

*Oct-96
Jesse Munoz*

**MID-TERM REPORT
OF
THE SMITHSONIAN
LATINO OVERSIGHT COMMITTEE**

Submitted to:

The Secretary
Smithsonian Institution
Washington, D.C.

By:

The Latino Oversight Committee
Tomás Ybarra-Frausto,
Chairperson

August 1996

Latino Oversight Committee

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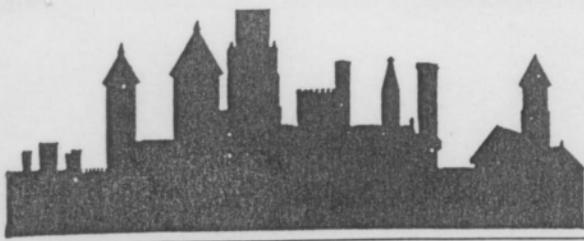
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SMITHSONIAN INSTITUTION LATINO OVERSIGHT COMMITTEE

August 16, 1996

Chair

Tomás Ybarra-Frausto, Ph.D.
The Rockefeller Foundation

Dear Mr. Secretary:

Co-Chair

The Hon. Ana Sol Gutiérrez
Montgomery County Board of
Education

Miguel Bretos, Ph.D.

Counselor for Latino Affairs
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The Hon. Esteban E. Torres

The Hon. Raúl Yzaguirre

National Council of La Raza

Manuel Melendez (Observer)

Office of Governmental Relations
Smithsonian Institution

The Latino Oversight Committee is charged with advising the Smithsonian Institution on the implementation of recommendations made by the Task Force on Latino Issues -- recommendations designed to make Latino participation in U.S. history, arts, and culture an integral part of the America reflected and represented in the Smithsonian.

The Committee has a two-year tenure, and more than half that time has now passed. Rather than waiting until the end of that period to communicate formally with the Institution regarding the progress and the obstacles the Committee has identified, we are submitting to you this interim report. It is our hope that the review and dialogue associated with the report will accelerate the process of genuine institutional change within the Smithsonian that is essential if the Task Force's recommendations are to be implemented "in substance and in spirit," as stated in your letter of appointment to the members of the Committee on February 27 of last year.

The Committee's goal is both very clear and very difficult to achieve. Inclusion of Latinos in all their diversity should be central to the ongoing, everyday work of the Smithsonian. Throughout the museums and components and programs of this vast and decentralized institution, staff should consciously yet routinely consider how to ensure the inclusion of Latino contributions and perspectives in collections, exhibitions, and programs.

The accurate and appropriate representation of Latinos within the Smithsonian is essential -- and not just because Latinos have a right to be recognized and valued as an integral part of their country's heritage. Only by accurately reflecting Latino and other ethnic contributions can the Smithsonian communicate to every visitor the nation's genuinely multicultural history and culture. Inclusion of Latinos is important to America's view of itself, and its future capacity to function as a diverse but unified nation. The Committee is in full agreement with the Commission on the Future of the Smithsonian Institution, which said in its report, *E Pluribus Unum: This Divine Paradox*:

The Smithsonian Institution is the principal repository of our nation's collective memory and the nation's largest public cultural space. It is dedicated to preserving, understanding, and displaying the land we inhabit and the diversity and depth of American civilization in all of its timbres and color....

The Oversight Committee enthusiastically endorses that goal. Since its formation, the Committee has worked hard to understand how decisions are made within the Institution and how positive change can be encouraged and sustained. We have reviewed a great deal of written material, and have met with the directors of museums and other components within the Institution. We have helped to decide how Latino Pool funds can be used to encourage and help support Latino-focused efforts, and have developed and recommended some specific initiatives. In all our activities, we have sought to plant and to nurture the seeds of change and sustainability.

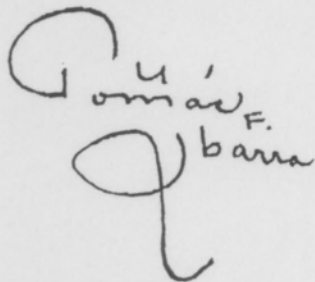
At present, the Committee sees some tracings of incipient change, but no firm contours. Some goodwill has been created, but has yet to be translated into permanent structures, programs, and employment. Your commitment, Mr. Secretary, has been clearly stated, but as yet the message has been heard faintly if at all throughout the many museums and offices of the Institution. The Oversight Committee recognizes the budgetary and political limitations under which the Smithsonian is operating, but also knows that much of the action needed is more human than financial.

By submitting this interim report -- which we view as a work in progress -- the Oversight Committee hopes to help you find ways to ensure that the message is heard, and acted upon, throughout the Smithsonian Institution. We hope that you will share it with your senior managers and bureau directors.

As you know, the Committee's next phase will include a series of external consultations with Latino scholars and culturally representative communities, including Latino museum directors, Latino advocacy and legal organizations, the Hispanic Congressional Caucus, and the Smithsonian's Latino Working Committee. We hope to use this mid-term report as one of the discussion papers for these consultations. Other topics for consultation include the development of Smithsonian Institution - Latino partnerships and alliances, the concept and feasibility of a Latino museum or Latino Studies Center, electronic outreach to Latino communities, and expansion of the educational role of the Institution.

We look forward to meeting with you September 11 to discuss the contents of this report and the next phase of the Oversight Committee's work.

Sincerely,

A handwritten signature in dark ink. The name 'Tomás Ybarra-Frausto' is written in a cursive, flowing style. The first part 'Tomás' is written with a large 'T' and 'o', followed by 'm' and 'á'. The last name 'Ybarra-Frausto' is written with a large 'Y', followed by 'b', 'a', 'r', 'r', 'a', and then 'F.' and 'r', 'a', 'u', 's', 't', 'o'.

