

# Steering Committee Scenarios Report

**DRAFT AS OF JUNE 14, 2022**



**UTSA** INSTITUTE OF TEXAN CULTURES

**ITC CENTENNIAL 2068**

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## Executive Summary

The ITC Centennial 2068 Community Stakeholder Visioning process charged its Steering Committee to develop at least three feasible scenarios to advise UTSA leadership on the future of the Institute of Texan Cultures. This report delivers the Steering Committee's three scenarios to UTSA's executive leadership team. The Steering Committee developed three, feasible scenarios for the ITC of the future based on the Task Force reports, resource guidance, requirements for accreditation, community feedback, and collaboration among members. Each scenario was assessed in accordance with an agreed upon framework including: a) location; b) financial sustainability; and c) programming. To guide the evaluation of the feasibility of each of the scenarios, the Steering Committee adopted the use of the American Alliance of Museums (AAM) Core Standards. This report contains the evaluation results, provides an overview of the visioning process, gives context to the timeline of events and deliverables leading up to the committee's work, and concludes with next steps and an appendix of resources.

## Overview

The University of Texas at San Antonio (UTSA)'s [Institute of Texan Cultures \(ITC\)](#) showcases the cultures, histories and experiences of the peoples from around the globe who call Texas home. At its core, the ITC celebrates and educates the public about the diversity and uniqueness of the myriad cultures that make Texas a thriving state with an incomparable history. As a museum, it presents a variety of offerings including, but not limited to, exhibits, programs and special events; outreach programs to schools and other groups including teacher-training workshops. Further, the museum is a cultural asset of the UTSA community and plays a critical role in the university's public engagement initiatives by developing exemplary resources for educators and community members on topics of Texas cultural history. There is no other institution that tells the story of Texas in the way the ITC does. Looking ahead to the next 50 years of the ITC, UTSA is committed to continue preserving and promoting the ITC's tremendous assets—programming, exhibits and special collections—as it advances the goal of creating museum experiences that are even more accessible and compelling for visitors.

## ITC Centennial 2068 Visioning Process

Since 1973, UTSA has stewarded the ITC, and the university is honored to serve in this critical role as the museum makes a significant impact on our city, state, and the nation. The ITC shares the unique legacy of Texas and extols the indomitable spirit of Texans. Given the ITC's rich history, truly—the museum is a highly valued institution in the San Antonio community. For these reasons and more, UTSA will ensure the ITC evolves and thrives to continue serving San Antonians and Texans for generations to come.

In 2021, UTSA embarked on a robust community engagement process to envision ways that current and future generations could access a greater awareness of and appreciation for Texas' unique cultural heritage by expanding the institute's research and storytelling through new programming, greater use of technology, and the exploration of topics at the intersection of culture and current events. The goal of the initiative—[ITC Centennial 2068 Community Stakeholder Visioning](#)—aims to deepen and broaden the ITC's engagement with communities as an exemplary cultural heritage institution that informs our future and inclusively tells the story of our past to explore and share what it means to be a Texan.

## Process and Timeline

In 2021, UTSA initiated the [ITC Centennial 2068](#) visioning and community engagement process to envision the next 50 years of the ITC, the only resource in Texas entirely devoted to our state's rich cultural heritage. To ensure the visioning process was informed by voices throughout the community, stakeholders from across San Antonio were invited to participate in task forces and a steering committee to ground the work in various points of view and experiences. Museum, development, and land use experts were also engaged to inform the work of each of the three organized groups.

In [April / May 2021](#), three Task Forces—one for each topical area of interest for the ITC—and Steering Committee membership were announced and launched in June 2021. UTSA also engaged Lopez Negrete Communications (LNC) to facilitate the community engagement process, which included four expert panels, the development of the Strategic Value and Ease of Execution criteria and weights, and the community survey.

In [August / September 2021](#), the Task Forces and Steering Committee convened for the first time and held community conversations, which will continue through the end of the visioning process. At that time, the Task Forces completed the ideation phase with LNC and moved into the next phase of preparing final recommendations for the Steering Committee.

In [January / February 2022](#), Task Forces submitted their [recommendation reports](#) and invited further community conversation via survey. From February through June 2022, the Steering Committee met regularly, over the course of eleven virtual meetings, to collaborate with experts, partners, others in the San Antonio museum ecosystem and each other to share ideas on how to synthesize the findings from the Task Force Reports to develop feasible scenarios to present to UTSA leadership regarding the future of the ITC. The Steering Committee's work and collaboration resulted in three scenarios, which are outlined in detail later in this report.





## Task Force Membership and Reports

The Task Forces, composed of various community leaders with diverse expertise, were asked to draw upon individual backgrounds and experiences to develop a set of recommendations that address the ITC Centennial 2068 questions in the following focus areas: Museum of the Future, Community Engagement and Sustaining Support, and Facility and Land Stewardship. Of note, each Task Force included experts from across various industries to ensure rich and diverse collaboration and discussion.

**Task Force membership** can be found on the ITC Visioning website:

- [Museum of the Future](#)
- [Community Engagement and Sustaining Support](#)
- [Facility and Land Stewardship](#)

**Task Force reports** can be found on the ITC Visioning website:

- [Museum of the Future](#)
- [Community Engagement and Sustaining Support](#)
- [Facility and Land Stewardship](#)

## Expert Resources

To complement the input of community members, UTSA also engaged a [broad group of subject matter experts](#) to serve as a resource to the Task Forces. These expert sources contributed to the conversations and broadened the perspectives that informed the visioning process for the Task Forces and helped guide the Steering Committee.

One such resource that helped inform the broader visioning process includes an accreditation assessment by museum planning consultant [Marcy Goodwin](#). Marcy Goodwin's museum planning consulting team first developed an accreditation assessment in 2010, and her [most recent assessment](#) builds on her ongoing research on the feasibility of the existing Texas Pavilion building meeting the American Alliance of Museum accreditation standards—the recognized standard of excellence in the United States.

Another resource included the [Urban Land Institute \(ULI\) Advisory Services Panel](#), a group of independent national experts that were engaged to examine placemaking and stewardship of the museum's site at Hemisfair District. ULI is recognized as one of North America's most respected and widely quoted sources of objective information on urban planning, growth, and development. ULI was recently, and notably, engaged with the local [Hemisfair District Visioning process](#) as an expert resource to guide the site's ongoing development, and in similar projects

across the US. Once engaged with UTSA, and based on previous experiences with local entities, ULI's panel interviewed a variety of community members to immerse themselves in the local perspectives of what the museum currently means to residents and what it could ultimately become. ULI's partnership and [report on key areas of consideration](#) for the future of the ITC resulted in expansive insight for both the Task Forces and Steering Committee to consider while ideating around what the ITC of the future could be.

Additional expert reports utilized by the Task Forces and Steering Committee include: Assessment of the Potential to Relocate the Institute of Texan Cultures, prepared by B. Meyerson Consulting, LLC; Exhibition Master Plan, prepared by The Museum Practice; ITC Academic Assessment, prepared by Dr. Daniel Gelo, Dr. Mac West and Mr. Charlie Walter; and, ITC Assumptions by the ITC Advisory Council, chaired by Dr. G.P. Singh.

Furthermore, various industry partners, museum experts, and business and community leaders from across the city, state and country have participated in and collaborated with the Task Forces and Steering Committee, including: Dr. Jude Valdez, retired Vice President for Community Services at UTSA; Wellington "Duke" Reiter, FAIA architect and urban designer, and a Senior Adviser to the President at Arizona State University; Kate Rogers, Executive Director of the Alamo Trust, Inc; and, Marise McDermott, President/CEO of The Witte.

## Community Engagement

From the onset of the visioning process, UTSA prioritized engaging a diverse, experienced group of community leaders and stakeholders to serve on the task forces and steering committee. The ITC serves our community in so many ways— educating, informing, and celebrating the rich cultural mosaic of our state that continues to change and evolve dynamically with new generations of Texans—and the voices of every San Antonian mattered immensely to create scenarios for a museum of the future.

At various points in the visioning process, UTSA widely issued invitations to get involved through community surveys to capture feedback that would then be incorporated into the visioning process and work of each of the organized groups. Results from all three Community Conversation surveys can be found on the ITC visioning website:

- [Community Survey 1](#)
- [Community Survey 2](#)
- [Community Survey 3](#)—\*Available after survey closes on July 14, 2022\*

## Steering Committee Membership

### Steering Committee Chairs



#### **Sabrina Casas-Avila**

Sabrina Avila is the founder of Brand Panacea Enterprise. She started the company in 2002 to help start-ups and small businesses with little or no budgets reach success, applying her knowledge of business operations, marketing, advertising, and branding. In addition to owning her own company, she is the President of The Rotary Club of Northwest San Antonio, Vice Chair for the ITC Advisory Council, Chairwoman of the NEISD Academy of Creative Education's Advisory Corporate Council, and founder of two non-profits: Granting Smiles and Shoes4ASmile.



#### **Carlos Martinez**

Carlos Martinez serves as senior vice president and chief of staff to the president at UTSA. The ITC is embedded in his understanding of Texas since a 7th grade field trip introduced him to the rich cultural history of the state. His involvement with the visioning process will give him the opportunity to help shape the future of the ITC and ensure that it is to current and future students what it meant to him over 40 years ago.

