsonian taken to establish a U.S. Latino museum?**

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Through an extensive analysis of Smithsonian Institution annual reports from 1994 – 2017, there was no mention of a Latino museum. It appears that all efforts related to the advancement of a U.S. Latino museum have taken place outside of the Smithsonian. Over the last 15 years, there have been 16 attempts by congressional leaders calling for the creation and establishment of a National American Latino Museum. The original report from the 1994 Latino Task Force calls for the establishment of one or more museums portraying U.S. Latino's historical, cultural, and artistic achievements. In 2003, Rep. Xavier Becerra introduced, H.R. 3292, the first legislation introducing the establishment of the commission to create a National Museum of the American Latino. In the 2008 Consolidated Natural Resources Act, the federal government established the Commission to Study the Potential Creation of the National Museum of the American Latino (S. 2793, 2008). By 2011, the commission released an in-depth report and plan of action (National Museum of the American Latino Commission, 2011). In 2017, Congress introduced H.R. 2911 and S. 1364, both acquiring widespread support with a long list of cosponsors. As of July 2018, members of the congressional Hispanic Caucus have renewed calls for the American Latino Museum (Jin, 2018).

# RECOMMENDATIONS 5 & 8: PASS

## PERMANENT LATINO PRESENCE

**LPPI Evaluation: What actions has the Smithsonian Institution committed to that assure a permanent Latino presence? Have they commissioned a Latino institution wide study, created a Latina/o Division at the National Museum of American History, or invested in pipeline programs for Latinas/os?**

Based on a review of available data, recommendations 5 and 8 are determined to be interconnected given the Institution's contemporary actions regarding Latino inclusion in its "collections and programs" and the permanency of Latino history and culture across "every aspect of the Smithsonian's work" (Yzaguirre et al., 1994).

Recommendations 5 and 8 are evaluated as a single recommendation in this report. Recommendation 5 called for an institution wide study on Latino collections, exhibitions, acquisitions, and research to be completed by the Office of Museum Programs. In November 2011, the Smithsonian Latino Center commissioned Olga Ulloa Herrera to conduct a survey report on the institution's Latino, Hispanic, and Latin American Art Collections and Resources (Ulloa Herrea, 2011). Her analysis found 798 "Latino" Artists and 1553 collection holdings in the Smithsonian Institution.

This recommendation also called for the development of a Hispanic American History Division. This was accomplished through the creation of the Program in Latino History and Culture, established in 2004, within the National Museum of American History.

According to the website of NMAH, the program of Latino History and Culture is housed in the Office of Audience Engagement – Education and Impact ("Program in Latino History and Culture," 2018).

The recommendation also called for pipeline investment for Latinos involvement across the Smithsonian through education and outreach programs and national internships and fellowships. Specifically, it called for education programs to be implemented by the Council of Education and Information Directors. Research on the completion of such programs is inconclusive as this Council no longer exists. This study finds that the Smithsonian Latino Center has been a foundational resource in promoting innovative educational opportunities for youth, families and educators. The Center has implemented several educational and public programs such as Descubra!, a 2015 traveling exhibition and the Latino Virtual Museum, established in 2007 and now a permanent feature of the online pan-institutional museum (Smithsonian Latino Center, 2013-2016). Further information on internship and fellowships can be found under Recommendation 2, page 13.



# UCLA Survey Responses

## Latino Representation in Exhibits, Collections, and Publications

"Our curators work hard to incorporate Latino figures in our museum's collection and achieve a better representation of our history." LPPI Survey Respondent, August 2018

**83%**  
n=6

Answered that their institutional unit or museum acquired a major Latino-focused acquisition in the last 5 years. The same percentage also stated that they were unaware of any directive, policy, or initiative to expand Latino representation with respect to rotating exhibits and the permanent collection, and that their unit had no Latino curators.

**66%**  
n=6

Answered that their institutional unit or museum facilitated an exhibit focused on Latinos in the last 5 years. This ranged from "One Life: Dolores Huerta" to a collection rehang that "included Latino and Latin American artists." The same percentage also shared that they were unaware of any specific directive, policy, or initiative to expand Latino representation in the Institution's publications.