Tomás Ybarra-Frausto
Chairperson
for the Committee

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I. Background and Historical Overview

In 1993, the Smithsonian Institution established a Task Force on Latino Issues, to "examine the status of Latino recruitment and employment at the Smithsonian; survey the programs currently underway that focus on Latino issues, culture, art and history; and recommend changes in policy and procedures that will be taken to increase employment of Hispanics at all levels of the Smithsonian and ensure that programs at the Smithsonian reflect the nation's cultural diversity." For more than a year, the Task Force of 15 Latino professionals carried out its mandate, assisted by an Executive Director and members of the Latino Working Committee at the Smithsonian. It met 17 times as a group and held dozens of smaller sessions.

In May 1994, the Task Force issued its report, *Willful Neglect: The Smithsonian Institution and U.S. Latinos*,¹ which was presented to the Secretary and Under Secretary and released to the public at a press conference at the Smithsonian. The report concluded that "the Institution almost entirely excludes and ignores Latinos in nearly every aspect of its operations," and offered ten major recommendations as a blueprint for significant change, emphasizing that "The Smithsonian must commit itself to making Latino initiatives a permanent part of the Institution, and Latino experts -- in sciences, art, history and technology -- a permanent presence" within the Institution. It also recommended establishment of an oversight committee to carry out the Task Force's mandate to "oversee the implementation of the recommendations."

The Smithsonian Institution offered several responses to the report. Copies were provided to the Regents and to museum directors and other senior personnel. Dr. Miguel Bretos, a member of the Task Force, received a temporary appointment as Counselor to the Secretary for Latino Affairs. As of Fiscal Year (FY) 1995, a "Latino pool" of \$1 million per year was established to seed and encourage Latino initiatives, from acquisitions to exhibitions, from Spanish-language brochures to special outreach initiatives. In his installation address in September 1994, the incoming Secretary, I. Michael Heyman, made inclusiveness one of his three identified priorities, promising that "we will be paying special attention in the next few years to that large group of Americans of Hispanic origin whose culture has not adequately been represented at the Smithsonian."

In February 1995, the Secretary formed a Latino Oversight Committee "to advise us on the implementation of those [Task Force] recommendations in substance and spirit." He re-emphasized his commitment to the Smithsonian as "a representation of American history, art, and culture that is inclusive of all the members of our national community," and his special concern that "Latinos, the heirs of a tradition that has existed for almost five hundred years on this continent, be included in all our operations, activities, and programs." He appointed seven Latinos from outside the Smithsonian (three from the original Task Force) and Dr. Bretos from inside the Institution; four Latino Congressmembers and Task Force Chair Raúl Yzaguirre, the President of the National Council of La Raza, as *ex officio* members; and the head of the Latino Working Committee as an observer. He asked Dr. Bretos to serve as the Committee's primary link with the Office of the Secretary.

1) find out Collection that Reflect - Chief.
Latino Art in Collection.

The Committee was originally scheduled to meet three times a year, but the scope of its work necessitated a change to bi-monthly face-to-face meetings, with telephone conference calls in between. Meetings have been expanded to two days, with the Committee reviewing and discussing written materials, holding working sessions, hosting directors of various Smithsonian components to discuss their programs and efforts to include Latinos, and monitoring the progress of Latino-related projects throughout the Smithsonian. Members also have individual responsibility for addressing specific issues, such as budget, programs, and employment. Several professional staff have been detailed to provide part-time support.

The Oversight Committee will prepare a final report at the end of its two-year tenure. In that report, the Oversight Committee wants to be able to point to significant institutional progress in making Latinos an integral part of the Smithsonian Institution. By providing this brief interim report as a mid-point "report card," the Committee hopes to highlight both progress and problems in implementing the original Task Force recommendations and the stated priorities of the Secretary -- and provide both the information and the "early warnings" needed to overcome identifiable obstacles to successful implementation of the recommendations.

In preparing this mid-term report, the Oversight Committee continued to focus on five major areas addressed in the original Task Force recommendations: structure and governance, collections, exhibitions, educational programs, and employment.

II. Findings: Institutional Responses to the Task Force Report

The Latino Oversight Committee has concluded that, in the two years since the release of the report of the Task Force on Latino Issues, *Willful Neglect: The Smithsonian Institution and U.S. Latinos*, the Smithsonian Institution has made limited progress towards the inclusion of Latinos. Commitment to change has come from the top, but implementation lags far behind commitment in this very decentralized Institution. The current decentralized decision making and inconsistent implementation of Latino initiatives by the various museum directors may require that the Provost, together with Deputy Directors, carry out a more forceful oversight and reporting function with regard to operational-level activities.

Attachment A to this report summarizes reported progress towards the ten major recommendations contained in the Task Force report, *Willful Neglect*. The most important findings are summarized below.

Some specific institutional progress has been made. Most notably:

- Two Latinos now hold permanent senior management positions, as General Counsel for the Smithsonian and Deputy Director of the Air and Space Museum.
- Despite budget limitations, Latino Pool funds of \$1 million per year have been maintained over a two-year period, and are supporting a variety of Latino initiatives. *What are they?*
- The National Museum of American History has begun to institutionalize Latino inclusion. It has established a Latino managing group for its Latino initiatives and convened a Latino advisory group which set measurable goals through 2000, including acquisitions, exhibits, conferences, and programs. Its mission statement now "dedicates its collections and scholarship to inspiring a broader understanding of our nation and its many peoples." *more info.!*
- The National Museum of American Art has begun to integrate Latinos into its educational programs. With funding from the Latino Pool, it has prepared a set of educational materials on "Latino Art and Culture in the U.S.," including a video and study guide. It has also provided a summer institute for teachers of Latino art and culture; translated its general museum brochure into Spanish; and begun to offer bilingual museum tours on a regular basis. *more info.!*
- The Latino Graduate Training Seminar is bringing young Latino scholars to the Institution. Developed for the Center for Museum Programs by a Task Force member and the Inter-University Program for Latino Research (IUPLR),

the seminar is now in its third year, and a related fellowship program is in its second year. Partial funding is provided through the Latino Pool.

