



GAIL ANDERSON, PRESIDENT  
GAIL ANDERSON & ASSOCIATES  
1059 CAMINO REAL • SANTA FE, NEW MEXICO 87501  
415.259.8606 • [gail@gailanderson-assoc.com](mailto:gail@gailanderson-assoc.com)

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### EXPERIENCE

President, Gail Anderson & Associates Santa Fe, NM	2002 - present
Deputy Director, The Mexican Museum San Francisco, CA	2001 - 2002
Vice President, Museum Management Consultants, Inc. San Francisco, CA	1997 - 2001
Chair, Department of Museum Studies, JFK University Berkeley, CA	1986 – 1997
Assistant Director of Admin. & Development, Southwest Museum Los Angeles, CA	1983 - 1985
Curator of Education, Southwest Museum Los Angeles, CA	1982 - 1983
Museum Educator, Museum of Northern Arizona Flagstaff, AZ	1977 - 1981

### SPECIAL PROJECTS

Reviewer of publications on management issues for Rowman + Littlefield, 2016, 2017.

Honorary Co-Chair, John F. Kennedy Museums Studies Program 40<sup>th</sup> Anniversary,  
Berkeley, CA, January 2015.

Grant recipient, The David and Lucille Packard Foundation, Workshops for Packard  
grantees based on "Reinventing the Museum," January through April 2013.



Advisor, Sustainability Working Group Advisory Council, A Special Initiative of the Alberta Museums Association, 2012 – 2013.

Workshop Presenter, "Strategic Planning 201: The Implementation," Alberta Museums Association 2012 Annual Conference, Red Deer, Alberta, September 2012.

Colloquium facilitator, "Risk and Reality," sponsored by John F. Kennedy University Department of Museums Studies, May 30, 2009.

Reviewer for *Exhibit Makeovers*, written by Alice Parman and Jeffrey Jane Flowers, AltaMira Press, New York, 2008.

Instructor, "Leadership in Cultural Organizations." Cultural Resource Management Program and the School of Public Administration, University of Victoria, April 26 – 30, 2010, March 9 – 13, 2009, December 3 – 7, 2007, November 6 – 10, 2006.

Planning Committee, *Museums Matter: A Tribute to Stephen Weil*, University of Victoria, British Columbia, Canada, September 13 - 15, 2006.

Reviewer for Professional Journals. Reviewed articles prior to publication for *Curator* and *The Journal of Museum Management and Curatorship*, 2008, 2005, & 2003.

Instructor, "Challenges in Cultural Heritage Sector Leadership Workshop." Cultural Resource Management Program and the School of Public Administration, University of Victoria, December 2004.

Reviewer, *Codes of Ethics and Practice of Interest to Museums*, The American Association of Museums Professional Practice Series, 2000.

Project Co-Director, Museum Directors Roundtable, San Francisco Bay Area, CA, 1996.

Project Co-Director, *Reinventing the Museum: A Dialogue with Museum Leaders Committed to the Museums of the Future*, San Francisco Bay Area, CA, 1995.

Board of Advisors, Bay Area Research Project Consortium, The Fine Arts Museums of San Francisco, CA, 1992-1994.

Conference Developer and Facilitator, *Museum Staff Training and Internship Development*, Hawaii Museums Association Spring Conference, Oahu, HI, 1993.

Grant Peer Reviewer, Marin Community Foundation, Humanities and Arts, Larkspur, January 1991.



Founder and Planning Committee Member, Alliance of Southwestern Museum Educators, Museum of Northern Arizona, AZ, 1979-1981.

### ACTIVITIES IN PROFESSIONAL ORGANIZATIONS

#### The Museum Group

2020-2021 Co-Chair, Defining TMG for the Future  
2018-present Chair, Identity Task Force  
2019-present Member, Membership Committee  
2008-2010 Chair, Nominating Committee  
2004-2011 Member, Nominating Committee  
2002-present Member by invitation

