

# COMMUNITY ENGAGEMENT & SUSTAINING SUPPORT TASK FORCE REPORT



UTSA INSTITUTE OF TEXAN CULTURES

**ITC CENTENNIAL 2068**

# COMMUNITY ENGAGEMENT & SUSTAINING SUPPORT TASK FORCE CHAIRS

## CHAIRS

### Darryl Byrd



Darryl Byrd is Founder and Managing Partner of ULTRate Strategy LLC, a management consulting firm where he helps clients establish a clear corporate and organizational vision, set a strategic focus and design, and energize the governance and operational leadership structure to execute it. Darryl is the former Managing Director/CEO of Pearl Brewery, LLC and the founding President and CEO of SA2020. Darryl co-chaired the successful 2017-2022 \$850M San Antonio Bond Program and is a current board member of the San Antonio Area Foundation and the McNay Art Museum.

### Karl Miller-Lugo



Karl Miller-Lugo is UTSA's Vice President for Development and Alumni Relations. Karl has 30 years of experience in development and higher education, including 10 years at UT Austin where he led the successful completion of the \$3B "Campaign for Texas." He is honored and excited to be part of creating a vision for inspiring robust community engagement and growing sustainable funding streams for the ITC's next 50 years and beyond.

# COMMUNITY ENGAGEMENT & SUSTAINING SUPPORT TASK FORCE SME



## SUBJECT MATTER EXPERT

### **Carl Hamm, CFRE**

Carl Hamm serves as Managing Partner for Museums and Performing Arts at fundraising consulting firm Alexander Haas, which has partnered with more than 120 museums nationwide to conduct comprehensive and annual giving campaigns, feasibility studies and development assessments.

Carl has 30+ years of experience in non-profit leadership, development and marketing. Prior to joining Alexander Haas in 2019, he served for eight years as deputy director for development and external affairs at the Saint Louis Art Museum, where he completed a \$160 million campaign. Carl has worked with a number of cultural and arts organizations in the Dallas/Fort Worth area, where he lives. As senior vice president for development and marketing at the Fort Worth Museum of Science and History, he oversaw an \$80 million expansion campaign, and he played a leadership role in the Dallas Museum of Art's \$200 million campaign as the museum's associate director of development.

Carl serves on the executive committee for the Texas Association of Museums and has held leadership roles for the American Alliance of Museums and the Art Museum Development Association. He will serve as SME to the Community Engagement and Sustaining Support Task Force.

# COMMUNITY ENGAGEMENT & SUSTAINING SUPPORT TASK FORCE MEMBERS



## **Kathleen Acock**

Kathleen Acock is the CEO of Alpha Building Corporation, a general contractor. As CEO, her management approach is based on her father's ethical and guiding principles when he founded Alpha almost 50 years ago. Following her father's lead, Kathleen continued giving back by providing scholarships, participating in charities, and serving on various boards. She understands the mission of ITC, as she has maintained the legacy, history, and integrity in which Alpha was built to what Alpha is today.



## **Rebecca Quintanilla Cedillo**

Rebecca Quintanilla Cedillo serves as President of Strategic Initiatives Consulting, providing urban and strategic planning, organizational development, policy formation and analysis, community involvement, and management services for businesses and institutions throughout South Central Texas. She has served as San Antonio Planning Director, administering a comprehensive master plan and downtown revitalization programs.



## **Anita Fernández**

Anita Fernández, M.A., is co-founder and co-owner of OCI Group. Her professional experience is in state and local government, nonprofit management, education and the arts. Anita is a member of the ITC Advisory Council and board member for the Marianist Urban Students Program at Central Catholic High School and Community First Health Plans. She serves on the University Health Board of Managers and as a volunteer project administrator for the National Hispanic Institute at San Antonio.



## **Belinda Mora Gavallos**

Belinda More Gavallos, an eleventh generation San Antonian, serves as president of Friends of Casa Navarro National Landmark and, on its behalf, participates in the San Pedro Creek Culture Park Subcommittee. She is Vice- Chair of Membership for the San Antonio Women's Chamber of Commerce and curatorial art consultant for Texas A&M-San Antonio. Belinda says ITC was her gateway to other cultures as a child and cultivated her joy of travel.