- **Latino participation in internship and fellowship programs has increased.** The proportion of Latino interns in the Minority Internship Program was 37% during each of the last two years, with help from Latino Pool funding, and the proportion of Latinos in the Smithsonian Institute Fellowship Program increased from 1.3% in 1994 to 7.6% in 1995.

Overall, however, the initiatives undertaken to date are largely supported by funding from the Latino Pool and are heavily skewed towards short-term, temporary activities rather than permanent institutional change. There has been little measurable progress in the critical areas of collections and exhibitions, and limited progress on employment. Efforts are rarely systematic or systemic. Most Latino initiatives are small-scale efforts dependent on Latino Pool funds, and these funds have not been matched or leveraged with either "hard" money from operating funds or private resources raised through development efforts. About 43% of the Latino Pool funds awarded in FY 1995 (\$358,350 of \$842,644) remained unused as of May 1996. The Secretary has created a Counselor for Latino Affairs, but the position is temporary. As of June 1996, key recommended initiatives such as the indexing project had not yet begun as a system-wide effort, although some units had initiated resource identification projects. The planned museum feasibility study was just about to begin.

Hispanics remain severely underrepresented in governance; little change has been reported since 1994. The 16-member Board of Regents includes one Latino, appointed just as the Task Force report was being completed. The number of Latinos on the 51-member Smithsonian National Board has increased from one (2%) to two (4%), but the number of Latinos on the 21-member Smithsonian Council has decreased from four (19%) to three (14%). No net increases from the 1994 figures were identified in Latino representation on museum councils or advisory boards. Only five Latinos are members of the 13 different museum-specific boards, which have a total of approximately 300 members; thus Latinos are less than 2% of their combined membership.

Some limited progress is evident in employment. Between 1994 and 1995, there was a net increase of 15 U.S. Latino employees -- from 182 to 197. At the end of 1995, when U.S. Latinos constituted about 10% of the total U.S. population, they accounted for 3.1% of the Smithsonian's total workforce of 6,405 employees; this represented an increase from 2.8% in 1994 and 2.3% in 1990.* Racial/ethnic composition of the Smithsonian

* The Smithsonian typically presents workforce statistics which include the employees of the Smithsonian Tropical Research Institute (STRI) in Panama. As in the original Task Force report, this report excludes STRI employees, most of whom are Panamanian, from its analyses. The Oversight Committee is concerned with representation of U.S. Latinos within the Smithsonian workforce in the United States. A report on Latino employment, "Latinos in the Smithsonian Revisited," is being prepared for the Oversight Committee by Don E. Bradley and Eric Paulino of the University of Texas at Austin; the employment data in this document come from the interim version of that report.

workforce in 1994 and 1995 is summarized below (See box); similar information by grade level was not yet available when this report was prepared. The two most important Latino appointments in 1995 were the General Counsel and the Counselor for Latino Affairs; in July 1996, a Latino was hired as Deputy Director of the Air and Space Museum, becoming the first Latino Deputy Director of a Smithsonian museum. The Counselor for Latino Affairs remains a temporary position.

PROFILE OF THE SMITHSONIAN'S WORKFORCE
(EXCLUDING STRI STAFF IN PANAMA),*
1994 AND 1995

	1995		1994	
	No.	%	No.	%
African Americans	2,137	33.4	2,197	33.8
Hispanics	197	3.1	182	2.8
Asian Americans	219	3.4	205	3.2
American Indians	68	1.1	67	1.0
White Non-Hispanics	3,784	59.1	3,843	59.2
Total	6,405	100.1	6,494	100.0

* Data calculated by Don E. Bradley and Eric Paulino for "Latinos in the Smithsonian Revisited: An Interim Report," The University of Texas at Austin, July 22, 1996. Figures exclude the employees of the Smithsonian Tropical Research Institute (STRI), which is located in Panama.

The Smithsonian lacks meaningful equal employment processes and oversight. Equal employment opportunity (EEO) oversight of annual diversity action plans is weak and ineffective for effecting change in current recruitment, hiring, retention, and promotion practices. No records are kept of the number of Hispanic job applicants. Until these fundamental employment processes and practices are significantly modified, the workforce profile at the Institution will continue to demonstrate a serious underrepresentation of Latinos at all employment levels and possible non-compliance with federal EEO guidelines.

A Latino museum on the Mall receives little support or encouragement from senior officials, partly because of current budgetary and political constraints. However, the Oversight Committee believes that it may be possible to take advantage of partnership arrangements to establish one or more museums portraying the historical, cultural, and artistic achievements of U.S. Hispanics, as recommended by the Task Force. Such a partnership approach to new museums was recommended in general terms in *E Pluribus Unum: This Divine Paradox*, the report of the Commission on the Future of the Smithsonian Institution.² The Oversight Committee voted in January 1996 to proceed with a feasibility study for the development of a national Latino museum on the Mall or a museum complex involving formal relationships or partnerships between the Smithsonian and existing Latino museums. There has been a delay in arranging for the necessary funds from the Latino Pool to begin the study; however, a consultation with Latino museum professionals, scholars, and

community representatives to explore this concept is scheduled for fall of 1996, initiated and coordinated primarily by members of the Oversight Committee.