"Our new collection plan includes an effort to collect Latino artists amongst other artists of color."

LPPI Survey Respondent, Hirshhorn Museum & Sculpture Garden, August 2018

# RECOMMENDATION 6: FAIL

## ENSURE CORE FUNDING

**LPPI Evaluation: How much money has the Smithsonian appropriated specifically to Latino-focused initiatives for every year since 1994?**

In 1995, the Latino Initiatives Pool was established to provide financial support to various entities across the Smithsonian for exhibits, research, collections, conservation, archival work, and school and public programs. The federally funded pool was previously managed by the Counselor of Latino Affairs and Counselor of Community Affairs (Ybarra-Frausto, 1996). Currently, the Smithsonian Latino Center is responsible for managing and distributing these funds. Since its inception, the Latino Initiatives Pool has distributed \$22.2 million to 497 projects; approximately one-million dollars are distributed on an annual basis (Smithsonian Latino, 2013-2016)

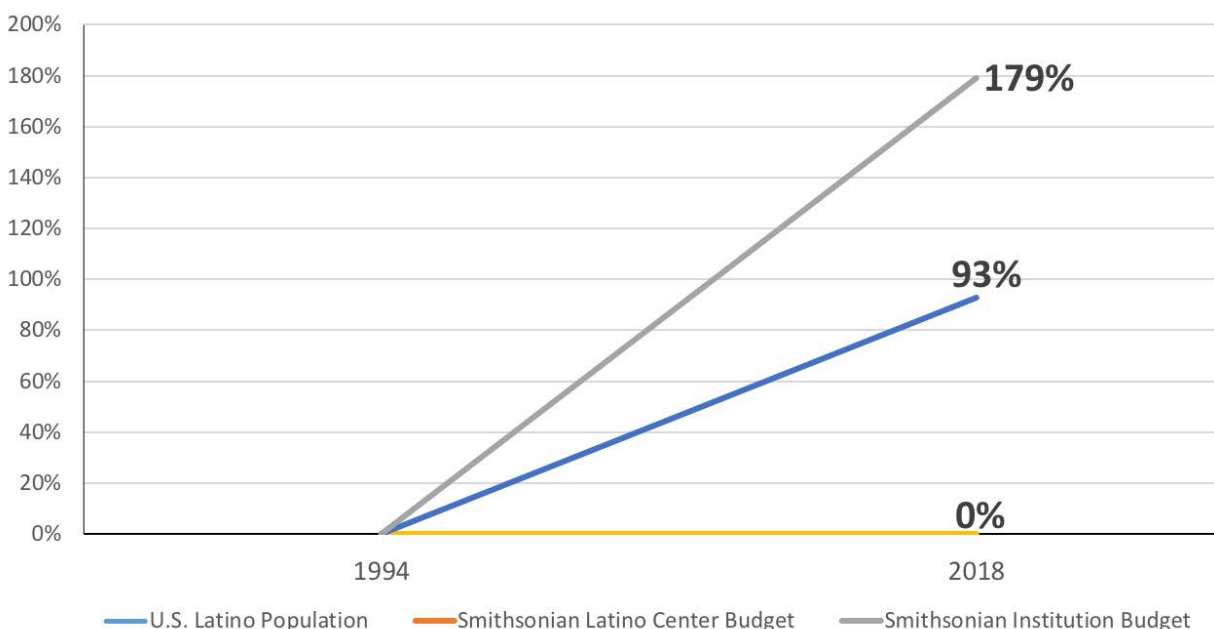
In 1996, the Latino Oversight Committee reported that 43 percent of the Latino Pool funds remained unused (Ybarra-Frausto, 1996). There currently exists no publicly available information that details the distribution of these funds.