### **Marina J. Gonzales**

Marina Gonzales, J.D., serves as President and CEO of the San Antonio Hispanic Chamber of Commerce, overseeing and executing its mission to serve as the leading resource, advocate, and access point for Hispanic Businesses and Hispanics in business. Previously, Marina served as President and CEO of Child Advocates San Antonio and CentroMed, where she served as an executive overseeing government and legal affairs.



### **M. M. McAllen**

M. M. McAllen was raised on a storied South Texas ranch and writes about the history of the Southwest and Mexico. Her three books include an award- winner and best-seller and another which is set to become a television film series She has written book introductions, contributed to anthologies, appeared on the PBS series History Detectives, and contributed to Henry Louis Gate's Faces of America. M. M. currently serves as Director of Humanities at the Witte Museum.



### **Teresa Niño**

Teresa Niño is UTSA's Vice President for University Relations. Niño is a longtime San Antonian with more than three decades of proven success in government, public affairs and relations, and community relations. Her decades of experience include service in the Obama Administration from 2009 to 2017, where she led external relations components for two federal agencies. During that time, she was a member of the Senior Executive Service, the highest level of civil service before Senate confirmation is needed.



### **John F. Reynolds**

John F. Reynolds is a professor emeritus at The University of Texas at San Antonio. He taught United States history with special interest in local history, public history, and new media. He is a former member of ITC's faculty advisory board.



### **Sonia M. Rodriguez**

Sonia M. Rodriguez is a trial lawyer and partner in Cowen | Rodriguez | Peacock, PC. She is a product of San Antonio's inner city and its public schools. Sonia served as Chairwoman of the Mayor's Commission on the Status of Women, having been appointed back-to-back by Phil Hardberger and Julian Castro. She also served as a tri-chair of SA2020, Mayor Castro's community visioning effort and later, as the first Chairperson of the Board of the nonprofit SA2020, Inc.





### **GP Singh**

GP Singh, Ph.D., is an innovator and successful entrepreneur, a highly published research scientist, and civic leader. A native of India, GP worked as a Senior Research Engineer at Southwest Research Institute and faculty member at UTSA before founding Karta Technologies, Inc., which he grew into San Antonio's largest defense contractor for professional services. Along the way, GP published more than 50 technical papers and was granted six US patents for his inventions. Throughout his career, GP has been committed to community service in San Antonio and beyond.



### **Colleen Swain**

Colleen Swain has served as Director of the City of San Antonio's World Heritage Office since April 2016. The office was established to promote the San Antonio Missions through the implementation of a work plan developed with community input. In addition, the office is responsible for Mission Marquee Plaza, Spanish Governor's Palace, and the UNESCO Creative City of Gastronomy designation.



### **Robert Thrailkill**

Robert Thrailkill, Vice President for Zachry Hospitality, manages and oversees a portfolio of properties including Hilton Palacio del Rio. Robert is the incoming Chairman for Visit San Antonio and is a board member of Centro SA and the Texas Hotel Lodging Association. As a native San Antonian, Robert attended HemisFair '68 and other great events over the years at the ITC. Robert hopes to help reposition this museum into a "must see" attraction.

2068

# VISIONING PROCESS



# COMMUNITY ENGAGEMENT & SUSTAINING SUPPORT TASK FORCE CHARGE/ROLES & RESPONSIBILITIES/DELIVERABLES

## CHARGE

The Community Engagement and Sustaining Support Task Force will focus on how to deepen and broaden engagement to enhance ITC's impact as the only resource in Texas devoted entirely to the state's cultural history. The task force will further explore potential opportunities to leverage the ITC's exhibits, programs and/or collections to generate philanthropic, partnership and engagement resources to advance its success.

## ROLES & RESPONSIBILITIES

1. Use individual expertise and experiences to develop a set of recommendations, informed by public input, that address the ITC Centennial 2068 questions posed to the Task Force to be considered by the Steering Committee in developing their realistic, feasible scenarios.
2. Review, evaluate and prioritize the ideas and input provided by our stakeholders from the first two Community Conversations.