Another developing partnership with Latino university researchers offers considerable promise. The Center for Museum Studies and the Inter-University Program for Latino Research -- a national coalition of Latino academic centers at major universities nationwide -- are collaborating. One initiative is the establishment of a Latino Studies Center at the Smithsonian, with the scope and potential to foster an increased Latino presence throughout the Institution. The Center for Museum Studies has allocated office space to the IUPLR, and other joint efforts are being investigated. The partnership promises long-term, institution-wide benefits for the Smithsonian and the Latino community through the possibility of a wide variety of projects and the capacity to raise outside funding.

The centrality of Latino contributions and culture to U.S. history and society is understood at the very top levels of the Smithsonian, but has not yet permeated the Institution, which tends to operate as 16 largely autonomous entities with limited accountability to a central administrative body. There is not yet evidence that museum directors as a group see the inclusion of Latinos in their collections and permanent exhibitions as central to their presentation of the diversity of America -- or even that they all recognize the importance of presenting American diversity. The recent top management restructuring places clear responsibility for administration with the Under Secretary and responsibility for program with the Provost (See Attachment B for the new organizational chart). However, central direction and oversight remain limited, with much direction and decision making executed independently at the museum level. Moreover, when restructuring occurred, no action was taken to create a senior management position with the responsibility for multicultural initiatives or the authority to implement stated diversity and inclusiveness goals.

Accountability mechanisms still do not exist within the Institution for ensuring that change occurs. With a very few exceptions, museums and offices have not developed measurable Latino inclusiveness objectives against which to evaluate themselves and be assessed by others, nor has action regarding Latino inclusiveness been made a part of personnel evaluations for top-level management, including museum and office directors. While *E Pluribus Unum* eloquently states the need for inclusiveness, the report provides only the broadest strategies for accomplishing this, nor have the various museums and other units been asked to establish plans for integrating Latinos into their collections, exhibitions, and programs. As a result, even when museums or components choose to report Latino-related activities, there is no basis for judging their long-term significance or their relation to the overall work of each unit. Once this Oversight Committee ceases to exist, there will be no entity with both the authority and the responsibility to ensure continued follow-up on Task Force recommendations. The Office of the Counselor for Latino Affairs can play an essential role in encouraging and assisting in Latino initiatives, but lacks the permanence and clout to maintain accountability.

Inclusion of Latinos in exhibits and collections, when it occurs, is too often additive, a kind of cultural afterthought. For example, *America's Smithsonian*, the exhibit

touring the country for the Smithsonian's 150th birthday, now includes 12 Latino artifacts, including a jacket that belonged to César Chávez. Latino artifacts represent 3.4% of the 350 items in the exhibit. There is no Latino representation in the exhibit's fine arts or contemporary arts sections. The implicit message conveyed by the exclusion is that Latinos may be part of America's ethnographic history, but have made few contributions to the more sophisticated arts.

Much of the Smithsonian does not yet demonstrate an understanding of the changing demographics of the United States or the diversity of the U.S. Latino community. According to the most recent Bureau of the Census projections, Latinos will be the largest minority group in the U.S. before 2010. By 2050, half the U.S. population will be minority -- and one-fourth (24%) will be Latino. Major U.S. corporations have already recognized the importance of this market change, and have begun to restructure their strategies, plans, workforces, products, and services to reach the growing U.S. Latino population. Yet Hispanic market opportunities have not been explored and integrated into Smithsonian development or marketing initiatives. Moreover, Latino inclusion requires an in-depth understanding of the Latino population in all its diversity. It cannot be accomplished simply through representation of Mexican Americans, Puerto Ricans, and Cubans. Recent migrations include large Central American and Caribbean Latino populations. If the Smithsonian is to accurately represent the constantly changing mosaic that is the U.S. population, it must update not only its collections and exhibitions, but also its knowledge and understanding of U.S. diversity and immigration.

The Smithsonian still tends to approach the Latino experience from the "outside in," beginning with Latin America rather than the U.S. This contributes to a view of Latinos as primarily immigrants, even though the Latino presence and experience in what is now the United States predates that of the British. Only by focusing upon the U.S. Latino experience will the Smithsonian's exhibitions and collections accurately represent the centrality of Latino contributions and culture within U.S. history and society -- which is the Oversight Committee's vision for the Smithsonian Institution of the 21st century.

Quote

III. Moving Forward: Making the Most of the Next Year

The Oversight Committee is concerned about the inability to identify significant institutional progress in the critical areas of governance and structure, collections, exhibitions, educational programs, and employment -- and the lack of evidence that real institutional change has become widespread and inevitable. The message of Latino inclusiveness must permeate the institution, so that Latino contributions and perspectives are a normal, automatic consideration in acquisitions, exhibitions, outreach, education, and other initiatives. When decisions are being made, people will routinely say: "What does this mean for the Latino population in the United States?" and "What has been the role of Latinos -- and African Americans, and Native Americans, and Asians/Pacific Islanders -- in this issue?" While differing gradations of progress can be identified within the various museums and units, recognition of the importance of Latino inclusiveness has not reached a critical mass within this highly complex and decentralized institution.

Creating the necessary institutional change requires a combination of leadership and focused attention both by top-level institutional administrators and by the museum directors. The following specific actions require high priority:

1. A system of accountability for progress on Latino inclusiveness must be established within each museum and throughout the Smithsonian, through the efforts of the Secretary, the Provost (for collections and exhibitions) and the Under Secretary (for employment). Substantive and measurable objectives related to Latino inclusiveness must become a part of each museum's and each component's annual plan, and a part of each manager's performance evaluation. Progress towards objectives must be regularly reported by senior management through the Provost to the Office of the Secretary and the Counselor for Latino Affairs, shared with the Oversight Committee, and monitored internally. Benchmarks must be established and tracked for each museum and unit, with regard to collections, exhibitions, and employment. Without information and accountability, institutional change within such a decentralized institution will not occur.
2. Institution-wide efforts are needed to increase Latino representation in governance and in employment, especially at senior levels. While some limited progress has been made in employment, Latinos will remain severely underrepresented until there is a targeted plan on employment, promotion, and retention of Latinos, from top management to the guard force. Monitoring of this process would be facilitated if the Institution kept records of the number of Hispanic job applicants. In addition, internal documents and reports should not include the Smithsonian Tropical Research Institute (STRI) workforce in Panama in Latino employment totals, since these employees are not U.S. Latinos and their inclusion may bias statistical profiles.