#### American Alliance of Museums

2010 Career Café, Resume Reviewer, AAM Annual Conference, Los Angeles  
1993-1995 MAP III Assessor  
1992-1994 Member, National Advisory Committee on Education and Public Service  
1992 Field Reviewer, *Writing a Museum Code of Ethics*  
1991-1992 At-Large Board Member, Committee on Museum Professional Training  
1990-1993 Regional Board Member, AAM Council  
1989-1991 Member, Task Force on Museum Education that produced *Excellence and Equity: Education and the Public Dimension of Museums*  
1987-1988 Project Co-Director, 1987 Museum Studies Program Graduate Survey  
1986-1990 Appointed Committee Member, Museum Studies Committee

#### Western Museums Association

1995 Chair, 1995 Annual Meeting Program Committee  
1993-1994 Chair, Nominating Committee  
1992-1994 Immediate Past President  
1990-1992 President, Board of Directors  
1990 Member, WMC 1990 Annual Meeting Program Committee  
1987-1990 Chair, Communications/Research Committee  
1986-1990 First Vice President, Board of Directors  
1985-1986 Co-Chair, Local Arrangements Committee, Los Angeles Annual Meeting  
1985 Program Planning Committee Member, Salt Lake City Annual Meeting  
1983-1986 Secretary, Board of Directors



### COMMUNITY LEADERSHIP

Advisory Board, Marin MOCA, 2016 -2019.

Gallery Coordinator, Marin School of the Arts Foundation, 2012 - 2019.

Immediate Past President, Marin School of the Arts Foundation Board, 2014.

President, Marin School of the Arts Foundation Board, 2012-2014.

Member, Marin School of the Arts Foundation Board, 2011-2012.

### PROFESSIONAL PRESENTATIONS

Co-presenter with Anne Ackerson and Dina Bailey, "Resilience for Museums," AAMG/GWU "Museums Today" Series, March 2021.

Presenter, "The Urgent Need for Resilience and Transformational Change in Museums," Landscapes of Change International Convening hosted by Anchorage Museum, February 2021.

Co-presenter with Anne Ackerson and Dina Bailey, "*The Resilience Playbook* Webinar, January 2021.

Guest speaker on Missions and Resilience Model for Graduate Museums Studies Classes, University of Kansas, Lawrence (September 2020), and Seton Hall University (December 2020.)

Webinar presenter, Resilience in Museums with Melanie Adams and Micah Parzen, California Association of Museums, October 2020.

Webinar presenter, BankStreet College, Planning for Museums in a Crisis, May 2020.

Webinar presenter, Harvard Extension Course, Planning and Mission, Spring 2018.

Online presenter, "Mission Matters," a YouTube presentation hosted by The Museum Group, June 2019.

Moderator, "Stepping Up: The Challenges of Becoming a Museum Director," American Alliance of Museums 2016 Annual Conference, Washington, D.C., May 2016.



Panelist, "Just Say No," California Association of Museums 2016 Annual Conference, Riverside, CA, March 2016.

Facilitator, "Workplace Culture Matters," Western Museums Association 2015 Annual Conference, San Jose, CA, October 2015.

Co-facilitator and panelist for double session, "Museum Leadership in the 21<sup>st</sup> Century," Western Museums Association 2014 Annual Conference, Las Vegas, NV, October 2014.

Panelist, "Bienvenidos! Engaging Latino Audiences and Building Cross-Cultural Bridges," Western Museums Association 2014 Annual Conference, Las Vegas, NV, October 2014.

Panelist, "A Crash Course in Human Resources for Emerging Professionals," Western Museums Association 2014 Annual Conference, Las Vegas, NV, October 2014.

Keynote speaker, "Leadership for the 21<sup>st</sup> Century: Connecting Vision to Practical Strategies," Cultural Connections Lecture Series, Asian Art Museum, San Francisco, April 2014.

Panelist, "Strategic Human Resources for Museums," Western Museums Association 2013 Annual Conference, Salt Lake City, UT, October 2013.

Panelist, "Reflections and Projections: Perspectives on the Museum Profession," Western Museums Association 2013 Annual Conference, Salt Lake City, UT, October 2013.

Presenter, "Reinventing the Museum for the 21<sup>st</sup> Century," University of Oregon 21<sup>st</sup> Century Museum Issues Lecture Series, University of Oregon, Eugene, January 2013.

Panelist, "Strategic Planning as a Tool for Museum Development," Western Museums Association 2012 Annual Conference, Palm Springs, CA, October 2012.