### Steering Committee Members



#### **Andres Andujar**

Andres Andujar is driving the vision for the Hemisfair area redevelopment to create one of the world's great public places. Andres received his bachelor's degree in architectural engineering from The University of Texas at Austin in 1980. His career includes design, construction, development, and management of several billion dollars' worth of projects around the U.S. and abroad.



#### **Cristina Ballí**

Cristina Ballí is Executive Director of the Guadalupe Cultural Arts Center in San Antonio. She formerly served as Director of the Narciso Martinez Cultural Arts Center in San Benito, Texas, where she opened the historic Conjunto Hall of Fame and Freddy Fender Museums, as well as Texas Folklife in Austin.



**Pete Cortez**

UTSA alumnus Pete Cortez serves on the university's Campaign Leadership Campaign Leadership Council, and the boards of Frost Bank, the Texas Restaurant Association, and Alameda Theater Conservancy. Pete is committed to developing and preserving the Zona Cultural District of downtown that La Familia Cortez's restaurants and UTSA's Downtown Campus call home.

**Mary Alice Cisneros**

Mary Alice Cisneros is President of American Sunrise, a non-profit community organization focused on education and re-building communities, and President of River City Management, a small, family-owned business.

**Jose Escobedo**

Jose Escobedo serves as the current Student Body President at UTSA. He is a senior political science major with a minor in history. Jose is looking forward to sharing the student perspective and exploring ways that the ITC can reach future generations.

**Claudia R. Guerra**

Claudia Guerra is San Antonio's Cultural Historian, a position in the City of San Antonio Office of Historic Preservation. Previous to this position, she worked for the UTSA Center for Cultural Sustainability. UTSA and the ITC are instrumental research and partnership resources for her work.

**Johnny Hernandez**

Chef Johnny Hernandez is one of the premier Mexican cuisine chefs in the United States and a recognized authority on Mexican culture. In 2016, Chef Hernandez showcased his culinary expertise and the flavors of Mexico at the White House as Guest Chef for President Barack Obama.



### **Lori Houston**

Lori Houston is an Assistant City Manager for the City of San Antonio. Lori facilitated the development of over 10,000 housing units in downtown and led numerous transformational initiatives on behalf of the City including the expansion of UTSA's Downtown Campus, the redevelopment of the Alamo, completion of the San Antonio River Improvements Project, and the redevelopment of Hemisfair Park.



### **Yvonne Katz**

Yvonne Katz, Ph.D., is chair of the San Antonio Women's Chamber of Commerce, on the Board of Trustees of Alamo Colleges, and is a Court Appointed Special Advocate volunteer.



### **Jamie Kowalski**

Jamie Kowalski, director of relationship marketing at The RK Group and UTSA alumnus, works alongside Rosemary Kowalski to spearhead philanthropic initiatives through RK Cares, which continues Rosemary's legacy of giving. Jamie strives to improve, enrich and advance the San Antonio community by supporting educational programs like the ITC.



### **Rosemary Kowalski**

Rosemary Kowalski, The RK Group's chairwoman emeritus, exemplifies true spirit and grit of a Texas businesswoman. In her company's 75 years, her many accomplishments include providing the majority of food service at San Antonio's HemisFair '68, the only World's Fair held in Texas. Rosemary has a longstanding history supporting culturally significant events in San Antonio, including serving royalty, presidents, and the Pope.



### **John Phillip Santos**

John Phillip Santos is an author, filmmaker, journalist, and speaker. The first Latino elected as a Rhodes scholar, John has published three books and produced over forty documentaries for CBS News and PBS. He currently serves as University Distinguished Scholar in Mestizo Cultural Studies at UTSA, teaching in the Honors College where his work focuses on developing a "Borderlands Humanities" pedagogy that foregrounds the uniquely mestizo character of San Antonio and the epic narrative of Texas.



### **Randy Smith**

Randy Smith is currently the CEO of Weston Urban and vice chair of the San Antonio Economic Development Foundation.



### **Shantel Wilkins**

Shantel Wilkins is an advocate for and supporter of an inclusive culture where differences are leveraged. She welcomes uncomfortable conversations that will address and remedy institutional racism and racial and gender bias. Currently, she serves as Deputy Managing Director of the Kronkosky Charitable Foundation, a regional foundation investing in initiatives and 501(c)(3) organizations in Bandera, Bexar, Comal and Kendall counties of Texas.



### **Gene Williams**

Gene Williams, First Vice President of CBRE, serves as a Global Leader in Retail Advisory and Transaction Services with a specific focus on the urban core. He has a depth of expertise in urban place-making and the execution of leasing, acquisition/disposition, and development of high impact multi-purpose and mixed-use projects.

## **Steering Committee Charge**

The steering committee was charged to shepherd the overall visioning process; synthesize and integrate input, output and work from sector-specific Task Forces; develop at least three feasible scenarios integrated across sectors; and, advise UTSA leadership on advantages and disadvantages of each scenario presented.

### ***Mission and Vision Statement***

Although it was not in the Steering Committee's purview to modify the ITC's vision and mission statement, it was beneficial to contribute commentary around the statements to develop the scenarios, as each one considered the existing vision of the museum while ideating around its future potential to embrace the evolving story of Texas. The mission helps communicate why the museum exists and how the community benefits, and will continue to benefit, as a result of its efforts. The ITC's existing mission and vision statement outlined on the museum's website include:

### ***ITC Mission and Vision Statement***

“The Institute of Texan Cultures gives voice to the experiences of people from across the globe who call Texas home, providing insight into the past, present, and future.

“At its core, the Institute of Texan Cultures is a lesson in diversity and it shows the uniqueness and beauty of the many cultures that came to Texas. It shows the contributions those cultures have made to the state’s character, through music and dance, food, stories and traditions, religion, artisan skills, and ways of life.

“The museum pursues a mandate as the state’s center for multicultural education by investigating the ethnic and cultural history of the state and presenting the resulting information with a variety of offerings: exhibits, programs, and special events designed to entertain, inspire, and educate; outreach programs to schools and other groups; and, teacher-training workshops

“The museum is a component of the University of Texas at San Antonio. It plays a role in the university’s community engagement initiatives by developing quality, accessible resources for educators and lifelong learners on topics of cultural heritage. It strives to develop a rich and vibrant culture in the arts and humanities that will expand the community’s awareness and appreciation of Texas through an engaging series of exhibits, programs, and special events.”

### ***Framework***

At the onset of the developing scenario concepts, the Steering Committee thoughtfully and thoroughly considered the work of the Task Forces, community stakeholder input, and expert resources to produce a framework that would guide three feasible scenarios to be delivered to UTSA at the conclusion of the visioning process.

### ***Defining “Feasibility”***

When the Task Forces began their work, the Steering Committee provided guidance to help evaluate ideas they would consider including in their recommendations to the Steering Committee. The “Ease of Execution Criteria” that the Steering Committee developed to evaluate ideas included:

1. How **financially** operational (feasible) is it?
2. Does it incorporate **operational accessibility** (facility, technology, language, etc.)?
3. How feasible is the idea **environmentally**?
4. How feasible is the idea **politically**?

### ***Scenario Themes Emerge***

From the work of the Task Forces, three key themes emerged, which were used as the framework for the Steering Committee's scenario work, including: a) location, b) financial sustainability, and c) ITC programming. Throughout the process, the Steering Committee also carefully considered evaluating each theme in accord with requirements for achieving and sustaining national accreditation. After much discussion, the American Alliance of Museums (AAM) Core Standards became the guiding, overarching framework by which all themes, and scenarios as a whole, were evaluated.

### ***Location***

From the Steering Committee's evaluation, the primary location concepts considered included:

- Relocate the ITC from the Texas Pavilion and Hemisfair District (into an existing building or newly constructed one elsewhere);
- Relocate the ITC from the Texas Pavilion, but remain at Hemisfair District; or,
- Remain in the Texas Pavilion (in the existing facility with minimal modifications; in a reimagined facility with significant modifications including full replacement; or a distributed model).

The Steering Committee considered various options to enhance the feasibility of each scenario, including concentrating all of the components of the ITC into one facility or using a distributed model that disperses the various ITC components (e.g., archives, library collections, displays, research, education, programming) across two or more appropriate facilities.

For purposes of fulfilling its charge, the Steering Committee did not identify specific alternative facilities inside Hemisfair District or elsewhere, or to develop details related to any distributed model included in any scenario. The Steering Committee, rather, believed it was essential for UTSA to subsequently evaluate each location scenario by careful analysis of the advantages and disadvantages for each potential option.

### ***Financial Sustainability***

Another consideration that emerged from the Task Force recommendations and from background reports pertains to the importance of how operation and location scenarios might impact resources for the capital costs and annual budget needs of ITC facilities. The Task Force reports included recommendations to enhance the financial sustainability of the ITC, including: audience-based and earned revenues (e.g., admission fees, ticketed showcase presentations, memberships, event rentals, food service/retail, corporate sponsorships); contributed financial support (e.g., donor philanthropy, state and system appropriations, etc.); asset-based revenue streams (i.e., monetization of Hemisfair District property/facilities).

