



# Inclusive Museum Leadership

Support for this webinar is provided by the Friends of the Texas Historical Commission.

**Welcome!**

**The webinar will begin at 10:00 a.m. CT.**

**Live-captioning available at URL TBA.**

**While you wait:**

1. Download PDFs of the webinar slides and handout under the "Handouts" tab of your control bar.
2. Confirm that your speakers are turned on and your audio is working by doing a sound check in the "Audio" tab of the control bar. Having problems? Exit and restart the webinar or switch to "phone call" for a phone number and access code to hear the audio through your telephone.

The Museum Services Program provides support, resources, and training to museums in Texas.

- Consultations
- Webinars and workshops
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On our webpage:

- Webinars
- Workshops
- Grants and Fundraising
- Helpful Resources
- Connect and Learn

Laura Casey

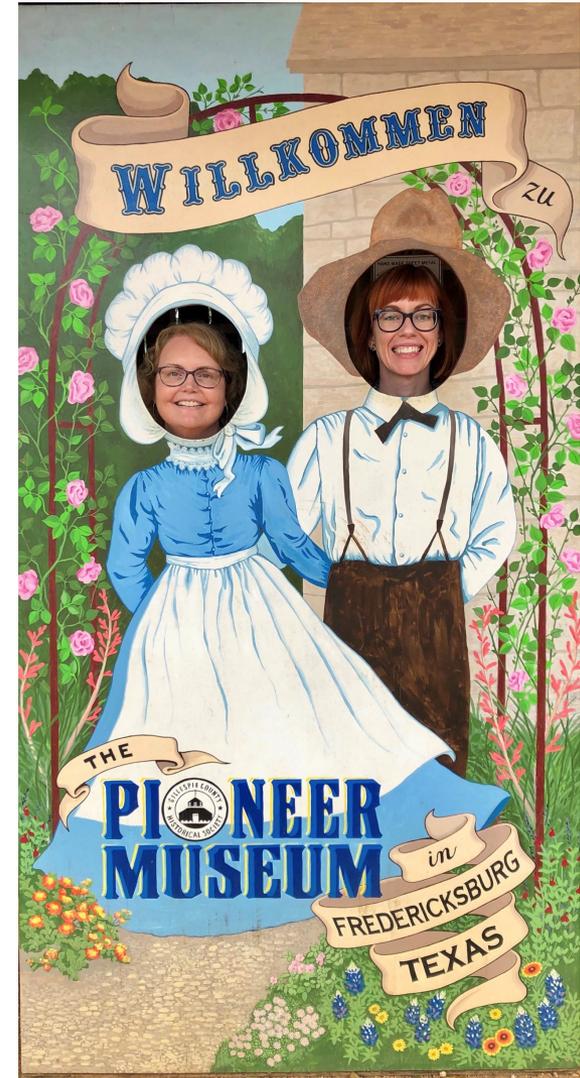
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## **Exploring Social Justice on a Limited Budget**

- Thursday, May 13, 10:00 a.m. CT

## **Moving from Theory to Practice: Doing the Work of DEAI**

- Thursday, May 20, 10:00 a.m. CT

## **Improving Collections Care with the CAP Program**

- Thursday, June 3, 10:00 a.m. CT

## Upcoming Free Webinars from Other Orgs

[www.thc.texas.gov/museumconnections](http://www.thc.texas.gov/museumconnections)

- *Museums Mobilize to Help Children with Special Needs*, May 6, 1:00 p.m. CT, Association of Children's Museums
- *2021 Hurricane Preparations for US Gulf Coast Cultural Institutions*, May 6, 2:00 p.m. CT, National Center for Preservation Technology and Training
- *Crowdsourcing, Community, and the Challenge of Institutional Leadership*, May 7, 11:00 a.m. CT, Museum Association of New York
- *The Future of Reservations and Dynamic Pricing*, May 12, 1:00 p.m. CT, Gateway Ticketing
- *Introduction to Live Streaming*, May 13, 1:00 p.m. CT, Museum Learning Hub
- *Putting the "Us" in Museums*, May 14, 11:00 a.m. CT, Museum Association of New York
- *10-Step Budgeting Process*, May 18, 12:00 p.m. CT, Propel Nonprofits
- *Collections Emergency Kits*, May 19, 12:00 p.m. CT, Connecting to Collections Care
- *Ready for Reopening: Navigating Messaging and Marketing in a Hybrid World*, May 20, 1:00 p.m. CT, Mid-America Arts Alliance
- *Audience Participation in Live Streamed Programs*, May 20, 1:00 p.m. CT, Museum Learning Hub

# Cinnamon Catlin-Legutko



# Inclusive Museum Leadership

**ILLINOIS**  
**STATE • MUSEUM**  
*explore. discover. learn. share.*





The museum field, like society at large, has a problem with racism and must face up to it....We...need to admit that we have a problem. Then and only then can we move forward.