## DELIVERABLES

- **Mid-September:** Evaluation criteria to be used to review and prioritize public input gained from the first Community Conversation
- **January:** Final Task Force Public Analysis Report and Recommendations



# COMMUNITY ENGAGEMENT & SUSTAINING SUPPORT TASK FORCE QUESTIONS FOR CONSIDERATION

- How do we deepen and broaden engagement with the community to sustain and enhance ITC's impact as the champion of Texan culture – reach new audiences across the entire state, connect more deeply, more broadly and in new ways to existing audiences?
- How does ITC effectively make the case for external support that contributes to sustainable operations?
- Are there new partnerships or other approaches that leverage the ITC and its museum exhibits, programs, festivals and/or collections to generate resources to advance its success in 2068?
- What comparable peers fully engage their communities? What strategies and tactics are used effectively by our peers to generate sustainable support well?

# COMMUNITY ENGAGEMENT & SUSTAINING SUPPORT TASK FORCE

## RECAP MEETING #2

### Sept. 10, 2021: Selection Criteria

#### Choice Board Overview

The Choice Board is designed to help identify strategic initiatives/ideas for your consideration based upon the weighted criteria most important to you, the Task Force member. The criteria are weighted relative to their perceived importance and then each idea is scored against each criteria. This allows for non-biased selection of ideas.

There are two criteria categories: Strategic Value and Ease of Execution

- Strategic Value - the criteria which an initiative and/or idea is rated against to achieve a set of objectives and goals.
- Ease of Execution – the criteria which an initiative and/or idea is rated against in order of execute.

#### CESS Strategic Value Criteria

(Proposed to Steering Committee, extracted from meeting notes)

1. Continuous evolution in engagement and programming
2. Inclusive of all and for all
  - a. Am I (the visitor) included, valued, and involved (or engaged)?
  - b. Allows to cross pollenate with the other groups
  - c. Engages people of all ethnic and economic backgrounds and communities
3. Builds community ownership of the ITC
  - a. Generates sustainable financial support that allows the ITC to fulfill its mission to its fullest capacity
  - b. Allows leveraging with partnerships and collaborations

#### CESS Ease of Execution Criteria

1. Accessible for all
  - a. Multi-lingual
  - b. Elevators, parking, lavatories
  - c. Virtually available
2. Financially viable

- a. Sustainable
  - i. Monetary (foundation, memberships, and donors)
- b. It is nimble?

## FINAL COMBINED EVALUATION CRITERIA FROM THE STEERING COMMITTEE

### Strategic Value Criteria

- Explores the story of Texas (past, present, and future) with inclusivity
- Inspires, with stories of relevance and connections
- Provides a resource to the community for a greater cultural understanding
- Builds a sense of community ownership
- Leads to a world-class destination for experiencing Texan cultures
- Allows for adaption to future technologies and programming needs
- Advances the UTSA academic mission and serves PK-12 students
- Continuous evolution in programming with community engagement

### Ease of Execution Criteria

- How feasible is the idea politically?
- How financially operational is it?
- How feasible is the idea environmentally?
- Accessible for all (facility, technology, and language)

# COMMUNITY ENGAGEMENT & SUSTAINING SUPPORT TASK FORCE

## RECAP MEETING #3

### **Nov. 12, 2021:**

- **Present Choice Board results.**
- **Review Choice Board topline.**
- **Review archival doc highlights.**
- **Discuss initial inputs to Recommendation Report**

Task Force Co-Chair Karl Miller-Lugo thanked the task force for their attendance and gave an overview for the meeting. He thanked Lopez Negrete Communications (LNC) for their role in the facilitation process up through this meeting and introduced Darryl Byrd.

Co-Chair Darryl Byrd gave a recap of the task force activity that had occurred prior to the meeting and noted that the results of the Choice Board exercise were to be delivered, followed by a discussion on community engagement and the long-term financial sustainability of the ITC by the task force. He said that the task force's next two meetings would be led by the co-chairs and subject matter expert, at which the group's initial ideas from this meeting would be refined in December and a draft of the final report would be reviewed in January.

Amanda Gleason gave a topline overview of the community survey by Lopez Negrete Communications and said that the ideas generated through the process could be summarized into six categories.

- |   |                                      |
|---|--------------------------------------|
| - Branding  | - Engagement of children             |
| - Museum's coverage of ethnic groups and history of Texas | - Community events and partnerships  |
| - Special exhibits  | - Physical facilities and land usage |

She said that most of those who participated in the survey identified as being local visitors or professors, and that the most common ideas involved community events and partnerships. No overnight tourists participated in the survey, with some identifying as UTSA alumni or staff.