Panelist, "The Meaning of Life: Sustainability and Stages of Organizational Life," Alberta Museums Association 2012 Annual Conference, Red Deer, Alberta, September 2012.



Presenter, "Maslow and Metrics," Smith Leadership Symposium, Balboa Park Cultural Partnership Learning Institute, San Diego, September 2012.

Panel Respondent, "Organizational Innovation Case Studies," Smith Leadership Symposium, Balboa Park Cultural Partnership Learning Institute, San Diego, September 2012.

Panelist, "New Thinking About Strategic Planning," Association of California Symphony Orchestras, Annual Conference, San Francisco, California, July 2012.

TMG Conversation Participant, "Spark, Ignite, Tend, Fan: How can collaborative work fuel professional development?" American Association of Museums, Annual Conference, Minneapolis/St. Paul, Minnesota, April 2012.

Roundtable co-facilitator, "Organizational Transformation," California Association of Museums, Annual Conference, Berkeley, California, March 2012.

Invited Panelist and Reviewer for Oral Masters Project Presentations, Department of Museum Studies, John F. Kennedy University, Orinda, California, June 2013, June 2012, June 2011, June 2010, June 2009, June 2008, July 2006, August 2005, August 2001, August 2000.

Guest speaker, "The Role of Strategic Planning," Museums & Communities Course, John F. Kennedy University Department of Museum Studies, annually each May 2009 – May 2018.

Panelist, "Visitor Satisfaction is Everyone's Business," Western Museums Association, Annual Conference, Portland, Oregon, October 2010.

Conference Respondent, "Building Shared Agendas: Conversations on the Public Value of Visitor Studies," Visitor Studies Association Annual Conference, Phoenix, Arizona, July 2010.

Presenter, "Leadership and the Reinvented Museum," University of California, Santa Cruz, Special Conference, "The Museum Strikes Back," sponsored by the Patricia and Rowland Rebele Endowed Chair in the History of Art and Visual Culture, November 2009.



Panelist, "Survival Strategies for Consultants," Western Museums Association, Annual Conference, San Diego, California, October 2009.

Moderator, "Balboa Park Cultural Partnership: Joining Forces for Sustainability," Western Museums Association, Annual Conference, San Diego, October 2009.

Keynote Speaker, "The Role of Planning for a Sustainable Future," Zhejiang Museum Association Annual Conference & 50<sup>th</sup> Anniversary of the Wenzhou Museum, Wenzhou, Zhejiang Province, China, November 2008.

Moderator, "New Ways of Being 'Museum': Redefining Boundaries with Libraries and Archives," Western Museums Association, Annual Conference, Anchorage, Alaska, September 2008.

Panelist, "Consultants Help Define the Future," Western Museums Association, Annual Conference, Anchorage, Alaska, September 2008.

Panelist, "It's More Than Setting the Goal – Methods for Achieving Success," California Association of Museums, Annual Conference, Fresno, California, February 2008.

Panelist, "Resume Review," Western Museums Association, Annual Conference, Oakland, California, October 2007.

Moderator for "Museum Dialogues: Ethnically-Specific Museums in the Bay Area Landscape," Judah L. Magnes Museum, Berkeley, California, public lecture series, August 2007.

Keynote speaker, "Leadership: The Essential Ingredient," Alberta Museums Association Annual Conference "Leadership on the Edge," Calgary, Alberta, September 2006.

Session facilitator for "Forum: The Leadership Gap," Alberta Museums Association Annual Conference "Leadership on the Edge," Calgary, Alberta, September 2006.

Co-facilitator for "Museums Matter: A Tribute to Stephen Weil," University of Victoria, British Columbia, Canada, held at the Royal British Columbia Museum in Victoria September 14, 2006.



Co-facilitator of session, " What to Do with What We Learned from Steve Weil: Contemplation for the Future," American Association of Museums, Annual Conference, Boston, Massachusetts, April 2006.

Co-facilitator of TMG Conversation, "What Did You Do with What Steve Weil Taught You?" The Museum Group, American Association of Museums, Annual Conference, Boston, Massachusetts, April 2006.