- Carlos Tortolero

Founder and Executive Director,  
National Museum of Mexican Art

# Concerning Statistics

- Non-White people make up **23%** of the US population
- **9%** of museum core audiences are BIPOC and approximately **20%** of museum employees are BIPOC
- **93%** of both museum directors and board chairs identify as White
- **77%** of museum directors and **66%** of board chairs believe D&I is important to advancing their mission
- **10%** of boards have developed a plan of action to become more inclusive

Sources: *Facing Change, Museum Board Leadership 2017* (AAM reports), Wilkening Consulting and AAM (2020)

# Concerning Statistics

- African Americans professionals hold only **4%** of the leadership positions in US art museums
- Latinx professionals hold only **3%** of the total leadership jobs in the sector
- In science centers and children's museums, nearly **97%** of CEOs are non-Hispanic white

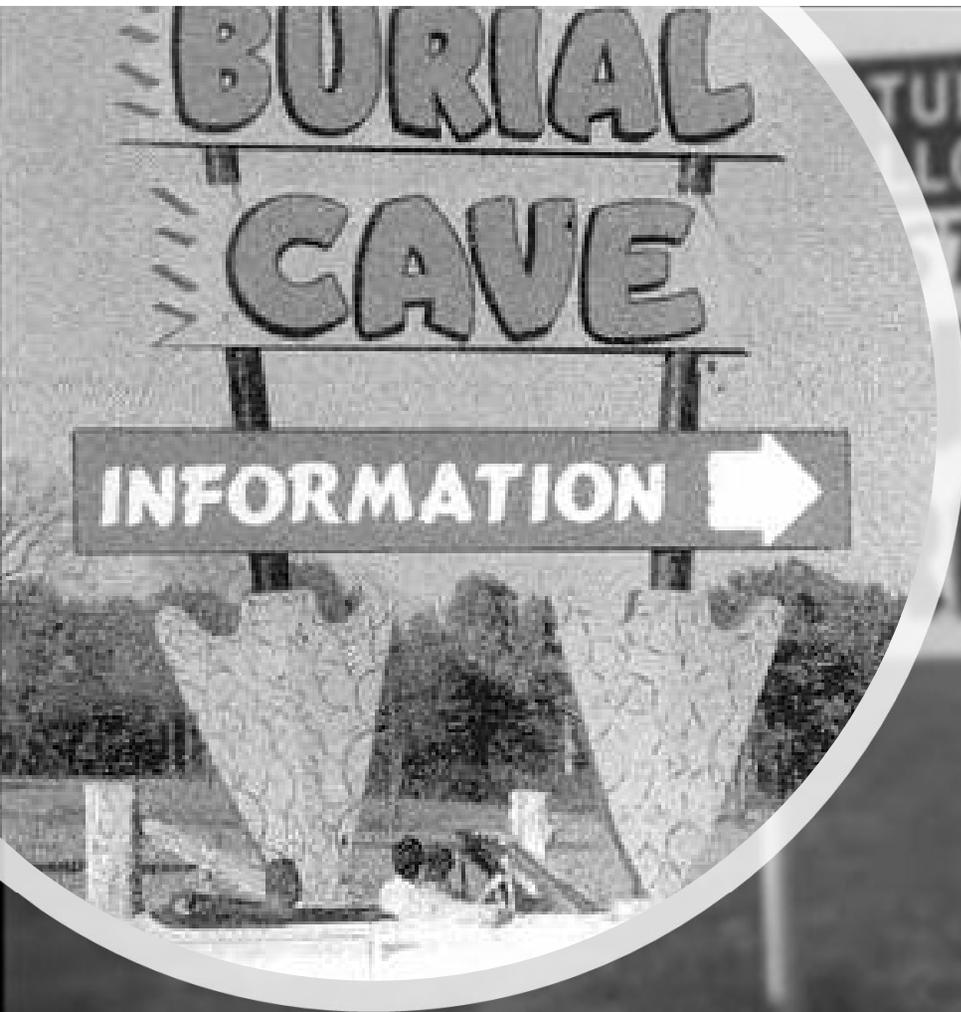
There is a real disconnect between  
perception and urgent action.