The Smithsonian should emulate open hiring and quick-hire practices currently in use by many federal agencies. Emphasis should be placed on permanent hires, in order to establish a continuing, institutionalized presence.

The leadership of key personnel is essential to improving Hispanic representation in both governance and employment. The Under Secretary's leadership and commitment can serve a critical role in the employment process. Similarly, the Provost can play a key role in improving Latino representation on museum-specific boards and advisory groups.

3. A clearinghouse for information about highly qualified Latino candidates for governance or senior employment opportunities must be established, and the Under Secretary should ensure that this information is requested and used in filling all vacancies. One of the barriers to increasing Latino representation is the lack of a constantly updated and expanded pool of Latinos who are both highly qualified for and interested in senior governance or employment positions. Close monitoring of this important activity by the EEO office must be mandated. The Counselor for Latino Affairs can help ensure the identification of highly qualified and interested Latinos for both governance and employment opportunities. If a Latino presence is institutionalized, then a Counselor for Latino Affairs will no longer be needed. However, the position is very important at present, and the status of the position -- and its ability to help create Latino inclusiveness -- cannot be maximized if it is seen as transitory.
4. The feasibility study for a Latino museum and for museum partnerships must be completed and its results used as a basis for action. This requires that adequate funds be allocated and Oversight Committee members coordinate and monitor this effort, with the assistance of the Counselor for Latino Affairs. Whether or not a new museum on the Mall is a practical option, partnerships must be established between Smithsonian museums and Latino museums to jointly develop exhibitions and carry out research. This should involve:
 - Arrangements for "exhibit slots" on the Mall, within the Museum of American Art, the Museum of American History, the Museum of Natural History, and other appropriate facilities, and within the Smithsonian Institution Traveling Exhibition Services (SITES);
 - Working relationships with schools and community-based organizations to participate in educational programs; and
 - Joint fundraising benefiting both the Smithsonian and the partner institutions.
5. The Office of Institutional Advancement should take immediate steps to gain an understanding of the Hispanic market and prepare the Smithsonian to effectively reach potential members, donors, and sponsors within the Latino community. The Office should carry out two related initiatives:

- Gauge the Hispanic community's awareness of and interest in the Smithsonian Institution, and test the viability of and strategies for attracting contributing memberships within the Hispanic community; and
 - Assess the growing Hispanic market and how it might be tapped for fundraising and development.
6. **The awarding of Latino Pool funds must be redesigned and restructured to contribute to lasting institutional impact with regard to collections, exhibitions, educational programs, and/or employment.** The Committee believes that one true measure of institutional commitment and change is the use of "hard" money to support Latino initiatives, and believes that Latino Pool funds should be matched on at least a one-to-one basis. Entities requesting Latino Pool funds should be required to prepare a multi-year strategic plan showing how the proposed funds will contribute to specific measurable objectives, identify plans for partnerships with other entities, and indicate how Latino Pool funds will be leveraged through internal matching funds and resources (such as staff time) and external fundraising. Funding amounts from the Latino Pool must be large enough to justify this effort and to contribute to significant institutional objectives. Funding should be for a specified time period, and unobligated funds should be returned to the Latino Pool for re-allocation at the end of that period, unless special circumstances can be demonstrated.
 7. **An Institution-wide indexing project must be initiated, to determine what material is already held in Smithsonian collections.** This is a necessary step in working towards the goal of a central Latino presence in collections, exhibitions, acquisitions, and research. The work done by the Archives of American Art might provide a model for an indexing effort.
 8. **As it plans and implements its information technology initiatives, the Smithsonian must "build in" ongoing consideration of the needs and resources of the Latino community.** By considering Hispanics in the development stages, the Smithsonian can prevent later neglect of Hispanic needs.
 9. **The Oversight Committee must broaden its scope, to obtain perspectives from three different Latino constituencies: museum directors and scholars, advocates and public officials, and the general public.** Up to now, the Committee has been looking largely inward, at the Smithsonian. Now it must add an external component, consulting with various segments of the Latino community to obtain and accurately reflect their interests and concerns, and ensure their participation in making the Smithsonian Latino-inclusive.

Not only Latinos but all Americans expect inclusiveness from the Smithsonian, as an institution which is largely publicly funded; failure to meet this requirement will have consequences. As the nation becomes more diverse, the Smithsonian too must change, or it will find itself increasingly unable to fully reflect the American experience and unrelated or irrelevant to a growing proportion of the population. It will begin to lose credibility with

much of its current funding base -- including the federal government -- and will be unable to tap the growing Latino market. Much time has already been lost.

By the time the Oversight Committee submits its final report, it should be able to state with confidence that *Willful Neglect* is a problem of the past. The Smithsonian Institution as a whole should be able to demonstrate a shared commitment, clear progress, measurable objectives, and a practical plan for ensuring that Latino history and culture become and remain an integral part of the Institution. Latinos should be a permanent presence on the Mall and throughout the Institution's growing national and international complex of facilities and programs -- as staff experts, consulting specialists, members of governing and advisory bodies, volunteers, and visitors.