Guest speaker for Museum Education Roundtable Special Event, The Institute of Contemporary Art, "Museums and Relevancy," American Association of Museums, Annual Conference, Boston, Massachusetts, April 2006.

Plenary Session Speaker, "Reinventing the Museum and the Role of Leadership," Ontario Museums Association, Annual Conference, Niagara Falls, Ontario, Canada. October 2005.

Presenter and workshop facilitator, "Reinventing the Museum," Museum Association of Arizona, Winter Workshop, Phoenix, Arizona, February 2005.

Panelist, "Resetting Your Compass: Balancing Your Personal Goals with Your Job," Western Museums Association, Annual Conference, Tacoma, Washington, October 2004.

Guest speaker for Director's Luncheon, "Reinventing the Museum," California Association of Museums, Annual Conference, Santa Rosa, California, July 2004.

Moderator/Presenter, "Institutional Change and Exhibitions: A Dynamic Relationship," Western Museums Association, Annual Conference, Reno, Nevada, October 2003.

Panelist, "Northwest by Southwest: Exploring Our Similarities," Western Museums Association, Annual Conference, Reno, Nevada, October 2003.

Panelist, "Preparing for the Journey: Strategic Planning for the Small Museum," Western Museums Association, Annual Conference, Tucson, Arizona, September 2002.

Panelist, "Out of the Spotlight, Into the Shadows: Staff Retreats," Western Museums Association, Annual Conference, Tucson, Arizona, September 2002.





Panelist, "Moving Up and Beyond: Rejuvenation and the Job," Western Museums Association, Annual Conference, Tucson, Arizona, September 2002.

Session Chair, "Joining Forces: Sustainability Options for Museums in Today's Environment," California Association of Museums, Annual Conference, Sacramento, July 2002.

Panelist, "The State of Museums in the New Century: Vision and Reality in Year 2," California Association of Museums, Annual Conference, Sacramento, July 2002.

Keynote Speaker, "Growing Smart through Effective Museum Planning", and co-presenter for Workshop: "The Nuts and Bolts of Museum Planning: Getting Started on Growing Smart," Utah Museums Association, Annual Conference, Logan, Utah, October 2001.

Session Chair and Presenter, "Mission Statements: A Fundamental Management Tool for Museums," California Association of Museums, Annual Conference, San Jose, July 2000.

Panelist, "Museums for a New Century - Past, Present, and Future," American Association of Museums, Annual Conference, Baltimore, May 2000.

Panelist, "Do Our Visitors Know Why We Are Here? A Look at Mission-Related Visitor Studies," American Association of Museums, Annual Conference, Cleveland, April 1999.

Panelist, "Museum Mission Statements: Building a Distinct Identity," American Association of Museums, Annual Conference, Los Angeles, May 1998.

Keynote Speaker, "Issues, Missions, and Multiple Solutions," Central Arizona Museums Association Professional Development Seminar, Phoenix, March 1998.

Respondent, "Cross-Cultural Collaborations: Sharing our Resources," Western Museums Association, Annual Conference, San Diego, September 1997.

Guest Speaker, Closing Session, "The Human Dimension in Museums," Western Museums Association, Annual Conference, San Diego, September 1997.



Moderator, "Surviving and Thriving Through the Process of Change: A Discussion Group for Museum Employees at all Levels," Western Museums Association, Annual Conference, Oakland, October 1995.

Panelist, "Museums and Museum Studies: Partnerships for Progress," Western Museums Association, Annual Conference, Oakland, October 1995.

Panelist, "Professional Self-Development and Developing the Profession: Writing for Professional Publications," American Association of Museums, Annual Conference, Seattle, April 1994.

Facilitator, "AAM Education Committee-COMPT Issues," American Association of Museums, Annual Conference, Seattle, April 1994.

Presenter, "Internships in Museums and Arts Organizations," Non-Profit Gallery Association of the Bay Area, Falkirk Cultural Center, March 1994.

Invited Faculty, Session: "Missions: The Public Dimension," American Association of Museums, San Francisco, CA, 1993, *Seeking Excellence: Tools for Institutional Change Workshop*.

Keynote Speaker, "Issues Facing Museums and Implications for Training," Hawaii Museums Association, Spring Conference, Oahu, April 1993.