Between 1995 and today, there has been no increase in the net amount of federal funding allocated for the Latino Initiatives Pool/Smithsonian Latino Center. Adjusting for inflation, the \$1 million appropriation in 1995 represents \$1,652,500 in today's purchasing power (Bureau of Labor Statistics, 2018). By this calculation, the Center is operating with 39 percent less money than it had in 1995.

Conversely, the Institution experienced a 179 percent increase in federal funding between 1995 and 2018, increasing from \$358 million to \$1 billion ("Smithsonian Fiscal Year 2018 Federal Budget Totals \$1 Billion," 2018).

The dramatic increases in the Smithsonian budget, and in the Latina/o population, raise questions as to the significant decline in real value of the support for Latina/o initiatives within the Smithsonian. We were unable to find any explanation of this disparity vis-à-vis stated goals for inclusion.

### Percent of Growth Between 1995 and 2018



# CORE FUNDING FOR LATINO INITIATIVES

## LATINO INITIATIVES REMAIN UNDERFUNDED

**\$1 M**

SLC ANNUAL BUDGET FOR EVERY YEAR SINCE 1995

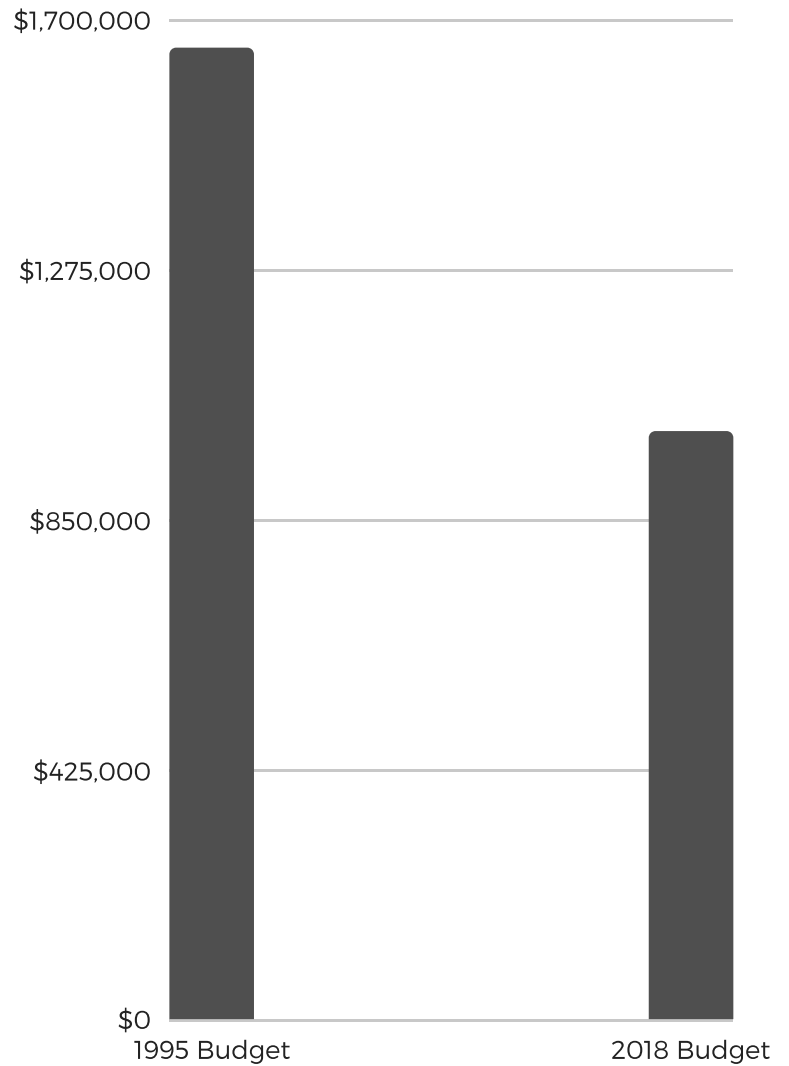
**39%**

DECREASE IN SLC BUDGET FROM 1995 TO 2018, ADJUSTING FOR INFLATION

**93%**

INCREASE IN LATINO POPULATION IN THE U.S. BETWEEN 1995 AND 2016

### Smithsonian Latino Center Annual Budget (1995 v. 2018)



Note: 1995 Budget Adjusted for Inflation at 65.25% rate from the U.S. Bureau of Labor Statistics, Consumer Price Index.