Another concept from two of the Task Force reports includes the potential use of a foundation to bolster financial sustainability of the ITC. The use of any foundation must comply with



appropriate UT System practices and procedures and fall within the governance structures of the university. Instances in which a foundation may be used could include philanthropy, real estate development, or other support purposes. The Steering Committee explored the methods and issues surrounding financial sustainability to ideate around various means of feasible sustainability. Initial ideas, based on reports and expert insights, included, but are not limited to potential partnerships with other private or public entities—such as City of San Antonio and Bexar County—and private funding opportunities through private sector investors that may generate long-term sources of revenue.

### ***ITC Programming***

Based on the Task Force reports, the Steering Committee reviewed and discussed the following basic capabilities, or necessary museum elements, that should be pursued for the future of a sustainable ITC facility. These capabilities served as exploratory parameters, not mandates, for scenario development to ensure the Steering Committee was inclusive of matters important to and respectful of the Task Force reports and community feedback. Furthermore, Regardless of the future model, UTSA is committed to ensuring ITC programming, exhibits and special collections are preserved, expanded and available to all Texans and lifelong learners.

### ***Accreditation***

Based on Task Force reports, expert resources, and subject matter experts in the San Antonio museum ecosystem, the Steering Committee took national accreditation into careful consideration throughout the visioning process, as many mid to large-sized museums seek peer-based accreditation to validate the high quality of their operations, exhibitions and impact. Of note, accredited museums are provided more options for loan exhibitions and artwork. Although non-accredited museums can request a loan exhibition, quality options would likely be decreased. As such, the Steering Committee adopted the use of the American Alliance of Museums (AAM) Core Standards as the visioning guide for the ITC of the future.

### ***American Alliance of Museums (AAM) Core Standards for Museums***

The American Alliance of Museums' Core Standards for Museums are developed by inclusive, field-wide dialogues to ensure museums meet fundamental standards. AAM's Core Standards are outlined in seven categories, including: Public Trust and Accountability, Mission & Planning, Leadership and Organizational Structure, Collections Stewardship, Education and Interpretation, Financial Stability, and Facilities and Risk Management. Expanded explanations of the Core Standards considered by the Steering Committee are outlined below.

#### **Core Standard on Public Trust and Accountability**

- The museum is a good steward of its resources held in the public trust.
- The museum identifies the communities it serves, and makes appropriate decisions in how it serves them.

- Regardless of its self-identified communities, the museum strives to be a good neighbor in its geographic area.
- The museum strives to be inclusive and offers opportunities for diverse participation.
- The museum asserts its public service role and places education at the center of that role.
- The museum demonstrates a commitment to providing the public with physical and intellectual access to the museum and its resources.
- The museum is committed to public accountability and is transparent in its mission and its operations.
- The museum complies with local, state, and federal laws, codes, and regulations applicable to its facilities, operations, and administration.

#### **Core Standard on Mission and Planning**

- The museum has a clear understanding of its mission and communicates why it exists and who benefits as a result of its efforts.
- All aspects of the museum's operations are integrated and focused on meeting its mission.
- The museum's governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission of the museum.
- The museum engages in ongoing and reflective institutional planning that includes involvement of its audiences and community.
- The museum establishes measures of success and uses them to evaluate and adjust its activities.

#### **Core Standard on Leadership and Organizational Structure**

- The governance, staff and volunteer structures and processes effectively advance the museum's mission.
- The governing authority, staff and volunteers have a clear and shared understanding of their roles and responsibilities.
- The governing authority, staff, and volunteers legally, ethically, and effectively carry out their responsibilities.
- The composition, qualifications, and diversity of the museum's leadership, staff, and volunteers enable it to carry out the museum's mission and goals.
- There is a clear and formal division of responsibilities between the governing authority and any group that supports the museum, whether separately incorporated or operating within the museum or its parent organization.

#### **Core Standard on Collections Stewardship**

- The museum owns, exhibits, or uses collections that are appropriate to its mission.
- The museum legally, ethically, and effectively manages, documents, cares for, and uses the collections.

- The museum's collections-related research is conducted according to appropriate scholarly standards.
- The museum strategically plans for the use and development of its collections.
- Guided by its mission, the museum provides public access to its collections while ensuring their preservation.

#### **Core Standard on Education and Interpretation**

- The museum clearly states its overall educational goals, philosophy, and messages, and demonstrates that its activities are in alignment with them.
- The museum understands the characteristics and needs of its existing and potential audiences and uses this understanding to inform its interpretation.
- The museum's interpretive content is based on appropriate research.
- Museums conducting primary research do so according to scholarly standards.
- The museum uses techniques, technologies, and methods appropriate to its educational goals, content, audiences, and resources.
- The museum presents accurate and appropriate content for each of its audiences.
- The museum demonstrates consistent high quality in its interpretive activities.
- The museum assesses the effectiveness of its interpretive activities and uses those results to plan and improve its activities.

#### **Core Standard on Financial Stability**

- The museum legally, ethically, and responsibly acquires, manages, and allocates its financial resources in a way that advances its mission.
- The museum operates in a fiscally responsible manner that promotes its long-term sustainability.

#### **Core Standard on Facilities and Risk Management**

- The museum allocates its space and uses its facilities to meet the needs of the collections, audience, and staff.
- The museum has appropriate measures to ensure the safety and security of people, its collections and/or objects, and the facilities it owns or uses.
- The museum has an effective program for the care and long-term maintenance of its facilities.
- The museum is clean and well-maintained, and provides for the visitors' needs.
- The museum takes appropriate measures to protect itself against potential risk and loss.

### ***AAM's Core Standards Matrixes***

The Steering Committee evaluated each of the scenarios against the AAM's Core Standards. To visualize and facilitate the evaluation, the Steering Committee developed a matrix to gauge the feasibility of the criteria for facilities, programming and financial sustainability to meet the core standards. These matrixes, embedded throughout each scenario, are a visual guide that help illustrate the feasibility of each scenario to meet museum accreditation standards as determined by the committee.

## **Scenarios**

The Steering Committee developed three scenarios for the future ITC based on the Task Force reports, resource guidance and insight, requirements for accreditation, community feedback from Community Conversation surveys, and collaboration and ideation among committee members over the course of eleven virtual meetings. Each scenario responds to the agreed upon framework set forth by the Steering Committee expanding on location advantages and disadvantages, financial sustainability, programming and each concept's ability to meet the AAM's Core Standards for Museum accreditation.

The Steering Committee's three scenarios for consideration of the future ITC are as follows:

## Scenario: Relocate Outside of the Hemisfair District

### Overview

Scenario One explores the option of the ITC museum relocating outside of the Texas Pavilion facility to reside elsewhere—outside of Hemisfair District—in an existing building or newly constructed one. This scenario asserts that relocating out of the Texas Pavilion allows the opportunity for the land and facility to be evaluated for development in support of the museum of the future. This scenario is feasible only if it can deliver the required elements for the facility, produce programming requirements, and provide opportunities to maximize financial support to sustain the museum of the future. The Steering Committee also carefully considered requirements for the museum to be nationally accredited, and therefore, evaluated each element of the framework against the American Association of Museum's (AAM) Core Standards to ensure all criteria was met.

### Evaluation Criteria

Scenario One's framework—including programming, financial sustainability, and location options—was evaluated against AAM's Core Standards to ensure the ITC of the future is both sustainable and able to meet national accreditation standards. Each element of Scenario One's framework is outlined below, including evaluative matrixes, committee ideas and relevant commentary.

### Programming

From the onset of the visioning process, the Steering Committee agreed the vision and programming for the ITC of the future must remain central to evaluating each scenario. It also agreed programming at the museum, regardless of facility location, must align with the AAM's Core Standards to meet national accreditation standards.

To achieve these goals, Scenario One considers the required programming elements developed by the Task Force Reports, insights shared by museum experts and resources, and ideas developed by members throughout the Steering Committee's process. The committee agreed, across scenarios, that programming must meet the highest quality standards to give visitors the accessible, technology-driven, and culturally-appropriate experience they deserve. Ideas around preserving the beloved dome experience in the current museum were complimented with ideation around forward-thinking programming based on innovative museum technologies from exhibition across the globe.



Specifically, the committee outlined the need for:

- Increased accessibility,
- Digital capabilities,
- Immersive programming,
- Upholding the legacy of the historic ITC, and
- Creating a forward-thinking path for future exhibitions and opportunities.

Further, the Steering Committee evaluated each programming element against the AAM's Core Standards to ensure the ideas they envisioned were both innovative and feasible. The committee worked through various matrixes to evaluate relevant criteria as follows:

## AAM Core Standard: Education and Interpretation

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
<b>Education and Interpretation</b>							
The museum presents accurate and appropriate content for each of its audiences.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Museums conducting primary research do so according to scholarly standards.	Maybe	Yes	Maybe	Yes	No	Yes	Maybe
The museum's interpretive content is based on appropriate research.	Maybe	Yes	Maybe	Yes	Yes	Yes	Maybe
The museum demonstrates consistent high quality in its interpretive activities.	Maybe	Yes	Maybe	Yes	No	Yes	*Yes
The museum uses techniques, technologies, and methods appropriate to its educational goals, content, audiences, and resources.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
The museum understands the characteristics and needs of its existing and potential audiences and uses this understanding to inform its interpretation.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Must meet criteria for selection						

NOTES:

Education programs and interpretations will be highly interactive and will use technology now and into the next 50 years. The implementation should be adaptable to new technology as it is realized in the future.