ENDNOTES

1. *Willful Neglect: The Smithsonian Institution and U.S. Latinos, Report of the Smithsonian Institution Task Force on Latino Issues*. Washington, D.C.: The Smithsonian Institution, May 1994.
2. *E Pluribus Unum: This Divine Paradox*, Report of the Commission on the Future of the Smithsonian Institution. Washington, D.C.: The Smithsonian Institution, May 1995.

ATTACHMENT A: REPORTED PROGRESS TOWARDS LATINO TASK FORCE RECOMMENDATIONS*

Recommendation	Reported Change/Progress
1. The Smithsonian must seek out Latinos for governance and advisory bodies, and in identifying individuals to serve in such positions must adopt the American Association of Museums commitment to broad inclusion of all segments of the populations served by the museums.	Latino involvement in Smithsonian governance at the top levels is essentially unchanged from 1994, when the Task Force report was issued. • Of 16 members of the Board of Regents, the Smithsonian's governing board, one "citizen" member is Latino (no change); Congressman Esteban Torres is among the nominees for a Congressional seat that is currently vacant. • Of 51 members of the Smithsonian National Board, which is heavily involved in fundraising, two are Latino (increase of one). • Of 21 members of the Smithsonian Council, which advises the Secretary, three are Latino (decrease of one). • Only five Latinos (1.7%) are among the 299 current members of the 13 museum-specific boards; there has been no net change in Latino membership on individual museum boards since the time of the Task Force report. While some individual museums have indicated plans to appoint Hispanics to their boards, there is no evidence of a system-wide mandate or a recruitment support structure to help broaden representation on museum advisory boards or committees.

* During the tenure of the Latino Oversight Committee, various museums and offices of the Smithsonian have reported a wide variety of activities and initiatives involving Latinos. These reports -- which include everything from temporary hires and brief activities to major projects -- are combined into a cumulative "grid," updated periodically by the Office of the Counselor for Latino Affairs, and reviewed by the Committee at its meetings. For the purposes of this report, the Committee has selected from the reports those efforts which relate to the recommendations of the Task Force and are potentially significant in contributing to the inclusion of Latinos within the Smithsonian Institution.

Recommendation	Reported Change/Progress
2. The Smithsonian must commit itself to employing, retaining, and promoting a critical mass of Latinos throughout the Institution. Changes in job definition, recruitment, selection, mobility, and retention processes will be required in order to accomplish this. Specific recommendations relate to the following: • High-level program and management areas • Senior positions throughout the Institution • Latino curators • Recruitment	Some limited progress has been made, most notably two permanent senior appointments, but there has been only a small increase in overall Latino employment, and many Latino hires are temporary. Unlike some federal agencies, the Smithsonian is not using the quick hire process to increase Latino employment. The recent restructuring of senior positions within the Smithsonian offered an opportunity for increased diversity that went largely unrealized. • Overall employment: Between 1994 and 1995, there was a net increase of 15 U.S. Latino employees, from 182 to 197; the percentage of Latinos increased from 2.8% to 3.1%. In 1990, U.S. Latinos accounted for only 2.3% of the Smithsonian workforce. These figures exclude the employees of the Smithsonian Tropical Research Institute (STRI) in Panama, most of whom are Panamanian nationals. • High-level permanent appointments: Two high-level permanent appointments have gone to Latinos: John Huerta was hired as General Counsel in 1995 and Donald S. López as Deputy Director of the Air and Space Museum in 1996. • Senior positions: Dr. Miguel Bretos was appointed Counselor for Latino Affairs in 1994. However, this is a temporary, annual appointment, not a permanent position. • Curators: One Latino curator was hired by the Hirshhorn, replacing a Latino who left, for no net gain in the museums since May 1994, when there were two Latinos (1.4%) among 145 curators at the museums. The Center for Folklife Programs & Cultural Studies promoted a Latino to Curator and Folklife Specialist. • Recruitment: The Directors' Search Committees at the National Museum of American History and the National Air and Space Museum each have a Latino member, and the Smithsonian Associates have begun to list job announcements in <i>Hispanic Link Weekly Report</i>.

Recommendation	Reported Change/Progress
3. Two new positions and a new office must be established within the Smithsonian to assure significant action to implement the Task Force's recommendations and ensure that the Smithsonian becomes representative of the diversity of the population of the United States: • A Special Assistant reporting directly to the Secretary • An Office of the Assistant Secretary for Special and Multicultural Initiatives	Action has been taken on one of the specific recommendations. • Special Assistant: A Counselor for Latino Affairs reporting directly to the Secretary has been hired, although the position is not permanent. He is assisted by several staff, most detailed from other positions or serving on a part-time basis. • Assistant Secretary for Special and Multicultural Initiatives: No action has been taken on this recommendation, despite recent restructuring of top management functions.

Recommendation	Reported Change/Progress
4. The Smithsonian should begin immediately to do the groundwork needed to assure the establishment of one or more museums portraying the historical, cultural, and artistic achievements of U.S. Hispanics. The form and focus of these museums should be determined in consultation with Latino scholars and with representatives of the Latino community.	Development of a Latino museum on the Mall has received little support from the Smithsonian. However, some alternative approaches are now beginning to be explored. • The Secretary told the Oversight Committee in March 1995 that this may not be "the most opportune time to think about a separate museum," given the economic and political climate. • <i>E Pluribus Unum: This Divine Paradox</i>, the Report of the Commission on the Future of the Smithsonian Institution, recommends that "The Smithsonian should essentially assume a moratorium on new museums, other than what has already been approved." However, it recommends that "To create a cultural community as well as to celebrate, display, and study diversity, we believe that partnerships with institutions <u>outside Washington should be established</u>" and <u>raises the possibility of "The development of a few museum or research partnerships – for categories such as ethnic groups...."</u> • The Oversight Committee voted in January 1996 to proceed with a feasibility study concerning the development of a national Latino museum and a museum complex comprising formal partnerships between the Smithsonian and existing Latino museums. There has been a delay in arranging for the necessary funds to begin the study, from unused FY 1995 Latino Pool funds and FY 1996 Latino Pool funds set aside for the Committee's use. As part of the study, a consultation with Latino museum professionals, scholars, and community representatives will be held in the fall of 1996. • The collaborative efforts of the Center for Museum Studies and the Inter-University Program for Latino Research (IUPLR) to establish a Latino Studies Center at the Smithsonian were endorsed by the Oversight Committee in January 1996. In June, the Committee was briefed about the proposed scope and mission of the Latino Studies Center, and expressed keen interest in its potential to foster an increased Latino presence throughout the Institution.