The values identified as being most important to those who responded were that the ITC explore the story of Texas with inclusivity, inspire with stories of relevance and connections, and provide a community resource for greater cultural understanding. She then referenced the Choice Board summary results, shown in Appendix A of this report.

Subject matter expert Carl Hamm commented on the Sustaining a Vibrant Institute discussion with a panel of museum experts that had been videotaped and encouraged the task force members to watch the video online. He commented that the key takeaway from the discussion is that, while other museums may be doing things in a certain way, the ITC should embrace its unique circumstances and not just try to replicate what others are doing, adapting others' best practices in ways that will work best for the Institute.

He said that he had interviewed several members of the task force and other community leaders between June and August in preparation for the task force's discussion and referenced a meeting of the ITC Advisory Council in January 2021 at which the group had discussed recommendations for the Institute moving forward. He then led the group through a conversation on community engagement.

- It was suggested that the ITC serves at least three audiences: the local community, tourism visitors, and K-12 students.
- There was the notion that the ITC should be renamed.
- The ITC needs more support from UTSA.
- Visibility and location are concerns. ITC is buried inside of Hemisfair Park; only those actively seeking find it.
- The ITC needs to be recreated and reimagined to be relevant now and into the future.
- Few tourists are going to the ITC.
- The Festival was wonderful years ago but has lost its relevancy.
- Resources and community and university ownership will be needed to get there.
- New branding for the ITC is needed.
- We must hire the right people to run the ITC. Need a CEO who is entrepreneurial, can run a business and is able to pivot quickly.
- ITC needs its own foundation, private enterprises and partnerships to do new things.
- ITC could be used for UTSA faculty to showcase their research.
- Concern that not enough has been invested in the ITC to make it great.
- Need a different level of discipline and to better articulate what we aspire for the ITC to be. Must elevate our aspirations.



Hamm then shifted the discussion toward financial sustainability.

- UTSA shifted focus to STEM in the 1980's but did not see the ITC as part of that direction.
- The University has embraced entrepreneurialism, but need to redirect that energy toward ITC.
- UTSA has had donors who would support the ITC but were guided toward other priorities. University needs to better embrace support for the ITC.
- Folklife Festival may have made a modest profit in the past but could be a more significant revenue source – without making profit the primary motive of the event.
- UTSA's top leadership has to demonstrate that the ITC is an important asset and area of focus to change community perceptions from the past.
- There is no one better to manage the ITC than UTSA, but it's going to take a change of attitude and a declaration of support.
- Relationship between the ITC and the University must be reframed as altruistic, with the ITC seen as a gem in UTSA's portfolio.
- Must shift from scarcity mentality and think big in setting budget for new reality.
- ITC needs to find a way to be distinct within the group of history institutions in Texas.

Hamm summarized the ideas generated during this portion of the discussion and reminded the group that the purpose of its next meeting would be to refine the topics raised in this meeting and begin the process of outlining the task force's final report.

Karl Miller-Lugo thanked the group for their participation and reinforced the University's commitment to this process. He restated that there is tangible and real support from the University and said that the visioning process is a priority, that the University is listening, and is trying to do the right thing. He encouraged the task force to attend its next scheduled meeting on December 3.

# COMMUNITY ENGAGEMENT & SUSTAINING SUPPORT TASK FORCE

## RECAP MEETING #4

### **Dec. 3, 2021:**

- **Review & refine draft Recommendation Report.**
- **Confirm ideas, key concepts & vision.**

Task Force Co-Chair Karl Miller-Lugo welcomed the task force, placed the day's meeting into the context of the overall process, and outlined the topics to be discussed in the meeting.

Subject Matter Expert Carl Hamm summarized the main points from the task force's November 12 meeting and suggested that the discussion had focused around the following high-level concepts:

- Relevance
- Location and Physical Visibility
- Name and Branding Visibility
- Resources and Finances
- Administration
- Exhibits and Festivals

Hamm then led the task force through a conversation focused around a set of draft strategic priorities that had been developed based on discussion at the November 12 meeting, community input, interviews conducted with community leaders, and previous work by the ITC Advisory Council.