## AAM Core Standard: Collections Stewardship

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
<b>Collections Stewardship</b>							
Guided by its mission, the museum provides public access to its collections while ensuring their preservation.	*Yes	Yes	*Yes	Yes	No	Yes	Maybe
The museum strategically plans for the use and development of its collections.	Yes	Yes	Yes	Yes	No	Yes	*Yes
The museum's collections-related research is conducted according to appropriate scholarly standards.	Maybe	Yes	Maybe	Yes	No	Yes	*Yes
The museum legally, ethically, and effectively manages, documents, cares for, and uses the collections.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes

\*Must meet criteria for selection

**NOTES:**  
 NAGPRA (Native American Repatriation Act) <https://www.nps.gov/subjects/nagpra/index.htm> concerns with how collections were acquired. ITC is working to rectify these issues with National Parks. Related to the current building and effectively manages, documents, cares for and uses the collections. Add key points to the Model of how the ITC is connected to UTSA's mission.

## AAM Core Standard: Public Trust and Accountability

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
<b>Public Trust and Accountability</b>							
Regardless of its self-identified communities, the museum strives to be a good neighbor in its geographic area.	*Yes	Yes	*Yes	Yes	Maybe	Yes	Yes
The museum demonstrates a commitment to providing the public with physical and intellectual access to the museum and its resources.	*Yes	Yes	*Yes	Yes	Maybe	Yes	*Yes
The museum asserts its public service role and places education at the center of that role.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The museum identifies the communities it serves and makes appropriate decisions in how it serves them.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The museum strives to be inclusive and offers opportunities for diverse participation.	*Yes	Yes	*Yes	Yes	Yes	Yes	Yes

Must meet criteria for selection

NOTES:

## AAM Core Standard: Leadership and Organizational Structure

Leadership and Organizational Structure	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
There is a clear and formal division of responsibilities between the governing authority and any group that supports the museum, whether incorporated or operating within the museum or its parent organization.	*Yes	*Yes	*Yes	*Yes	No	Yes	Yes
The composition, qualifications, and diversity of the museum's leadership, staff, and volunteers enable it to carry out the museum's mission and goals.	Yes	Yes	Yes	Yes	No	Yes	Yes
The governing authority, staff and volunteers have a clear and shared understanding of their roles and responsibilities.	Yes	Yes	Yes	Yes	No	Yes	Yes
The governance, staff and volunteer structures and processes effectively advance the museum's mission.	Yes	Yes	Yes	Yes	No	Yes	Yes

\*Must meet criteria for selection

NOTES:

## AAM Core Standard: Mission and Planning

Mission and Planning	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
The museum has clear understanding of its mission and communicates why it exists and who benefits as a result of its efforts.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
All aspects of the museum's operations are integrated and focused on meeting its mission.	Maybe	*Yes	Maybe	*Yes	Yes	Yes	Yes
The museum's governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission of the museum.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The museum engages in ongoing and reflective institutional planning that includes involvement of its audiences and community.	*Yes	Yes	*Yes	Yes	Maybe	Yes	Yes

\*Must meet criteria for selection

NOTES:

## Financial Sustainability

For Scenario One—inclusive of both relocating outside of the Texas Pavilion at Hemisfair District to move into an existing building or into a newly constructed one—to be feasible, it must permit the use of all financial sustainability mechanisms identified by the Steering Committee, specifically capitalizing on:

- Audience-based and earned revenue streams
- Contributed revenue streams, and
- Entrepreneurial revenue streams, including the use of the entire parcel of property on which the Texas Pavilion is situated.



Another concept that should be strongly considered includes the potential use of a foundation to bolster financial sustainability of the ITC. The use of any foundation must comply with appropriate UT System practices and procedures and fall within the governance structures of the university. Instances in which a foundation may be used could include philanthropy, real estate development, or other support purposes.

Notably, the Steering Committee agrees the ITC property (approximately 16 acres) including where the Texas Pavilion is situated) is, in and of itself, a valuable resource that must be considered as an asset to promote the long-term financial sustainability of the ITC. Without the ability to fully consider the development opportunities of the entire property, the vision of the ITC as developed by the Steering Committee, cannot be realized. Further, Scenario One is fully capable of meeting the requirements of AAM’s Core Standards of Financial Stability.

**AAM Core Standard: Financial Stability**

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
<b>Financial Stability</b>							
The museum operates in a fiscally responsible manner that promotes its long-term sustainability.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
The museum legally, ethically, and responsibly acquires, manages, and allocates its financial resources in a way that advances its mission.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
*Must meet criteria for selection							
NOTES: The ITC will need to define and be transparent on financial resources This also includes the option of a reimagined / rebuilt Texas Pavilion							

**Location**

Scenario One contemplates two feasible location options, including: 1) relocate to an existing building outside of Hemisfair District, or 2) construct a new building outside of Hemisfair District. For the purposes of this scenario, the committee identified Hemisfair District as the area defined by four surrounding streets – Market Street to the north; US 281 to the east; Cesar E. Chavez Boulevard to the south; and South Alamo Street to the west. To gauge the feasibility of these options, the Steering Committee considered the ability of each option to deliver the needed requirements established for the museum of the future and identified the advantages and disadvantages that should be considered when selecting a path forward.

### ***Advantages and Disadvantages***

The Steering Committee evaluated location options based on data shared in the Task Force Reports, expert resources, committee member insights, and criteria to meet the AAM's Core Standards for Museums. Over the course of the visioning process, the Steering Committee assessed the advantages and disadvantages of Scenario One's location options, as follows:

#### **Advantages**

- Relocating outside of Hemisfair District allows for potential new synergies and partnerships between the ITC, downtown, and other thriving communities in San Antonio.
- Relocating outside of Hemisfair District may allow for more foot traffic in areas that are more populated with visitors and tourists.
- Relocating outside of Hemisfair District, specifically into a newly constructed building, allows the ITC to utilize an appropriate-sized space that better allows for meeting national accreditation (thus expanding opportunities for exhibitions and programming).
- Relocating outside of Hemisfair District allows for the museum to purposefully and feasibly recreate the ITC's beloved dome experience, and can make it more accessible and digitally immersive.
- Relocating outside of Hemisfair District allows for the ITC to ensure the museum is even more accessible for all audiences—as it relates to facilities, transportation, programs and exhibits.

#### **Disadvantages**

- Relocating outside of Hemisfair District to an existing facility or newly constructed building may increase time and cost variables for the museum.
- Relocating outside of Hemisfair District may create unnecessary barriers to existing festivals and events that are already accustomed to the existing venue and building space.
- Relocating outside of Hemisfair District may hinder the historical, 50-year presence and legacy of the ITC museum at its original host space in Hemisfair District.
- Relocating outside of Hemisfair District, specifically to an existing building elsewhere, does not guarantee that the museum of the future will be housed in an environmentally sustainable space (\*any existing building under consideration would have to be evaluated to meet that requirement).

In sum, relocating outside of Hemisfair District into an existing building elsewhere was determined to meet all requirements outlined by the AMM's Core Standards as “yes possible” or “maybe possible.”



## AAM Core Standard: Facilities and Risk Management

Facilities and Risk Management	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
The museum is clean and well-maintained, and provides for the visitors' needs.	*Yes	Yes	*Yes	Yes	No	Yes	N/A
The museum has appropriate measures to ensure the safety and security of people; its collections and/or objects, and the facilities it owns or uses.	*Yes	Yes	*Yes	Yes	No	Yes	N/A
The museum has an effective program for the care and long-term maintenance of its facilities.	Maybe	Yes	Maybe	Yes	No	Yes	N/A
The museum allocates its space and uses its facilities to meet the needs of the collections, audience, and staff.	*Yes	Yes	*Yes	Yes	No	Yes	Yes

\*Must meet criteria for selection

NOTES:

The Texas Pavilion currently does not meet standards, but could potentially given renovation based on expert analysis of requirements.

## Concluding Remarks

Scenario One allows for the ITC museum of the future to feasibly meet the criteria outlined by the Steering Committee as well as meet the standards set forth by AAM's Core Standards for museums. Scenario One is a feasible option for UTSA to consider as a path forward for the next phase of the evaluative process.

## Scenario: Relocate from the Texas Pavilion, but remain in Hemisfair District

### Overview

Scenario Two explores the option of the ITC relocating from the Texas Pavilion facility, but remaining in Hemisfair District—by relocating to an existing building or constructing a new building. This scenario asserts that relocating outside of the Texas Pavilion allows the opportunity for the land and facility to be evaluated for development in support of the museum of the future. This scenario is feasible only if it can deliver the required elements for the facility, produce programming requirements, and provide opportunities to maximize financial support to sustain the museum of the future. The Steering Committee also carefully considered requirements for the museum to be nationally accredited, and therefore, evaluated each element of the framework against the American Association of Museum's (AAM) Core Standards to ensure all criteria was met.

### Evaluation Criteria

Scenario Two's framework—including programming, financial sustainability, and location options—was evaluated against AAM's Core Standards to ensure the ITC of the future is both sustainable and able to meet national accreditation standards. Each element of Scenario Two's framework is outlined below, including evaluative matrixes, committee ideas and relevant commentary.

### Programming

From the onset of the visioning process, the Steering Committee agreed the vision and programming for the ITC of the future must remain central to evaluating each scenario. It also agreed programming at the museum, regardless of facility location, must align with the AAM's Core Standards to meet national accreditation standards.