The Smithsonian Latino Center receives \$1 million each year to operate from the Institution. Taking into account inflation, SLC's 1995 budget represents \$652,500 more money than its 2018 annual budget.

# A CLOSER LOOK: BY THE NUMBERS

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## SMITHSONIAN ANNUAL BUDGET

2018 Federal Government Appropriation to the Institution



## INCREASE IN ANNUAL BUDGET SINCE 1995

The federal government appropriated \$358,000,000 in 1995.



## ANNUALIZED GROWTH RATE

The Smithsonian Institution's budget grew at an annual rate of almost 5 percent between 1995 and 2018. Conversely, the Smithsonian Latino Center's budget experienced a 0% growth rate, and a negative 2.2% growth rate if you account for inflation.

# RECOMMENDATION 7: FAIL

## ACCOUNTABILITY

**LPPI Evaluation: Since 1994, what accountability and enforcement actions have been promulgated by the Institution to ensure Latino initiative implementation?**

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This evaluation makes clear that the Institution did not satisfy the Willful Neglect recommendation for institution-wide accountability because it neither established nor enforced the adoption and implementation of the 10 recommendations. There is no clearly identified position or office responsible for enforcing accountability across the Smithsonian for Latino Initiatives at all levels. Nor have we found an explanation for the lack of such an office. Given that such responsibility would likely be housed at a high-level position within the Office of the Secretary, there is no clear indication where this responsibility resides if it does exist. Therefore, recommendation 7 was not satisfied.



# RECOMMENDATION 9: FAIL

## GAO STUDY

**LPPI Evaluation: Did the Smithsonian take any action to support/initiate a GAO study on Latinos? If so, when, how, and to what extent?**

---

Through extensive research of the U.S. Government Accountability Office database, with the help of GAO Research Staff, no study or published report on the Latino participation in programs and components at the Smithsonian Institution was conducted by GAO between 1994 and 2018. In GAO Smithsonian-focused documents, not pertaining to Latino participation, there are few references to The National Museum of the American Latino as a potential Smithsonian project (Goldstein, 2009).



# RECOMMENDATION 10: **FAIL**

## FIRM PLAN FOR LATINO INCLUSION

LPPI Evaluation: Did the Smithsonian develop a Latino inclusion plan within one year?

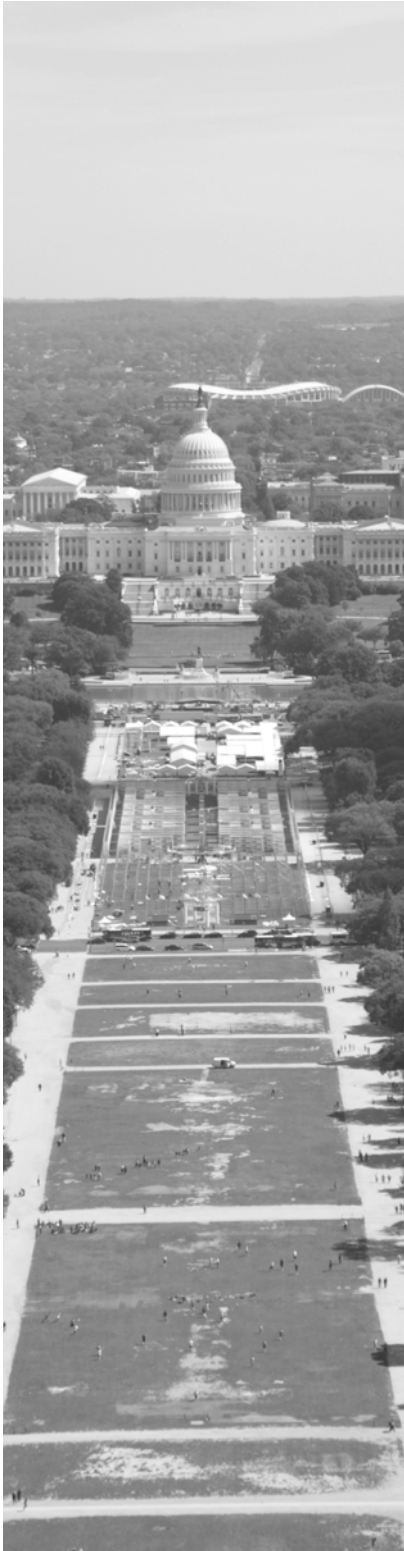
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In the year following the release of the report, the Smithsonian failed to develop a Latino inclusion plan. The Latino Oversight Committee released a mid-term progress report in 1996 (Ybarra-Frausto, 1996). While they recognized strong statements and commitment to inclusiveness from Secretary I. Michael Heyman, the institution had not developed any measurable objectives or practical expectations. Following the release of Willful Neglect, there was notable progress with the 1) appointment of a Latino for General Counsel, 2) creation of the Counselor for Latino Affairs, 3) initiation of the Latino Initiatives Pool, 4) increase of Latino participation in internship and fellowship programs.