- Laura Lott, President/CEO of American  
Alliance of Museums

Sources: *Facing Change, Museum Board Leadership*  
2017 (AAM reports)



*Catlin Painting the Portrait of Mah-to-toh-pa—Mandan (1861/1869), National Gallery of Art, Paul Mellon Collection*



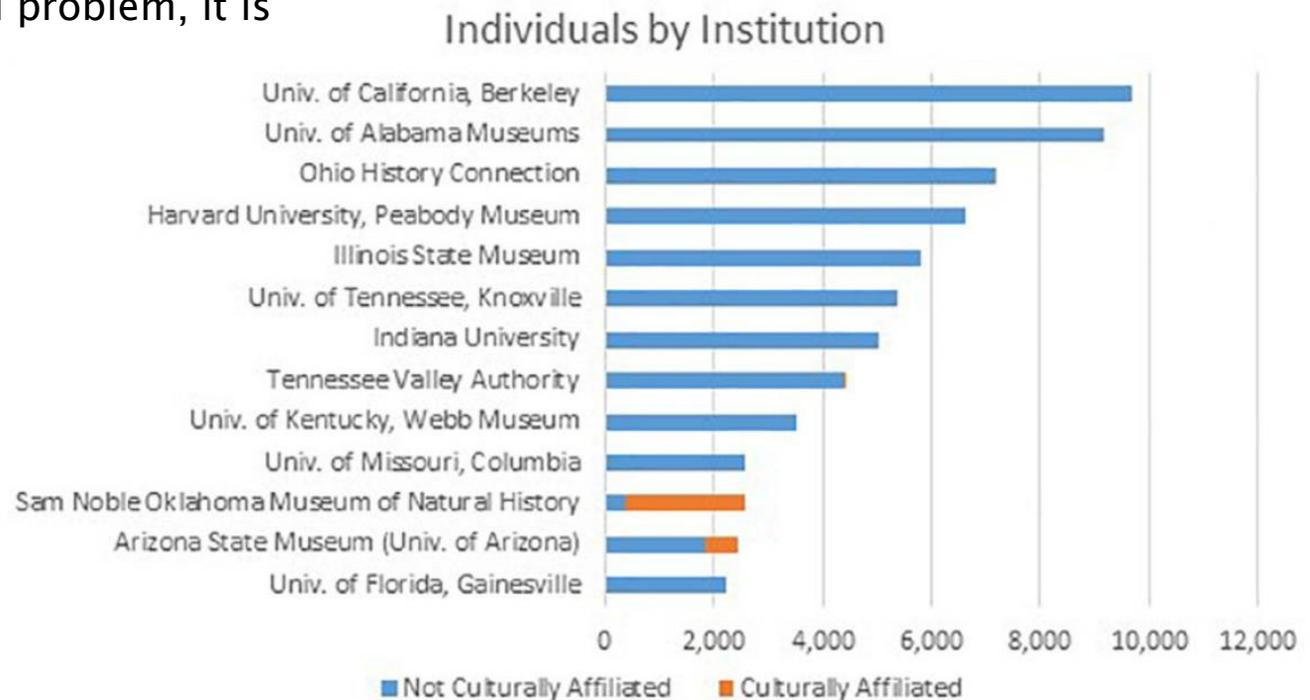
If you desecrate a white grave, you wind up sitting in prison. But desecrate an Indian grave, and you get a Ph.D.

-Walter Echo-Hawk

Pawnee attorney who was instrumental in the passage of NAGPRA legislation

Whitford (Price) National Historic Landmark  
Saline County, Kansas — September 7, 1977

- **56%** of ancestors held in collections, museum or university, are held by 13 institutions.
- The ISM alone holds, we believe, close to **7,000** individuals (NAGPRA data reports 5,930).
- While this is an inherited problem, it is our **urgency**.



Sources: Anne Amati, NAGPRA Community of Practice; National NAGPRA data



## Decolonization

Decolonization once viewed as the formal process of handing over the instruments of government, is now recognized as a long-term process involving the bureaucratic, cultural, linguistic, and psychological **divesting of colonial power.**

## Indigenization

The process of naturalizing Indigenous knowledge systems and making them evident to transform spaces, places, and hearts. (T)his involves bringing Indigenous knowledge and approaches together with Western knowledge systems. It is **a deliberate coming together of these two ways of being.**

Sources: Linda Tuhiwai Smith in *Decolonizing Methodologies: Research and Indigenous Peoples* (2012); *Pulling Together: A Guide for Indigenization of Post-Secondary Institutions* (2018); *Working Effectively with Indigenous Peoples* blog (2017)

**Diversity** is all the ways that people are different and the same at the individual and group levels. Even when people appear the same, they are different. Organizational diversity requires examining and questioning the makeup of a group to ensure that multiple perspectives are represented. **You are invited to the party.**

**Accessibility** is giving equitable access to everyone along the continuum of human ability and experience. Accessibility encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings. **Invitation is understood by everyone and when they arrive all needs are accommodated.**

**Equity** is the fair and just treatment of all members of a community. Equity requires commitment to strategic priorities, resources, respect, and civility, as well as ongoing action and assessment of progress toward achieving specified goals. **All invitations say the same thing.**

**Inclusion** refers to the intentional, ongoing effort to ensure that diverse individuals fully participate in all aspects of organizational work, including decision-making processes. It also refers to the ways that diverse participants are valued as respected members of an organization and/ or community. While a truly “inclusive” group is necessarily diverse, a “diverse” group may or may not be “inclusive.” **Everyone at the party is asked to dance.**

Sources: *Facing Change* (AAM report), Dr. Johnetta Betsch Cole (direct communication), inclusive design principles, D5 blog, institutionaldiversityblog.com

This can't be all. No one survives this way, not long term. This can't be the purpose of our species, to constantly identify each other as "other," build walls between us, and engage in both formal and informal wars against each other's bodies.