The task force believes that people feel strongly about the ITC and that a sense of community pride exists but that it should be enhanced before the community will be more involved. They agreed that the notion of building and sustaining a measurable sense of awareness and community pride for the ITC among San Antonians should be a top priority, broadening the concept to include all Texans.

The task force acknowledged that both local/regional and statewide/tourism audiences should be developed, but that different strategies would be needed to engage them. The group also suggested that K-12 students be included as an important audience given their role in the ITC's mission. This audience plays an important role in creating and sustaining that community described above.

There was strong consensus about the importance of the ITC's "product" and that the visitor experience must be rebuilt and made relevant before attempts to engage the community should be undertaken. It was commented that the fact that so few people responded to the survey shows that the community doesn't view the Institute as relevant, which must be addressed before people will care.

The task force believed that the outcome of the Museum of the Future task force's efforts would be crucial to understanding the market element of the ITC's future audience development work. The product should be big and bold and absolutely irresistible, on the level of world-renowned institutions such as the Smithsonian or the Houston Museum of Natural Science.

The group discussed the academic relationship between UTSA departments and the ITC, particularly regarding entrepreneurial revenue streams such as grants. There was the suggestion of faculty participation in exhibition planning, talks, and other types of academic programs, acknowledging that this part of the conversation crossed over into programmatic work being developed by the Museum of the Future task force.

The group discussed that the importance of creating partnerships with regional institutions and attractions. The ITC should engage with the Alamo to make both revitalized entities relevant, knowing what each are doing to avoid duplication of effort. Although the Alamo is the most well-known landmark in Texas that draws a large international tourism audience, the ITC's statewide story is broader than the Alamo's, which is essentially place-based story that involved a relatively small number of participants.

It was important to the task force that the ITC ensure has the financial resources to think with aspiration, hire the right staff, and let the community know it is doing something big, not small. "What we have today isn't working, so we need to expand that concept and be big and bold." "What we're doing now is Windows 95."

The task force acknowledged that a campaign will likely be necessary to make revitalization possible, but the amount and sources of revenue to sustain the ITC year-after-year will also have to be figured out.

The task force believes its work is reliant on the redefinition of the mission, but is working under the assumption that ITC is going to create a world-class product. Without that, a budget can't be developed for those needs. The task force felt that many of the strategic priorities being discussed would happen organically and take care of themselves once a world-class institution is created.

The task force reinforced the need to define the University's role in the fundraising process in the context of the ITC's fundraising capacity and operation, with the comment that current issues and a fractured relationship between the two entities will continue until this is done. UTSA needs to establish what the plan will be going forward, then determine what it will cost, and how the ITC, donors, the University, and the state will split the cost. It was important to task force members that the ITC try to maintain a sense of independence and not be subsumed into the overall bureaucracy of the University. "A collaborative and coordinated and fully-supported fundraising operation will be key."

There was the thought that the Support Council for the ITC had not been set up correctly; that it needed to have subcommittees, representatives from different cultures, and executives who could focus on specific issues (finances, resources, etc.).

The group reinforced that the ITC has to be thought of as more than just San Antonio-centric to be world-renowned. By expanding this view, the number of people who want to support and promote the ITC will be expanded.

The task force suggested that the co-chairs meet with their counterparts from the other task forces to ensure that all were on the same page.

Karl Miller-Lugo closed the meeting, suggesting that the task force's next step would be to meet in January to review a draft of the final report, which will be shared in advance.

# COMMUNITY ENGAGEMENT & SUSTAINING SUPPORT TASK FORCE

## RECAP MEETING #5

**Jan. 14, 2022:**

- **Review final draft Recommendation Report**
- **Final edits and prep to sign**

Task Force Co-Chair Karl Miller-Lugo opened the meeting and thanked the task force, and suggested that the objective for the meeting would be for the task force to approve the draft report circulated last week for presentation to the steering committee on January 27.

Karl noted that the draft report had already taken the task force's feedback and input into consideration and that the purpose of the meeting was to ensure that it accurately reflects that work. He offered his strong endorsement of the report as written.

Task Force Co-Chair Darryl Byrd added his thanks to the university, the staff involved in the visioning process, and the task force and offered his thoughts and endorsement of the report. He outlined the remaining steps of the visioning process referring to the slide presentation offered.