# POLICY RECOMMENDATIONS:

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## **TRACK & PUBLISH DEMOGRAPHIC DATA**

FOR ALL OFFICE OF THE  
SECRETARY STAFF, BOARD OF  
REGENTS, NATIONAL BOARD, &  
CURATORS/ARCHIVISTS

## **DIGITALLY PUBLISH RACIAL/ETHNIC WORKFORCE DATA**

FOR EVERY YEAR THE  
INSTITUTION RECORDED IT

## **TRACK AND PUBLISH DISAGGREGATED FINANCIAL DATA**

TO CLEARLY IDENTIFY FUNDING  
ALLOCATIONS TOWARDS  
DIVERSITY & INCLUSION EFFORTS  
BY RACE/ETHNICITY IN RAW  
DOLLAR AMOUNTS

## **INCREASE TRANSPARENCY AND ACCOUNTABILITY**

REVISIT 1994 RECOMMENDATIONS  
7 & 10

# TIMELINE

## CRITICAL MOMENTS IN LATINA/O REPRESENTATION & INCLUSION IN THE SMITHSONIAN

1994

- 1994 Task Force on Latino Issues publishes Willful Neglect.
- Manuel L. Ibáñez is the first Latino elected to the Board of Regents, serving from 1994 to 2005.

1995

- Latino Initiatives Pool is established to address Latino representation in the Smithsonian.
- Smithsonian creates the temporary position of Counselor for Latino Affairs, which ends in 1997.

1996

- Mid-Term Report by the Smithsonian Latino Oversight Committee finds that Latinos are ignored in nearly every aspect of the Smithsonian's operations.

1997

- Smithsonian Latino Oversight Committee releases "Towards a Shared Vision" calling for the establishment of Smithsonian Center.
- Smithsonian Latino Center is established.
- The Counselor of Latino Affairs position is replaced by the Counselor for Community Affairs.
- Esteban E. Torres, Representative from California is elected to the Board of Regents, serving for only one year.
- Smithsonian Latino Oversight Committee organized national convening of Latino museum directors which led to the creation of the National Council of Latino Museum Directors.

1998

- Refugio I. Rochin becomes the first director of the Smithsonian Latino Center.
- One of the longest-running Latino outreach programs is established -- Descruba!

1999

- First Smithsonian traveling exhibition focused on Latinos: *Americanos: Latino Life in the US*.







2002

- The Latino Center facilitates its first solo exhibit, Ritmos de Identidad.

2003

- First set of bills introduced in Congress to establish a Latino Museum within the Smithsonian Institution.

2004

- Xavier Becerra, Representative from California is elected to the Board of Regents, serving until 2015.