-adrienne maree brown  
*Emergent Strategy*



# Theory of Change



Sources: *Theory of Change: A Practical Tool For Action, Results and Learning* from the Annie E. Casey Foundation; Abbe Museum work documents.

# Characteristics of an inclusive leader

10. Works as a servant leader
9. Works transparently
8. Solicits feedback often and grows strong from it (sees feedback as a gift)
7. Practices hyper self-awareness
6. Recognizes the need to sit at another's table before folx will sit at yours
5. Willing and able to make the table bigger
4. Changes systems and re-thinks best practice
3. Lives and works in a CONSTANT learning mode
2. Sees where power sits, names it, and works to dismantle it
1. Inclusion through specific exclusion

**BONUS: READS EVERYTHING ON THE DEAI BOOKSHELF!**

# An Exercise to Try



**Select a small group of people (3-5) who have known you for a very long time.**



**Ask these two questions:**

Can you use three words to describe me as a younger person?

While you may or may not have seen me in action as a museum leader, what kind of leader do you imagine I am today?



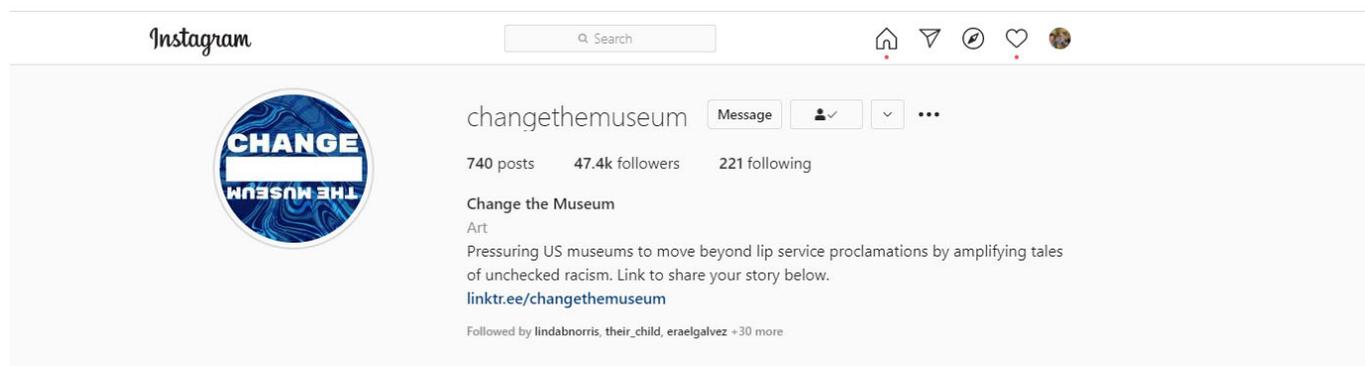
**Were there consistencies between the responses you received?**



**Would you say the words used to describe you reflect the intention of your leadership? What is the impact of that intention?**

I worked in the largest museum in a small state. Multiple collections and exhibitions staff, who went to graduate school to work in their field, worked harder than I've seen many people have to work, and then go to a second job. They worked two jobs because their salaries were so low they couldn't afford to live on it, and they had not received raises in years. But they watched the CEO's salary double to triple in succeeding years, and watched her drive to work in a new porsche.

The current CEO of the Indiana Historical Society once said in a group meeting "People I've talked to won't come to the museum because they're afraid they'll get shot or stabbed." We sat there dumbfounded in silence and shock before he moved on.



I just departed yet another DEAI meeting at a New York City-based museum. The director and chief curator spent the whole meeting looking down at their cell phones. How do we create change when leadership cannot be bothered to pay attention?

I'm an education department of 1 at a very small museum. This is my first full time museum job. It's also the whitest museum I've ever been in. There are so few employees, yet most of them manage to be sexist and racist constantly.

My museum director breached my confidentiality (from an institution wide survey) and proceeded to tell me I was "just an unhappy person" after I raised concerns related to DEAI at my museum.

She mentioned that she discussed this with the senior members of the museum who were all very hurt by my perspective and agreed I was just an unhappy person.



Illinois State Museum  
[IllinoisStateMuseum.org](http://IllinoisStateMuseum.org)



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