Subject Matter Expert Carl Hamm commented on refinements in the recommendations since the last meeting and asked the task force if they observed any glaring omissions or points that should be clarified. The group discussed recommendations on the following two points:

- The recommendation regarding community partnerships should be broadened to include more than the potential partners originally listed.
- The University should consider a reinvigorated, thriving Institute of Texan Cultures to be an opportunity to raise its reputation and profile.

Karl confirmed that, with the two recommendations listed above, the task force offered consensus of the draft report and recommendations as written.

Karl closed the meeting, reminded the task force of upcoming key dates, and noted that the report will be reviewed (and updated as appropriate) before its presentation to the Steering Committee on the 27th.



# COMMUNITY ENGAGEMENT & SUSTAINING SUPPORT TASK FORCE

## RECOMMENDATIONS

### Executive Summary

The sustainability of a revitalized Institute of Texan Cultures will depend on an engaged, participatory community, expressed through a strong core audience generating ticket sales and earned revenue, memberships, partnerships and sponsorship opportunities, and philanthropic support. The Community and Sustainable Support task force was charged with envisioning and articulating a path toward such an environment that will contribute to the ITC's long-term viability.

Unlike the other two, this task force drew primarily on the experiences and thoughts of community leaders based on their existing relationships with the ITC, not practitioners acting in a professional capacity. In addition to the task force's work, personal interviews were conducted with a select number of community leaders and philanthropists to solicit their input into this process. As a result, the opinions received about creating a best-practices model for community engagement and sustainability were naturally based on comparisons of the ITC's current state to the past and the recollection of a time when the organization was perceived to be a thriving fixture in the San Antonio and Texas cultural scene.

All who participated in this process strongly agreed that any level of community engagement for the ITC will be challenging to achieve until the organization can convey a new sense of institutional relevance – what the Institute stands for, its mission, its programming, and its place in serving a meaningful role in the San Antonio and Texas cultural communities. Likewise, despite polarized views on whether the ITC should remain in its original location or move into a new home, there was consensus that it will be very difficult for the Institute to re-engage those who remember the ITC as it once was or to attract a significant number of new visitors based on the current state of its exhibits and building.

Regarding the focus of a revitalized Institute's primary audience, there was significant discussion among the task force about the ITC's role as a local and regional institution in the context of the statewide and international appeal of its mission and programming. It was very important to the task force that the programmatic and marketing vision for the ITC strive toward relevance and excellence on a global scale, acknowledging that the engagement of the

regional San Antonio community will drive the Institute's ongoing financial sustainability through ticket sales, memberships, sponsorship, annual giving, and other contributed support.

There was strong sentiment among the task force that the cultural festivals hosted by the ITC over the years, particularly the Folklife Festival, have served an important role in community engagement beyond their function as mission-related programming and that they hold the potential for significantly increased revenue. Until new programming and exhibits have been developed and considerable work has occurred to update the ITC's current facility, renewed and increased festival programming should be strategically considered as an important opportunity for ongoing community engagement.

Recognizing its focus on the enduring sustainability of the Institute, the task force acknowledged that several important short-term questions related to roles and responsibilities between the Institute and the University must be clarified before any longer-term vision for community engagement and sustainability can be realized. As such, both one-time and ongoing actions that will create the opportunity for long-term success are outlined in the recommendations in this report.

The full Community Engagement and Sustainable Support task force and others who participated in this process consider the Institute of Texan Cultures a significant opportunity for the University to boost its prominence and reputation and expressed great enthusiasm and excitement for its renewed success, with the caveat that concerns regarding the ITC's current exhibits, programs and facility are addressed and improved.

## **Desired Outcomes**

The desired outcome of this process is an outline of steps the ITC should take toward financial sustainability, rooted in the strong engagement of the regional San Antonio community and the ongoing attraction of a statewide, national and international audience.

## **Assumptions**

It is the task force's assumption that the ITC will implement an actionable plan to create interesting, relevant, and irresistible programming in the galleries, through community festivals, through its research and publications, and online. The task force considers this shift from the museum's current state, or at least the articulation of an exciting programmatic vision, a prerequisite for any meaningful work toward community engagement and the development of new audiences, earned revenue, or contributed support.