Recommendation	Reported Change/Progress
5. The Smithsonian must take steps to assure a permanent Latino presence in the collections and programs of the Institution. To accomplish this, the Smithsonian should: • Conduct an index project on Latino collections, exhibitions, acquisitions, and research • Develop a Hispanic American History Division at the National Museum of American History • Develop and implement education programs • Conduct outreach programs designed specifically for Latino audiences • Provide opportunities for Hispanics through national internship and fellowship programs	A small number of Smithsonian components have taken significant steps to begin developing a permanent Latino presence in their collections, exhibitions, and programs. However, most museums and components of the Smithsonian have not yet begun systematic or systemic action. Many components report some Latino-related activities, but most initiatives have been funded through the Latino Pool, and few are linked to "hard" funds or institutional change. • Collections and programs: In FY 1995, Latino Pool funding went to seven entities within the Smithsonian for uses ranging from acquisitions to bilingual informational materials; as of May 1996, about 43% -- \$358,350 out of the \$842,644 awarded -- remained unused. In FY 1996, funds from the Latino Pool went to 19 different components, with the largest amounts to the Smithsonian Institution Traveling Exhibition Services (SITES) for planning and development of exhibitions involving Latinos, and to the National Museum of American History, for the Teodoro Vidal collection of Puerto Rican materials. • Index project: No Institution-wide index project has been initiated. With funding from the Latino Pool, the Archives of American Art has published a guide to its Latino papers and how scholars can use them. • The National Museum of American History: The museum has created a managing group for its Latino initiatives and convened a Latino Advisory group which clarified goals through 2000, including acquisitions, exhibits, conferences, and programs. • Education programs: <i>E Pluribus Unum</i> stated that "in the coming decades educational outreach to diverse elements in U.S. society must be a primary purpose for the Institution." Very limited progress has been made in this endeavor: ♦ The National Museum of American Art has begun to integrate Latinos into its education programs. With funding from the Latino Pool, it produced a set of educational materials, "Latino Art and Culture in the U.S.," including a 26-minute video and 72-page study guide. It also provided a 1995 summer institute for teachers of Latino art and culture, has translated its general museum brochure into Spanish, and offers bilingual museum tours on a regular basis.

Recommendation	Reported Change/Progress
5. Continued • Develop and implement education programs • Conduct outreach programs designed specifically for Latino audiences • Provide opportunities for Hispanics through national internship and fellowship programs	♦ The Center for Folklife Programs & Cultural Studies has several Latino-focused programs; a Latina now chairs its Education Projects. Outreach programs: <i>E Pluribus Unum</i> noted that while the Smithsonian serves the local population, "neither the large African American nor the growing Latino communities residing in the city are as well represented among the visitors as they might be. The Smithsonian's staff is well aware of this, and steps have been and are being taken to make the museums inviting, interesting, and relevant to those communities." Latino-focused outreach activities include the following: ♦ The Office of Public Affairs prepared a bilingual guide to "Latino Resources at the Smithsonian," and Spanish-language fliers are being developed for each Smithsonian museum, to be available from all reference/information desks, and distributed by the Visitor Information and Associate Reception Center. ♦ The Office of Elementary and Secondary Education has hired a Latina to lead the Office's outreach efforts. ♦ The Smithsonian Associates have sponsored several performances, lectures, and study tours with Latino themes, some focusing on Latinos in the U.S. ♦ The National Zoo, using Latino Pool funding, added a Latino component to its "scientist in the classroom" project, directed at students in grades 4-6 in D.C. public schools with high Latino enrollment. • Fellowships and internships: The Center for Museum Programs is continuing its Latino Graduate Training Seminar in collaboration with the Inter-University Program for Latino Research. The project was brought to the Smithsonian in 1994 by a member of the Latino Task Force (now a member of the Oversight Committee), and a related fellowship program is in its second year. In addition, the Office of Fellowships and Grants reports that 37% of its minority interns were Latinos during each of the past two years. Within the Smithsonian Fellowship Program, the number of Latinos increased from one of 77 (1.3%) in 1994 to five of 66 (7.6%) in 1995.