Guest Speaker, "Outside the Gallery Walls: Museums as Socially-Responsible Institutions," University of Hawaii at Manoa and Friends of Iolani Palace, Pacific Preservation Consortium, Experts in the Palace Lecture Series, Honolulu, March 1993.

Facilitator, "Back to the Future: Implementing the Inspiration," Western Museums Conference, Annual Meeting, Riverside, October 1992.

Presenter, "Training of Arts Professionals," United States Information Agency Young Africans Leaders Project, Oakland, June 1992.

Keynote Speaker, "The Gift and the Challenge," The Museums at Blackhawk Docent Graduation, Danville, June 1992.



Panelist, "Excellence and Equity: Implementing the Report Recommendations," Cultural Connections, Berkeley, April 1992.

Workshop Presenter, "Professional Training," Exploring Careers in the Visual Arts, ArtTable Seminar, San Francisco, March 1992.

Invited Panelist, "Trends on Small, Emerging Rural and Ethnic Museums in the Western Region," Institute of Museum Services, Board Meeting, Reno, July 1991.

Panelist, "Managing Change at Museums: Training Future Directors for Leadership Roles." American Association of Museums, Annual Meeting, Denver, May 1991.

Co-Facilitator, "Excellence and Equity: Defining the Public Dimension of Museums: A Report from the AAM Task Force on Museum Education," Western Museums Conference, Annual Meeting, San Jose, October 1990.

General Session Facilitator, "Where Do We Go From Here?" Western Museums Conference, Annual Meeting, San Jose, October 1990.

Discussion Leader, "Training Providers: Structured Programs," Cooperstown Conference on Professional Training, Cooperstown, November 1989.

Facilitator, "Can I Hold an Ethical Line and Still Keep My Job?" Western Museums Conference, Annual Meeting, Phoenix, October 1989.

Panelist, "Career Opportunities in the Arts," ArtTable, San Francisco, May 1989.

Panelist, "The 1987 Museums Studies Program Graduates Survey: An Analytical Report," American Association of Museums, Annual Meeting, Pittsburgh, June 1988.

Panelist, "The Role of the University in Professional Museum Education," American Association of Museums, Annual Meeting, New York, June 1986.

General Session Moderator, "Changes in the Workplace," Mountain-Plains Museums Association and Western Museums Conference, Annual Conference, Salt Lake City, October 1985.



Workshop Speaker, "Exploring Native American Cultures," Music Center for Los Angeles County Education Division, Los Angeles, March 1984 and March 1985.

Guest Speaker, "Docent Recruitment and Training: How to Develop and Maintain a Successful Docent Program," Museum Educators of Southern California Meeting, Santa Ana, March 1984.

Panelist, "Probing Museum and School Collaboration," Western Association of Art Museums and Western Regional Conference, Annual Meetings, San Francisco, October 1980.

Guest Speaker, "Developing Skills in Communicating with the Public," Southwestern Museum Educators Symposium, Santa Fe, May 1980.

Symposium Coordinator and Speaker, "The Role of the Docent," Southwestern Museum Educators Symposium, Flagstaff, May 1979.

## PUBLICATIONS

Co-author with Anne Ackerson + Dina Bailey, *The Resilience Playbook*, Self-published, December 2020.

Author, *Mission Matters: Relevancy + Museums in the 21<sup>st</sup> Century*, Rowman & Littlefield Publishers, Lanham, Maryland, May 2019.

Contributing Author, "Reflections on Organizational Transformation in the 21<sup>st</sup> Century," featured in Dr. Robert Janes 3<sup>rd</sup> edition of *Museums and the Paradox of Change*, Routledge, U.K., April 2013.

Editor, *Reinventing the Museum: The Evolving Conversation on the Paradigm Shift – Second Edition*, AltaMira Press, Walnut Creek, CA, March 2012.

Respondent, "Case Study: Looking at the Big Picture," *Board Member* Vol. 19. No. 3, Washington, D.C.: BoardSource.

Author, "A Perspective About Risk," *The Informal Learning Review*, Washington, D.C.: Informal Learning Experiences, Inc., No. 97, July – August 2009.