2005

- The Latino Center establishes Latino Art Now!, a national forum for Latinas/os.

2006

- The Latino Center establishes its Young Ambassadors Program.

2009

- The Latino Center debuts the Latino Virtual Museum.
- France A. Córdova is elected to the Board of Regents serving until 2012.

2010

- The Latino Curatorial Initiative is established.

2017

- H.R.2911 is introduced by Representation Ileana Ros-Lehtinen to establish a Latino Museum within the Smithsonian Institution.

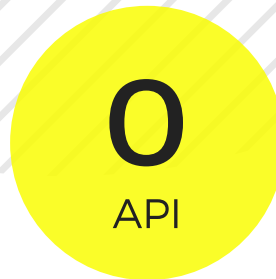
2018

- UCLA releases the first evaluation of Latino Representation within the Smithsonian since the 1994 Willful Neglect report.

# A CLOSER LOOK:

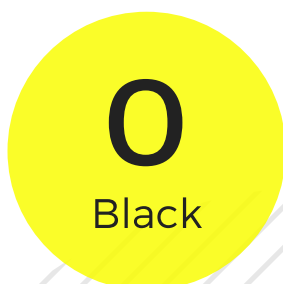


## THE METROPOLITAN MUSEUM OF ART



Source: Data collected from the Met "Leadership" webpage, [metmuseum.org/about-the-met/leadership](https://www.metmuseum.org/about-the-met/leadership).

## THE GETTY

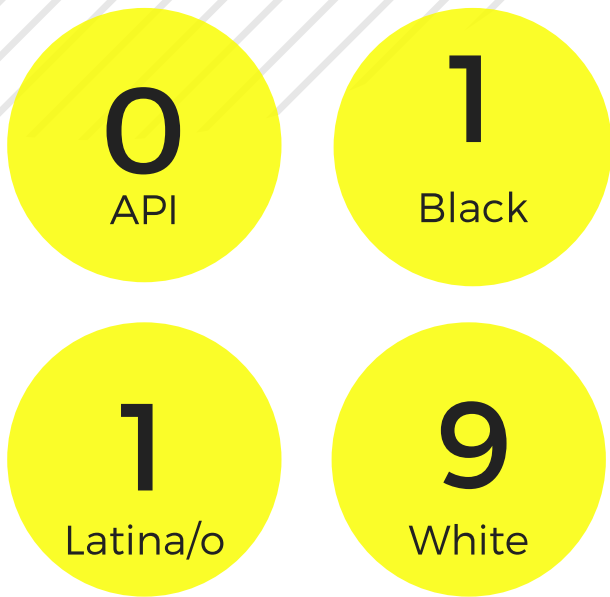


Source: Data collected from The Getty "Officer and Directors" webpage, [getty.edu/about/governance/officers.html](https://www.getty.edu/about/governance/officers.html)