Whether the ITC will move or remain in its current location in the near term is an important question that will have a direct bearing on the Institute's community engagement strategy. If the ITC is to operate in its current facility for any meaningful length of time, the task force assumes that substantial improvements will be made to the historic building before any major efforts to build a large new audience should be undertaken.

Nearly all of the operating budget for the Institute of Texan Cultures has historically been received through a longstanding renewed appropriation from the State of Texas, with staff members paid as UTSA employees and the University responsible for the indirect costs of maintaining and operating the building. A fundamental assumption of this process is that the Institute will ultimately shift away from a financial model entirely dependent on state funding and operate with a mix of government and University support, earned revenue and contributions, and ultimately an endowment, consistent with other best practice University-affiliated museums.

## Recommendations

The Community Engagement and Sustainable Support task force proposes the following seven high-level recommendations for the Steering Committee's consideration in establishing a financially sustainable path forward for the Institute of Texan Cultures.

- *Build and sustain a measurable sense of awareness and community pride for the ITC among San Antonians and Texans*

The ITC is remembered fondly among those who went to the Hemisfair in 1968, have personally visited or have had children on school field trips to the museum, or who participated in one of its public festivals over the years. The Institute's reputation has not been strongly established among newcomers to the region and, for many, is based more on memories than on the ITC's current standing.

Before the ITC can begin to build a base of ongoing ticket buyers, members, and those who will support the Institute financially, it must first implement an intentional, ongoing effort to become more top-of-mind and relevant among residents locally and regionally, solidifying its place as one of the most meaningful cultural institutions in Central Texas.

Even for those who may not consider themselves potential regular visitors, the ITC should aspire to create a perception that the Institute is an important educational resource and attraction for San Antonio and Texas of which they are proud and that would be missed if it did not exist.

- *Engage a strong local audience of visitors from the San Antonio region for ongoing participation throughout the year and appeal to a larger statewide and tourism audience for visitation and festivals and participation in online programs*

In addition to revenue derived from earned revenue, the long-term financial sustainability of the ITC will depend on its ability to attract, retain, and engage a core group of members and supporters who will contribute financially for annual giving and special projects, such as the development of exhibits and capital campaigns.

With this in mind, using an illustration of concentric circles like an archery target, the museum's local and regional audience should be the bullseye centerpiece upon which the Institute's audience is built, with the outer rings of the circle representing important, but more occasional transient visitors whose transactional participation is more likely to be through one-time or intermittent ticket sales and earned revenue onsite.

- *Recognize the important role of the Institute's K-12 student audience in terms of community engagement and as an opportunity to fund its ongoing educational programming*

The education of schoolchildren about the rich variety of cultures from around the world that have shaped and influenced life in Texas is one of the most important roles the ITC has played since its inception.

The ITC's collective, diverse audience of schoolchildren has been larger than any other single group visiting the museum over the years, representing countless children and families of all backgrounds, regionally and from throughout Texas. As the Institute refines its community engagement strategy, it should work to intentionally develop lasting relationships with students and their extended families, all of whom represent its core audience of tomorrow.

Numerous foundations, companies and individual philanthropists have identified educational programming for K-12 audiences in museums as a funding priority. This expense in the ITC's budget should be considered an important opportunity for ongoing, major support from such sources.

- *Take advantage of natural partnership opportunities with regional attractions, cultural institutions and organizations that attract tourism to the greater San Antonio region*

New partnerships with local and regional attractions and cultural organizations will fulfill multiple objectives for the ITC, from cost-sharing programmatic collaborations to promotional partnerships that will attract new types of audiences and increased visitation.

As the Institute seeks to establish a heightened sense of awareness and relevance among potential visitors, sponsors, and donors, high-profile partnerships with strategically-chosen organizations will also enhance the ITC's reputation as an important, key institution in the community, drawing on the brand and goodwill of its collaborative partners.

- *Identify the one-time and ongoing resources that will be required for the ITC to operate as a dynamic, relevant, innovative, and continuously-improving public museum and research institute, particularly with regard to fundraising*

The first steps in the process of seeking philanthropic funding are the articulation of why an institution exists – its mission – followed by the expression of how that mission is carried out – its programs, and all other expenses, including facility costs, that will be required.