To achieve these goals, Scenario Two considers the required programming elements developed by the Task Force Reports, insights shared by museum experts and resources, and ideas developed by members throughout the Steering Committee's process. The committee agreed, across scenarios, that programming must meet the highest quality standards to give visitors the accessible, technology-driven, and culturally-appropriate experience they deserve. Ideas around preserving the beloved dome experience in the current museum were complimented with ideation around forward-thinking programming based on innovative museum technologies from exhibition across the globe.

Specifically, the committee outlined the need for:

- Increased accessibility,
- Digital capabilities,
- Immersive programming,
- Upholding the legacy of the historic ITC, and
- Creating a forward-thinking path for future exhibitions and opportunities.

Further, the Steering Committee evaluated each programming element against the AAM's Core Standards to ensure the ideas they envisioned were both innovative and feasible. The committee worked through various matrixes to evaluate relevant criteria as follows:

### AAM Core Standard: Education and Interpretation

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
<b>Education and Interpretation</b>							
The museum presents accurate and appropriate content for each of its audiences.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Museums conducting primary research do so according to scholarly standards.	Maybe	Yes	Maybe	Yes	No	Yes	Maybe
The museum's interpretive content is based on appropriate research.	Maybe	Yes	Maybe	Yes	Yes	Yes	Maybe
The museum demonstrates consistent high quality in its interpretive activities.	Maybe	Yes	Maybe	Yes	No	Yes	*Yes
The museum uses techniques, technologies, and methods appropriate to its educational goals, content, audiences, and resources.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
The museum understands the characteristics and needs of its existing and potential audiences and uses this understanding to inform its interpretation.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
*Must meet criteria for selection							
NOTES:							
Education programs and interpretations will be highly interactive and will use technology now and into the next 50 years. The implementation should be adaptable to new technology as it is realized in the future							

### AAM Core Standard: Collections Stewardship

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
<b>Collections Stewardship</b>							
Guided by its mission, the museum provides public access to its collections while ensuring their preservation.	*Yes	Yes	*Yes	Yes	No	Yes	Maybe
The museum strategically plans for the use and development of its collections.	Yes	Yes	Yes	Yes	No	Yes	*Yes
The museum's collections-related research is conducted according to appropriate scholarly standards.	Maybe	Yes	Maybe	Yes	No	Yes	*Yes
The museum legally, ethically, and effectively manages, documents, cares for, and uses the collections.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
*Must meet criteria for selection							
NOTES:							
NAGPRA (Native American Repatriation Act) <a href="https://www.nps.gov/subjects/nagpra/index.htm">https://www.nps.gov/subjects/nagpra/index.htm</a> concerns with how collections were acquired. ITC is working to rectify these issues with National Parks. Related to the current building and effectively manages, documents, cares for and uses the collections. Add key points to the Model of how the ITC is connected to UTSA's mission.							

## AAM Core Standard: Public Trust and Accountability

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
<b>Public Trust and Accountability</b>							
Regardless of its self-identified communities, the museum strives to be a good neighbor in its geographic area.	*Yes	Yes	*Yes	Yes	Maybe	Yes	Yes
The museum demonstrates a commitment to providing the public with physical and intellectual access to the museum and its resources.	*Yes	Yes	*Yes	Yes	Maybe	Yes	*Yes
The museum asserts its public service role and places education at the center of that role.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The museum identifies the communities it serves and makes appropriate decisions in how it serves them.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The museum strives to be inclusive and offers opportunities for diverse participation.	*Yes	Yes	*Yes	Yes	Yes	Yes	Yes

\*Must meet criteria for selection

NOTES:

## AAM Core Standard: Leadership and Organizational Structure

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
<b>Leadership and Organizational Structure</b>							
There is a clear and formal division of responsibilities between the governing authority and any group that supports the museum, whether incorporated or operating within the museum or its parent organization.	*Yes	*Yes	*Yes	*Yes	No	Yes	Yes
The composition, qualifications, and diversity of the museum's leadership, staff, and volunteers enable it to carry out the museum's mission and goals.	Yes	Yes	Yes	Yes	No	Yes	Yes
The governing authority, staff and volunteers have a clear and shared understanding of their roles and responsibilities.	Yes	Yes	Yes	Yes	No	Yes	Yes
The governance, staff and volunteer structures and processes effectively advance the museum's mission.	Yes	Yes	Yes	Yes	No	Yes	Yes

\*Must meet criteria for selection

NOTES:



## AAM Core Standard: Mission and Planning

Mission and Planning	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
The museum has clear understanding of its mission and communicates why it exists and who benefits as a result of its efforts.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
All aspects of the museum's operations are integrated and focused on meeting its mission.	Maybe	*Yes	Maybe	*Yes	Yes	Yes	Yes
The museum's governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission of the museum.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The museum engages in ongoing and reflective institutional planning that includes involvement of its audiences and community.	*Yes	Yes	*Yes	Yes	Maybe	Yes	Yes

\*Must meet criteria for selection

NOTES:

## Financial Sustainability

For Scenario Two—inclusive of both relocating to an existing building or constructing a new building in Hemisfair District—to be feasible, it must permit the use of all financial sustainability mechanisms identified by the Steering Committee, specifically capitalizing on:

- Audience-based and earned revenue streams
- Contributed revenue streams, and
- Entrepreneurial revenue streams, including the use of the entire parcel of property on which the Texas Pavilion is situated.

Another concept that should be strongly considered includes the potential use of a foundation to bolster financial sustainability of the ITC. The use of any foundation must comply with appropriate UT System practices and procedures and fall within the governance structures of the university. Instances in which a foundation may be used could include philanthropy, real estate development, or other support purposes.

Notably, the Steering Committee agrees the ITC property (approximately 16 acres), including where the Texas Pavilion is situated) is, in and of itself, a valuable resource that must be considered as an asset to promote the long-term financial sustainability of the ITC. Without the ability to fully consider the development opportunities of the entire property, the vision of the ITC as developed by the Steering Committee, cannot be realized. Further, Scenario Two is fully capable of meeting the requirements of AAM's Core Standards of Financial Stability.



## AAM Core Standard: Financial Stability

Financial Stability	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
The museum operates in a fiscally responsible manner that promotes its long-term sustainability.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
The museum legally, ethically, and responsibly acquires, manages, and allocates its financial resources in a way that advances its mission.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
*Must meet criteria for selection							

NOTES:

The ITC will need to define and be transparent on financial resources  
This also includes the option of a reimagined / rebuilt Texas Pavilion

## Location

Scenario Two contemplates two feasible location options, including: 1) relocate to an existing building in Hemisfair District, or 2) construct a new building in Hemisfair District. For the purposes of this scenario, the committee identified the Hemisfair District as the area defined by four surrounding streets – Market Street to the north; US 281 to the east; Cesar E. Chavez Boulevard to the south; and South Alamo Street to the west. To gauge the feasibility of these options, the Steering Committee considered the ability of each option to deliver the needed requirements established for the museum of the future and identified the advantages and disadvantages that should be considered when selecting a path forward.

## Advantages and Disadvantages

The Steering Committee evaluated location options based on data shared in the Task Force Reports, expert resources, committee member insights, and criteria to meet the AAM's Core Standards for Museums. Over the course of the visioning process, the Steering Committee assessed the advantages and disadvantages of Scenario Two's location options, as follows:

### Advantages

- Relocating outside of the Texas Pavilion and into an existing or new space in Hemisfair District allows for the museum to remain in a recognizable part of the city—same neighborhood, but new space.
- Relocating outside of the Texas Pavilion also allows for the Institute to continue fully operating until the new facility is ready—assuming processes allow it to do so.
- Relocating outside of the Texas Pavilion and into an existing or new space in Hemisfair District has the opportunity to maintain built-in foot traffic from nearby attractions and developments.
- It also allows for built-in synergies with the growing Hemisfair District developments.



## Scenario: Remain in the Texas Pavilion

### Overview

Scenario Three explores the option of the ITC museum remaining in the Texas Pavilion, including: remaining in the existing facility with minimal modifications; moving into a reimagined facility with significant modifications up to full replacement; and / or, a distributed model. This scenario asserts that a move into a reimagined facility or utilizing a distributed model allows the opportunity for the land and facility to be evaluated for development in support of the museum of the future. This scenario is feasible only if it can deliver the required elements for the facility, produce programming requirements, and provide opportunities to maximize financial support to sustain the museum of the future. The Steering Committee also carefully considered requirements for the museum to be nationally accredited, and therefore, evaluated each element of the framework against the American Association of Museum's (AAM) Core Standards to ensure all criteria was met.

### Evaluation Criteria

Scenario Three's framework—including programming, financial sustainability, and location options—was evaluated against AAM's Core Standards to ensure the ITC of the future is both sustainable and able to meet national accreditation standards. Each element of Scenario Three's framework is outlined below, including evaluative matrixes, committee ideas and relevant commentary.

### Programming

From the onset of the visioning process, the Steering Committee agreed the vision and programming for the ITC of the future must remain central to evaluating each scenario. It also agreed programming at the museum, regardless of facility location, must align with the AAM's Core Standards to meet national accreditation standards.