# RACIAL/ETHNIC REPRESENTATION OF EXECUTIVE LEADERSHIP ACROSS LEADING U.S. ART INSTITUTIONS

## THE SMITHSONIAN INSTITUTION



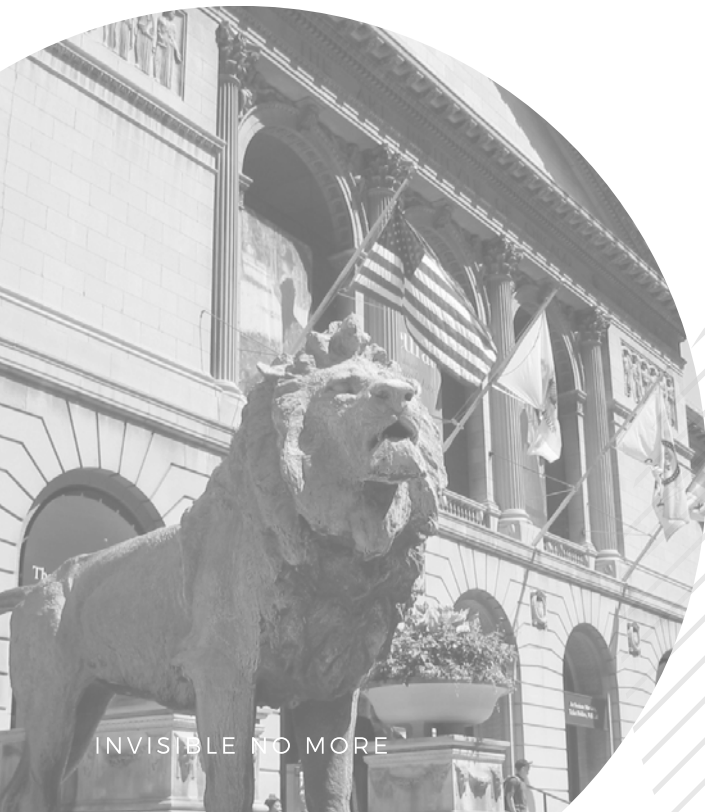
Source: Data collected from the Smithsonian "Senior Leadership" web page, [si.edu/about/people](http://si.edu/about/people)



## THE CHICAGO ART INSTITUTE



Source: Data collected from the Art Institute's 2016 Financial Statements, [artic.edu/about/annual-reports-and-financial-statements](http://artic.edu/about/annual-reports-and-financial-statements)



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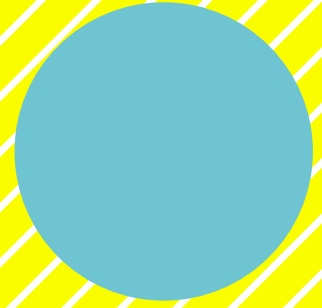
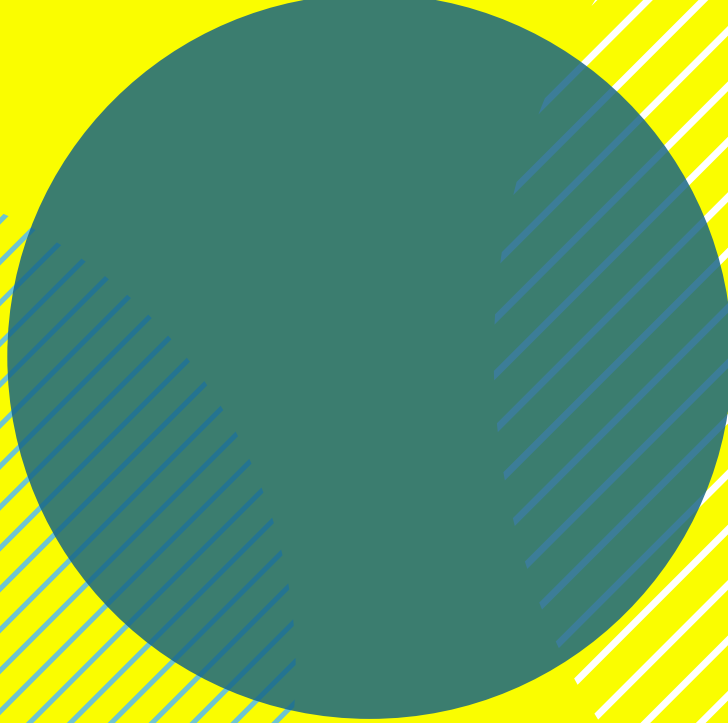


# MISSION

UCLA Latino Policy & Politics Initiative (LPPI) is a comprehensive think tank that addresses the most critical domestic policy challenges facing Latinos and other communities of color in states and localities across the U.S. LPPI leverages UCLA's cross-disciplinary strengths to create an enterprise-wide home for Latino social policy with expertise in over a dozen issue areas including civil rights, criminal justice, educational equity, health access, and voting and civic participation. LPPI fosters innovative research, leverages policy-relevant expertise, drives civic engagement, and nurtures a leadership pipeline to propel viable policy reforms that expand opportunity for all Americans. Learn more at: [latino.ucla.edu](http://latino.ucla.edu).



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