Author, "Leadership: The Most Essential Ingredient," *Alberta Museums Review: A Question of Leadership*, Edmonton, Alberta: Alberta Museums Association, Fall 2007, Vol. 32, Issue 1.

Guest editor, *Journal of Museum Education*, "Museums and Relevancy", Washington, D.C., Museum Education Roundtable, April 2006.

Book review of *The Source: Twelve Principles of Governance That Power Exceptional Boards*, published by Boardsource, for *Museum Management and Curatorship*, Vol. 21. Calgary, Alberta, Canada, Winter 2006.

Contributing author, "Remembering Stephen E. Weil," *Museum News*, Washington, D.C.: American Association of Museums, November/December 2005.

Contributing case study respondent, "Tough Decisions," *Board Member*, BoardSource, Washington, D.C., February/March 2005, Vol. 14, No. 1.

Editor, *Reinventing the Museum: Historical and Contemporary Perspectives on the Paradigm Shift*, AltaMira Press, Walnut Creek, CA, February 2004.

Co-author with Adrienne Horn, "Charting the Impact of Museum Exhibitions and Programs: Understanding the Public's Perspective," American Association of State and Local History, Technical Leaflet, *History News*, Volume 54, #1, Nashville, Winter 1999.

Editor and Principal Contributing Author, *Museum Mission Statements: Building a Distinct Identity*, American Association of Museums, Technical Information Services, Washington, D.C., 1998.

Author, "The Human Dimension in Museums," *West Muse*, Western Museums Association, Oakland, Winter 1998.

Author, "Why Museum Professionals Must Write," *Writing for Professional Museum Publications: Advancing the Museum Profession through Self-Development*, AAM Technical Information Service Publication, Washington, D.C., 1995.

Author, "Back to the Future: Implementing the Inspirations," *Western Museums Conference Newsletter*, Western Museums Conference, Los Angeles, Winter 1992-93.



Contributing Author. "A Challenge at the Core: Reflections on Excellence and Equity," *Journal of Museum Education*, Museum Education Roundtable, Washington, D.C., Vol. 16, No. 3, Fall 1991.

Contributor, "Training Providers: Structured Programs," *Cooperstown Conference on Professional Training: Needs, Issues, and Opportunities for the Future*, American Association for State and Local History, Nashville, 1990.

Co-author, "Museum Studies Programs: 1987 Survey Examines Graduates Impact on Museum Field," *Museum News*, November/December, American Association of Museums, Washington, D.C., 1988.

Author, "A New Perspective on the Museum as a Workplace," *Museum Studies Journal*, John F. Kennedy University, San Francisco, 1986

Author, "Changes in the Workplace," *Western Museums Conference Newsletter*, Western Museums Conference, Portland, 1985.

Author, "Looking Ahead: Identifying the Shape of the Future," *Report for Use by Members of the Commission on Museums for a New Century*, American Association of Museums, Washington, D.C., June 1982.

Author, "Visible Energy in the Museum Galleries," *Museum Notes*, Vol. 9, No. 1, Museum of Northern Arizona Press, Flagstaff, 1981.

Author, "Museum of Northern Arizona Sponsors First Annual Southwestern Educators Symposium," *Roundtable Reports*, Vol. 4, No. 3, Smithsonian Institution, Washington, D.C., 1979.

#### **AWARDS**

Annual student scholarship award, *Gail Anderson Award for Outstanding Scholarship in Museums and Social Responsibility* established in 1999 by the Department of Museum Studies, John F. Kennedy University, Orinda, California.

*Director's Chair Award for Excellence in Service to the Museum Field in the Western Region*, Western Museums Association, San Diego, 1997.



*Harry L. Morrison Distinguished Teaching Award, John F. Kennedy University, Orinda, CA, 1996.*

*Dean's Award for Service to the School of Liberal Arts, John F. Kennedy University, Orinda, CA, 1995.*

### **EDUCATION**

Museum Management Institute, sponsored by the J. Paul Getty Trust (renamed Getty Leadership Institute) in conjunction with the Art Museum Association at the University of California, Berkeley.

Master of Arts in Teaching (M.A.T.) Museum Education, George Washington University.

Bachelor of Arts Degree (B.A.), Art, The Colorado College.