To achieve these goals, Scenario One considers the required programming elements developed by the Task Force Reports, insights shared by museum experts and resources, and ideas developed by members throughout the Steering Committee's process. The committee agreed, across scenarios, that programming must meet the highest quality standards to give visitors the accessible, technology-driven, and culturally-appropriate experience they deserve. Ideas around preserving the beloved dome experience in the current museum were complimented with ideation around forward-thinking programming based on innovative museum technologies from exhibition across the globe.

Specifically, the committee outlined the need for:

- Increased accessibility,
- Digital capabilities,
- Immersive programming,
- Upholding the legacy of the historic ITC, and
- Creating a forward-thinking path for future exhibitions and opportunities.

Further, the Steering Committee evaluated each programming element against the AAM's Core Standards to ensure the ideas they envisioned were both innovative and feasible. The committee worked through various matrixes to evaluate relevant criteria as follows:

### AAM Core Standard: Education and Interpretation

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
<b>Education and Interpretation</b>							
The museum presents accurate and appropriate content for each of its audiences.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Museums conducting primary research do so according to scholarly standards.	Maybe	Yes	Maybe	Yes	No	Yes	Maybe
The museum's interpretive content is based on appropriate research.	Maybe	Yes	Maybe	Yes	Yes	Yes	Maybe
The museum demonstrates consistent high quality in its interpretive activities.	Maybe	Yes	Maybe	Yes	No	Yes	*Yes
The museum uses techniques, technologies, and methods appropriate to its educational goals, content, audiences, and resources.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
The museum understands the characteristics and needs of its existing and potential audiences and uses this understanding to inform its interpretation.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
*Must meet criteria for selection							

NOTES:  
Education programs and interpretations will be highly interactive and will use technology now and into the next 50 years. The implementation should be adaptable to new technology as it is realized in the future

### AAM Core Standard: Collections Stewardship

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
<b>Collections Stewardship</b>							
Guided by its mission, the museum provides public access to its collections while ensuring their preservation.	*Yes	Yes	*Yes	Yes	No	Yes	Maybe
The museum strategically plans for the use and development of its collections.	Yes	Yes	Yes	Yes	No	Yes	*Yes
The museum's collections-related research is conducted according to appropriate scholarly standards.	Maybe	Yes	Maybe	Yes	No	Yes	*Yes
The museum legally, ethically, and effectively manages, documents, cares for, and uses the collections.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
*Must meet criteria for selection							

NOTES:  
NAGPRA (Native American Repatriation Act) <https://www.nps.gov/subjects/nagpra/index.htm> concerns with how collections were acquired. ITC is working to rectify these issues with National Parks. Related to the current building and effectively manages, documents, cares for and uses the collections. Add key points to the Model of how the ITC is connected to UTSA's mission.



## AAM Core Standard: Public Trust and Accountability

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Dispersed Model
<b>Public Trust and Accountability</b>							
Regardless of its self-identified communities, the museum strives to be a good neighbor in its geographic area.	*Yes	Yes	*Yes	Yes	Maybe	Yes	Yes
The museum demonstrates a commitment to providing the public with physical and intellectual access to the museum and its resources.	*Yes	Yes	*Yes	Yes	Maybe	Yes	*Yes
The museum asserts its public service role and places education at the center of that role.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The museum identifies the communities it serves and makes appropriate decisions in how it serves them.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The museum strives to be inclusive and offers opportunities for diverse participation.	*Yes	Yes	*Yes	Yes	Yes	Yes	Yes

\*Must meet criteria for selection

NOTES:

## AAM Core Standard: Leadership and Organizational Structure

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Dispersed Model
<b>Leadership and Organizational Structure</b>							
There is a clear and formal division of responsibilities between the governing authority and any group that supports the museum, whether incorporated or operating within the museum or its parent organization.	*Yes	*Yes	*Yes	*Yes	No	Yes	Yes
The composition, qualifications, and diversity of the museum's leadership, staff, and volunteers enable it to carry out the museum's mission and goals.	Yes	Yes	Yes	Yes	No	Yes	Yes
The governing authority, staff and volunteers have a clear and shared understanding of their roles and responsibilities.	Yes	Yes	Yes	Yes	No	Yes	Yes
The governance, staff and volunteer structures and processes effectively advance the museum's mission.	Yes	Yes	Yes	Yes	No	Yes	Yes

\*Must meet criteria for selection

NOTES:

## AAM Core Standard: Mission and Planning

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Disburbed Model
<b>Mission and Planning</b>							
The museum has clear understanding of its mission and communicates why it exists and who benefits as a result of its efforts.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
All aspects of the museum's operations are integrated and focused on meeting its mission.	Maybe	*Yes	Maybe	*Yes	Yes	Yes	Yes
The museum's governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission of the museum.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The museum engages in ongoing and reflective institutional planning that includes involvement of its audiences and community.	*Yes	Yes	*Yes	Yes	Maybe	Yes	Yes
*Must meet criteria for selection							
NOTES:							

## Financial Sustainability

For Scenario Three—inclusive of all three options presented—to be feasible, it must permit the use of all financial sustainability mechanisms identified by the Steering Committee, specifically capitalizing on:

- Audience-based and earned revenue streams
- Contributed revenue streams, and
- Entrepreneurial revenue streams, including the use of the entire parcel of property on which the Texas Pavilion is situated.

Another concept that should be strongly considered includes the potential use of a foundation to bolster financial sustainability of the ITC. The use of any foundation must comply with appropriate UT System practices and procedures and fall within the governance structures of the university. Instances in which a foundation may be used could include philanthropy, real estate development, or other support purposes.

Notably, the Steering Committee agrees the ITC property (approximately 16 acres), including where the Texas Pavilion is situated) is, in and of itself, a valuable resource that must be considered as an asset to promote the long-term financial sustainability of the ITC. Without the ability to fully consider the development opportunities of the entire property, the vision of the ITC as developed by the Steering Committee, cannot be realized. Further, Scenario Two is fully capable of meeting the requirements of AAM's Core Standards of Financial Stability.



## AAM Core Standard: Financial Stability

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
<b>Financial Stability</b>							
The museum operates in a fiscally responsible manner that promotes its long-term sustainability.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
The museum legally, ethically, and responsibly acquires, manages, and allocates its financial resources in a way that advances its mission.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
*Must meet criteria for selection							

NOTES:

The ITC will need to define and be transparent on financial resources  
This also includes the option of a reimagined / rebuilt Texas Pavilion

## Location

Scenario Three contemplates three feasible location options, including: 1) remain in the existing facility with minimal modifications; 2) move into a reimagined facility with significant modifications up to full replacement; and / or, 3) utilize a distributed model. To gauge the feasibility of these options, the Steering Committee considered the ability of each option to deliver the needed requirements established for the museum of the future and identified the advantages and disadvantages that should be considered when selecting a path forward.

### Advantages and Disadvantages

The Steering Committee evaluated location options based on data shared in the Task Force Reports, expert resources, committee member insights, and criteria to meet the AAM's Core Standards for Museums. Over the course of the visioning process, the Steering Committee assessed the advantages and disadvantages of Scenario Three's location options, as follows:

#### Advantages

- Remaining in the current model extends the 50-year history of the museum in its historic facility.
- It also elevates the level of cultural richness given its location in historic downtown San Antonio.
- The existing facility's location is well known by locals, easy to find for tourists, and visually prominent in the Hemisfair District area.

#### Disadvantages

- The current facility is not updated / refreshed like its many surrounding attractions in Hemisfair District

- Remaining in the museum’s current model does not allow for enhancing visual aesthetics or criteria discussed by the committee for the museum of the future
- Remaining in the current model would require significant upgrades and / or re-design projects to meet programming, sustainability and accreditation standards.
- Remaining in the current model would potentially limit creative ways to enhance and advance programming given the limitations of the existing facility known at this point in time.

In sum, remaining in the museum’s current model without significant modifications does not allow the ITC of the future to meet the requirements outlined by AMM’s Core Standards. When the current model was evaluated against the Core Standards, many of the requirements were outlined as “not possible” or “maybe possible.” However, the options of remaining in the Texas Pavilion with significant modifications up to full replacement and a distributed model allowed for more “yes possible” and “maybe possible” responses.

### AAM Core Standard: Facilities and Risk Management

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
<b>Facilities and Risk Management</b>							
The museum is clean and well-maintained, and provides for the visitors' needs.	*Yes	Yes	*Yes	Yes	No	Yes	N/A
The museum has appropriate measures to ensure the safety and security of people; its collections and/or objects, and the facilities it owns or uses.	*Yes	Yes	*Yes	Yes	No	Yes	N/A
The museum has an effective program for the care and long-term maintenance of its facilities.	Maybe	Yes	Maybe	Yes	No	Yes	N/A
The museum allocates its space and uses its facilities to meet the needs of the collections, audience, and staff.	*Yes	Yes	*Yes	Yes	No	Yes	Yes
*Must meet criteria for selection							
NOTES:							
The Texas Pavilion currently does not meet standards, but could potentially given renovation based on expert analysis of requirements.							

### Concluding Remarks

Scenario Three provides various options; however, the committee advises that the ITC’s current model, without significant modifications up to full replacement, is not a feasible choice for the ITC museum of the future. Further, the committee asserted that a model that is not fully sustainable, such as the current model, is not appealing to potential funders. To allow for the ITC museum of the future to feasibly meet the criteria outlined by the Steering Committee, as well as meet the standards set forth by AAM’s Core Standards for museums, the museum should consider a move into a reimagined facility with significant modifications up to full replacement and / or utilize a distributed model.