The CESS task force recognizes that the other two task forces involved in the visioning process have invested much work in outlining a new programmatic vision for the ITC and making recommendations on the location in which the Institute's work will occur.

Once the University's leadership has determined a definitive path forward based on the outcome of their work, the task force recommends that the initial framework for an aspirational new operating budget for the ITC be developed as soon as possible, as well as a proposed budget for the one-time activities and capital expenses that will be necessary for the realization of a revitalized institute. Until these are in place, it will be challenging for an effective fundraising plan to be developed and implemented to fulfill these objectives.

- *Establish the University's role in fundraising for the ITC and articulate what the Institute's role in the fundraising process should be in that context, including the role of volunteer support councils assisting with fundraising and community engagement*

The University has overseen the management of the Institute for many years but it has not played an engaged, hands-on role in fundraising for the ITC. Over time, this has resulted in a culture in which well-meaning staff and volunteer advisory committees have attempted to undertake fundraising initiatives for the ITC on their own that were perceived by the University to be contradictory to its broader interests.

In creating an effective, smoothly-operating program that will ensure the long-term sustainability of the Institute, the University should document the roles and responsibilities



its Development department, specific staff, and senior administration will play in fundraising for the ITC. This outline should address responsibilities both supporting funds raised for the ITC's ongoing annual operating budget as well as any capital initiatives or special projects.

Strong volunteer leadership will also be vital for the ITC to accomplish its goals. The supervisory relationships and roles of any support organizations recruited to assist with community engagement or fundraising in the Institute's new environment should also be firmly established, in addition to clearly defined staff roles.

- *Create new entrepreneurial revenue streams capitalizing on the ITC's facilities and location as well as opportunities made possible through the involvement of UTSA faculty in programming*

While the Institute's long-term plan for secure financial sustainability should be grounded in a model of audience-based earned and contributed revenue and University support, the ITC's leadership should not underestimate the opportunity for new entrepreneurial revenue streams in building its new revenue framework. Its current facility lends itself to a number of options traditionally implemented by museums, such as event space rental, food service and retail operations, as well as fee-based virtual programming, the notion of leasing portions of the building to other nonprofits or companies for office space, or a host of other creative ideas.

The task force recommends that the involvement of UTSA faculty in programmatic activity for the ITC might also serve as an entrepreneurial opportunity for grant funding shared with other departments within the University.

It will be important that such entrepreneurial revenue streams be considered in the context of the Institute's overall financial model, given the strong dependence of such activities on attendance fluctuations and downturns in the economy compared to more stable, traditional sources of funding.

# APPENDIX: A

## CHOICE BOARDS

#	Strategic Value Criteria								Ease of Execution Criteria			
	Explores the story of Texas (past, present, and future) with inclusivity	Inspires, with stories of relevance and connections	Provides a resource to the community for a greater cultural understanding	Builds a sense of community ownership	Leads to a unique, world-class destination for experiencing Texas culture	Allows for adaptation to future technologies and programming needs	Advances the UTSA academic mission and serves PK-12 students	Continuous evolution in programming with community engagement	How feasible is the idea politically?	How financially operational is it?	How feasible is the idea environmentally?	Accessible for all (ability, technology, and language)
1												

- Rename ITC, dropping the name Institute and renaming it Texan Culture Museum of Education
- History past/present/future with inclusivity of all ethnic groups through their settlement and contributions to Texas
- Create and enhance exhibits using technology for in-person and virtual experiences
- Leverage on tech and utilize faculty to educate on various topics currently impacting the San Antonio area (such as inequality, housing, police reform, voting rights)
- Create engaging travel exhibitions and virtual learning opportunities to students and community with opportunities to partner with other state/national museums
- Strategic partnerships with public, private, non-profit, and philanthropic entities to connect and unite the community
- Intentional programming and engaging outreach through various platforms in k-12 classrooms across Texas for students bringin the understanding the diverse history of Texas
- Offer cultural festivals, conferences, entertainment events, and other activities leveraging hemisphere park to bring the community together and encourage visitors inside/outside of Texas
- Move the Back 40 Lot buildings to the front lawn. Make them into a miniature architectural museum
- Retain the original ITC property, including the building itself, and capitalize on the Hemisfair connection