Recommendation	Reported Change/Progress
5. Continued • Provide opportunities for Hispanics through national internship and fellowship programs	• Partnership: The partnership established between the Center for Museum Studies and the IUPLR promises long-term, Institution-wide benefits. The Center for Museum Studies has allocated space for the IUPLR, enabling these entities to maintain and strengthen existing joint efforts and initiate new projects such as graduate training seminars, a fellowship program, a senior residency program, and a Latino Studies Center. A joint proposal for outside funding has been developed.
6. The Smithsonian must engage in budget review and development efforts required to assure adequate core funding for Latino initiatives, including both new and existing efforts. • Funding and staffing for existing Latino-related programs • Use of the 1994-2000 mission statements, situational analyses, and budget goals and objectives • Latino development officers	During the past two years, federal budget cuts and long delays in the approval of the federal budget have made meaningful budget review very difficult, and this is a major reason for the very limited progress on this recommendation. • Core funding for Latino initiatives: The Latino Pool funds of \$1 million per year have been retained despite budget limitations, and have supported some existing efforts such as the Center for Museum Studies/Inter-University Program for Latino Research Graduate Training Seminar and Latino fellowship programs, and permitted some new initiatives by both museums and other Smithsonian units. However, the Oversight Committee has seen little evidence of leveraging of Latino Pool funds with either "hard" funding from recipients' operating budgets or private-sector resources. • Budget goals and objectives: There has been little evidence of Latino programming objectives becoming an integral part of the budgets or objectives of museums or programs. • Latino development officers: No permanent Latino hires were reported by the Office of Membership and Development. Oversight Committee members responsible for review of budget issues believe that alternative sources of funding, obtained through development and merchandising, will be critical to obtaining adequate resources to support Latino initiatives within the various Smithsonian museums and components. No such focus or plans are evident at this time.

Recommendation	Reported Change/Progress
7. Accountability must be established and enforced at all levels, especially at the top – including Assistant Secretaries and Deputy Assistant Secretaries. • Communication of requirements for Latino initiatives and inclusion • Cultural competence training	While statements of the commitment to include Latinos have come from the top, no specific accountability has been established. Following restructuring, the Assistant Secretary positions no longer exist; the Under Secretary is now responsible for administration including employment, and the Provost oversees program, including the museums. The Oversight Committee is aware of the development of specific objectives related to Latino initiatives and inclusion in only one Smithsonian entity: the National Museum of American History. • Statements of commitment: Clear statements have come from the Secretary and from a major advisory group. ◆ The Secretary clearly stated in his inaugural address his commitment to the inclusion of Latinos in all the Smithsonian's "operations, activities, and programs." ◆ <i>E Pluribus Unum</i> stresses that the Institution is "dedicated to preserving, understanding, and displaying the land we inhabit and the diversity and depth of American civilization in all of its timbres and color." It emphasizes that "the Smithsonian collections themselves should be inclusive, reflecting the changing diversity of the population" and that "The nation's motto, <i>e pluribus unum</i>, should also be the Smithsonian's." • Accountability: There is no evidence that annual program performance plans and/or performance evaluations of Smithsonian staff at any level reflect an accountability system which considers their performance regarding Latino inclusion or requires any objectives associated with such inclusion. • Cultural competence training: No such training has been reported.

Recommendation	Reported Change/Progress
8. Latino contributions must become an integral part of the Smithsonian's general collections, for the benefit of the entire country.	While some small but identifiable progress is being made, largely due to the funding provided by the Latino Pool, Latinos remain severely underrepresented in the Smithsonian's collections and exhibitions. Several members of the Oversight Committee have contributed their own collections or assisted with acquisitions. • The Latino Pool funds are contributing to some specific Latino acquisitions by the Hirshhorn, Archives of American Art, National Museum of American Art, National Museum of American History, Cooper-Hewitt National Design Museum, and Smithsonian Institution Library. • <i>America's Smithsonian</i>, the exhibit touring the country for the Institution's 150th birthday, includes 12 Latino artifacts, among them César Chávez's jacket, but there is no Latino representation in the exhibit's fine art or contemporary art sections. Since the exhibition includes 350 artifacts, Latino items represent 3.4% of the total. • The Smithsonian still tends to look at Latinos "from the outside in" rather than "from the inside out." Many of its museums and components are more likely to focus on Latin America than on Latinos in the United States. In reporting information about their collections, museums are likely to discuss "Latin American" rather than "Latino" or "Hispanic" objects.
9. The full picture of Latino participation in the programs and components of the Smithsonian is not yet understood; additional review and analyses are required to obtain additional information about a variety of issues.	Some limited information about Latino participation in various Smithsonian programs has been obtained by the Oversight Committee, largely through dialogue with the heads of various programs and components. However, the lack of any formal reporting process and very limited staff resources within the Office of the Counselor for Latino Affairs make this process slow and difficult. • As did the Latino Task Force, the Oversight Committee finds it difficult to obtain data from the various museums and components of this decentralized Institution; this makes it difficult to assess progress and obstacles to Latino inclusion. • The Latino Task Force recommended that a member of Congress request a GAO study; the offices of Congressman Torres and Congressman Serrano are identifying focus areas for GAO investigations.

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Recommendation	Reported Change/Progress
10. There must be a commitment to full inclusion of Latinos, and a firm plan for accomplishing certain specified objectives within the next year. Responsive processes and action steps must be adopted by the governing bodies of the Smithsonian -- the Regents, Congress, and senior management.	Despite strong statements from the Secretary and a commitment to inclusiveness in major documents such as <i>E Pluribus Unum</i>, this high-level commitment has not been translated into measurable objectives or practical expectations for all museums and components within the Institution. - A few museums and components have moved to make Latino inclusion central to their work. For example, the National Museum of American History has changed its mission statement, which now says that it "dedicates its collections and scholarship to inspiring a broader understanding of our nation and its many peoples." - In the absence of objectives and timelines related to Latino inclusion within the workplans of the various units of the Smithsonian, neither the leadership of the Smithsonian nor the Oversight Committee has any systematic means of monitoring progress towards implementation of Task Force recommendations or operationalization of the Secretary's commitment.

[Professional support for the preparation of the Latino Oversight Committee's Mid-Term Report was provided by Emily Gantz McKay of MOSAICA: The Center for Nonprofit Development and Pluralism, Washington, D.C.]

ATTACHMENT B: ORGANIZATIONAL CHART

Smithsonian Institution

Board of Regents