## Concluding Remarks

The Steering Committee submits this final report to UTSA President Taylor Eighmy with three potential, feasible scenarios for the future of the ITC. The scenarios developed by the committee are conceptual and serve as a launching point for further discovery and exploration of specific issues to move the process beyond the visioning phase. The work of the steering committee's intent is to provide UTSA leadership with information regarding the community's vision for the ITC of the future including programmatic needs and sustainability models surrounding the location scenarios to support the evaluative process that is to follow. Further, the committee asserts the importance of engaging professional subject matter experts to assess the Texas Pavilion facility at the appropriate time during the university's evaluation of the scenarios developed by the committee.

The Steering Committee is grateful for the opportunity to have participated and collaborated on the ITC 2068 Community Stakeholder Visioning process to create scenarios that will help guide an institute that allows future generations to enjoy the museum for decades to come. The scenarios presented are the result of committed community leaders, educators, experts and partners, all working towards the collective goal to uphold the legacy of the ITC while imagining the future of the museum to enhance offerings, programming and accessibility for all Texans.

## Appendix of Resources

- I. [Urban Land Institute Virtual Advisory Services Panel Executive Summary Report](#)
- II. [American Alliance of Museum Accreditation Facility Assessment Report](#)
- III. [Task Force Report: Museum of the Future](#)
- IV. [Task Force Report: Community Engagement and Sustaining Support](#)
- V. [Task Force Report: Facility and Land Stewardship](#)
- VI. [American Alliance of Museums Core Standards for Museums](#)
- VII. AAM Core Standards Matrix (\*attached as PDF)
- VIII. Hemisfair District Map (\*attached as PDF)

# A ULI VIRTUAL ADVISORY SERVICES PANEL EXECUTIVE SUMMARY REPORT

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## UTSA'S INSTITUTE OF TEXAN CULTURES, SAN ANTONIO, TEXAS

Celebrating the Confluence of  
Culture, History, and Stewardship

June 1–4, 2021



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# About the Urban Land Institute

**THE URBAN LAND INSTITUTE** is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics.

Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 80 countries. The extraordinary impact that ULI makes on land use decision-making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns.

Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. In 2020 alone, more than 2,600 events were held in cities around the world.

Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at [uli.org](https://uli.org). Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

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# About ULI Advisory Services

The goal of the **ULI ADVISORY SERVICES** program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and are screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a

holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a three-and-a-half-day virtual Advisory Services panel (vASP) is tailored to meet a sponsor's needs. ULI members are briefed by the sponsor, engage with stakeholders through in-depth interviews, deliberate on their recommendations, and make a final presentation of those recommendations. A report is prepared as a final deliverable.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's vASP assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this vASP executive summary report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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# Acknowledgments

On behalf of the Urban Land Institute, the panel would like to thank the sponsor organization, the University of Texas at San Antonio (UTSA), for this effort.

The Advisory Services program acknowledges, with gratitude, UTSA president Taylor Eighmy, PhD; the Office of the President; provost and senior president for academic affairs Kimberly Andrews Espy, PhD; and the Office of the Provost and Vice President for Academic Affairs.

The panel would also like to thank the community stakeholders, staff, community representatives, and members across San Antonio who shared their perspectives, experiences, and insights with the panel.



*Downtown San Antonio.*

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# Introduction and Panel Scope

The University of Texas at San Antonio (UTSA) is the third-largest institution of the University of Texas system and the largest university in the San Antonio metropolitan region. With four campuses—the Main Campus, Park West Campus, Downtown Campus, and HemisFair Campus, this last the home of the Institute of Texan Cultures (ITC)—UTSA is an emerging premier public research university. UTSA's Institute of Texan Cultures increases the vibrancy and relevance of the university through its stewardship of heritage and special collections, educational and scholarly programs, and experiential learning for career preparation.

## The ITC

While the value proposition of sustaining and amplifying a university museum is clear, the ITC has several layers of constraints that hinder its success. Built as the Texas Pavilion for the 1968 World's Fair, known as the HemisFair, the facility was not designed or constructed to be a museum or to support educational uses. As an attraction, the current ITC building is neither ideally located nor easily accessible from major San Antonio tourist destinations such as the Convention

Center or the Alamo. In addition, the ITC is not financially self-sustaining, leading to deferred maintenance of the building and museum displays that do not meet current industry standards; many collections have not been rotated or replaced in decades.

Despite these constraints, as a landmark property and historic building, the existing facility has become a symbol of cultural inclusion, is a place of gathering, and evokes nostalgia of the 1968 World's Fair. To celebrate the ITC's mission and UTSA's commitment to ensuring the ITC's success in the next 50 years, UTSA is undertaking a community-based process to develop a vision for the ITC centennial in 2068. Through this inclusive and community-driven process, task forces will focus on creating a museum of the future, cultivating community engagement and sustaining support, and creating leadership in facility and land stewardship.

## Panel Scope

UTSA engaged a ULI Advisory Services panel to explore key themes to inform the community stakeholder visioning process.



*People at the 1968 World's Fair.*

HEMISFAIR

This Advisory Services panel met virtually from June 1 to 4, 2021, then presented its recommendations to the panel sponsor. After the panel's weeklong meeting, its recommendations were consolidated into this report, published by ULI in fall 2021.

Panelists were asked to address the following questions in relation to the future of the ITC, the facility, and the property.

## Advancing the ITC's Mission

1. How might the ITC provide distinctive experiences within the museum and beyond its walls?

2. When considering future planning scenarios for the ITC, what types of partnerships should UTSA consider to help advance its future vision and achieve financial success for the ITC?

## Optimization of the ITC Location within Hemisfair and Downtown

1. When considering future planning scenarios for the ITC property, how can the university contribute positively to the long-term vision of Hemisfair?
2. When considering future planning scenarios for the ITC property, how can the university contribute to the ongoing vitalization of downtown?

## Land Stewardship

1. When considering future planning scenarios for the ITC, how might the current site and property best be used to advance the missions of the ITC and UTSA, while benefitting the San Antonio community?
2. When considering future planning scenarios for the ITC, what factors should be considered with respect to evaluation options for the current property, including renovations or reuse potential of the building, development



*Boundaries of the Hemisfair District as indicated in the San Antonio bylaws include South Alamo Street to the west, East Market Street to the north, Tower of the Americas Way to the east, and East César E. Chávez Boulevard to the south.*

potential of the land area, future ITC facilities, and integration into the adjacent master plan for Hemisfair?

## Key Recommendations

1. Separate the discussion of the ITC's mission from decisions about the use of the Texas Pavilion building and the optimal use of the UTSA site. The ITC's mission, site location, and building are distinct considerations and require separate decisions. Focusing on the ITC as a compelling institution enables UTSA to help the ITC thrive and powerfully tell
2. Find a new Hemisfair location and building for the ITC that better support future institutional priorities, create stronger synergies with the Hemisfair campus, and heighten community and visitor access.
3. Through integrated master planning, work to integrate the UTSA site with Hemisfair Park. Enable new uses on the UTSA site that support the entire Hemisfair campus and the city's important tourism and hospitality industries.
4. Build and strengthen partnerships among UTSA, Hemisfair, and the city of San Antonio.

# Advancing the Mission of UTSA and the ITC

The panel characterizes the ITC as a function of the place-based, time-specific event of the 1968 World's Fair, or HemisFair. The presentation of history and materials currently in the ITC reflect that era and have not adapted to current modes of audience engagement or responded to the significant contemporary changes in the approach to the presentation of historical content.



*Texas Pavilion building and current UTSA's Institute of Texan Cultures facility.*

MICHAEL BARERA, WIKIMEDIA COMMONS



The panel offers the following quotes as a reference point for the necessity of evolution within museums such as the ITC.

“A museum is good only insofar as it is of use.”

“A ‘finished’ museum is a corpse, and so is a finished collection. In common with all other institutions, a museum to be of any value must grow; and it must do more than that—it must change its objects, their manner of presentment, and its method of management to meet the ever-changing needs of a changing order of society.”

—John Cotton Dana (1856–1929)  
Newark Museum Foundation

“Museums are not islands: museums exist within a cultural, social, political, economic, and natural environment in which they must play a part. A museum as an unchallenged, venerable institution is a concept that no longer exists.”

—Gail Anderson, 2019  
*Mission Matters: Relevance and Museums in the 21st Century*

ITC Visions: Yesterday and Tomorrow

1968	2068
Future-facing, “wow” experience as part of HemisFair	Future-facing, “wow” experience as part of UTSA
Located in community	Embedded in campus and community
Service area: statewide	Service area: local and statewide (and beyond, digitally)
Develops quality, accessible resources about specific Texan cultures	Goes beyond “contributions” to exploring complex intersections of Texan cultures
Presentation to audiences	Engagement with audiences
On-site experiences, indoors and out	On-site, off-site, and online experiences
Taps latest presentation and learning technologies	Taps latest presentation and learning technologies
Content development led by institution	Content co-created among diverse partners, including faculty, students, community members
Focus on public, and 4th, 7th, and 10th graders	Lifelong learners—local, regional, national
Acts independently	Part of campus, curriculum, scholarship, research, and community; highly collaborative partnerships

UT

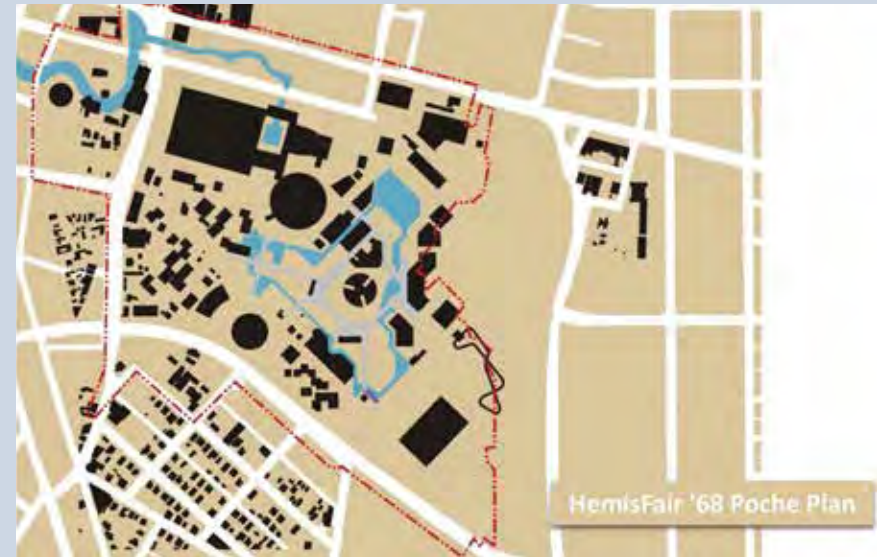
To begin to increase institutional flexibility and adaptability, the panel recommends viewing the ITC not as a building or a collection, but rather as an idea. This powerful idea involves scholarship, narrative, ethics, technology, and civic engagement, all of which are more relevant than ever.

To frame this transition, the panel offers a vision of yesterday and tomorrow, from the ITC’s inception in 1968 to its 2068 centennial, which sparks excitement about what is

possible for the ITC’s new configuration as part of UTSA. This vision represents a real opportunity to expand the ITC’s focus, which has previously centered on middle and high school excursions, to the engagement of lifelong learners at local, regional, and national levels. Removing the conception of the ITC as just a building also expands possibilities for the use of the Texas Pavilion and the UTSA property.



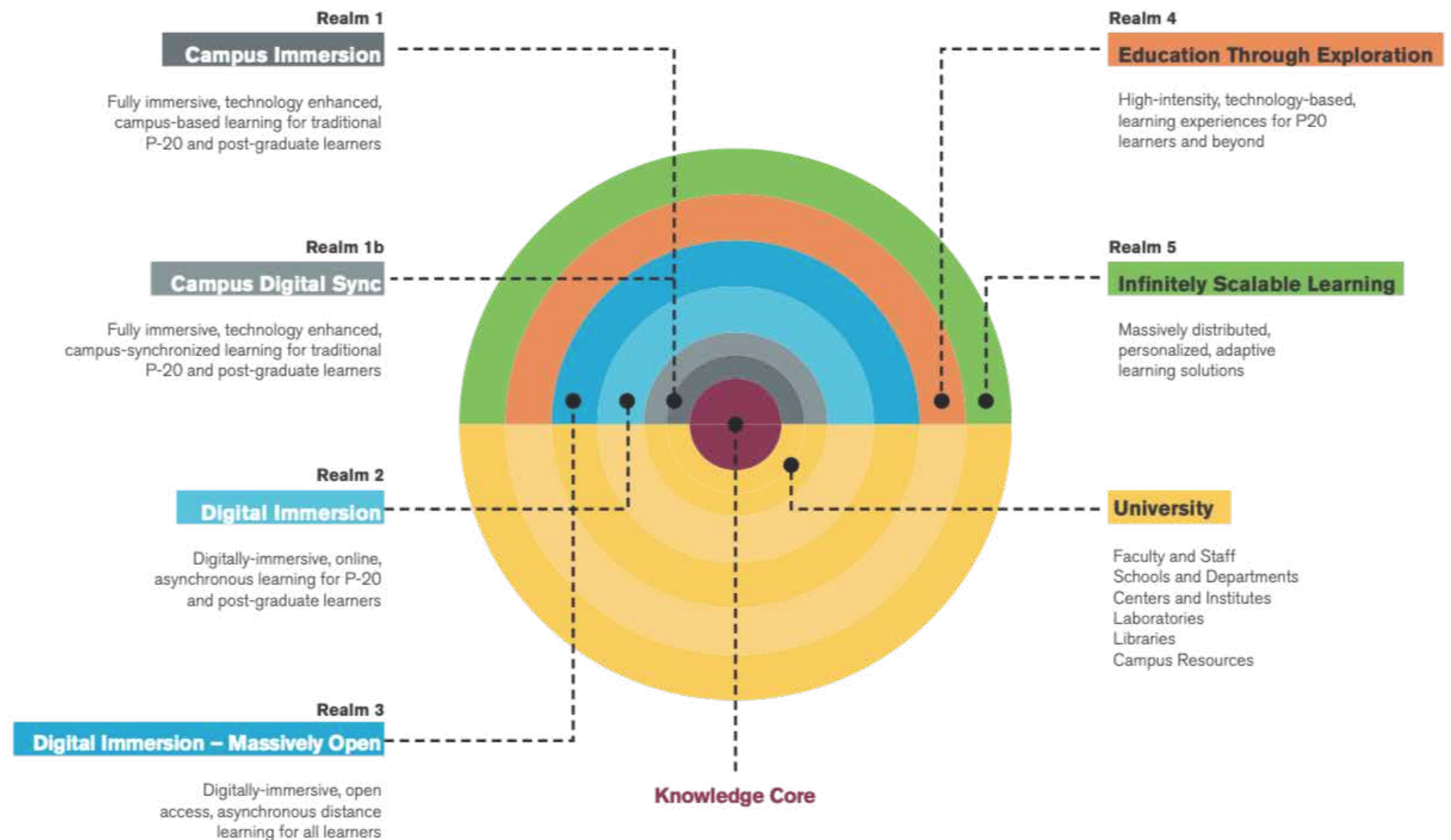
## 1968 World's Fair at Hemisfair



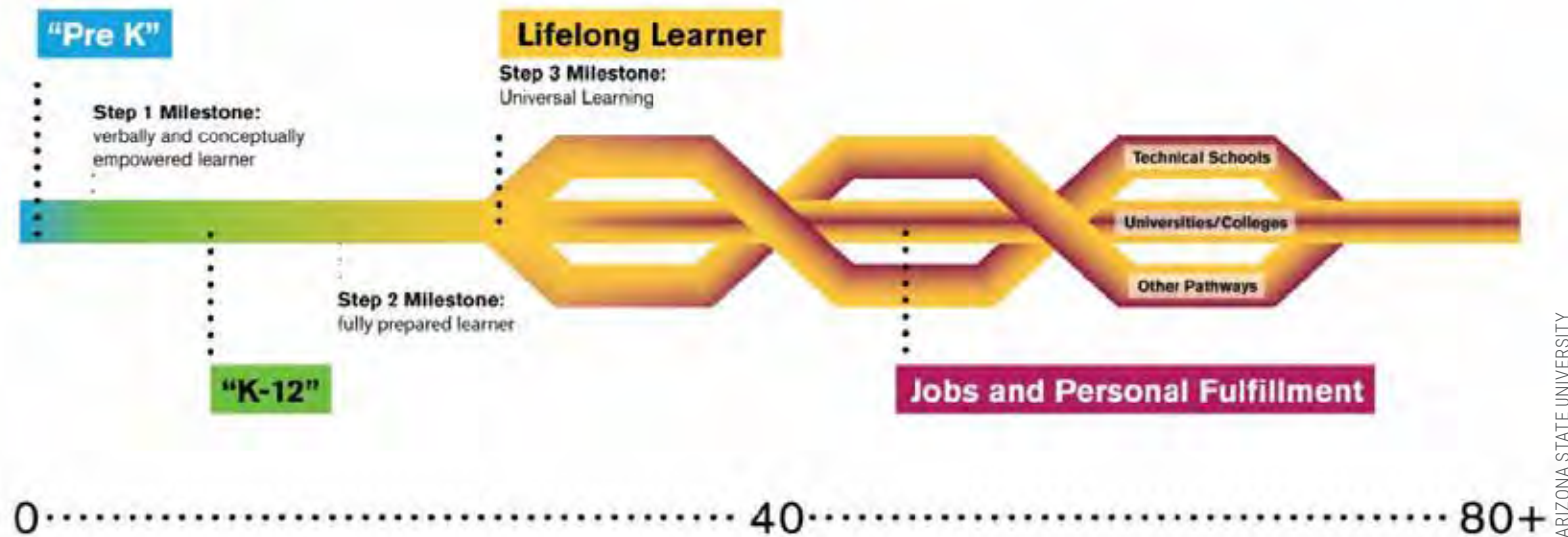
*Juxtaposition of the pre-1968 Lavaca neighborhood and HemisFair developments.*

The Hemisfair site was initially developed to host HemisFair '68, a World's Fair celebration of San Antonio's 250th anniversary, transforming a residential area through the displacement of residents and the creation of large superblocks. This loss of the previously vital Lavaca neighborhood was facilitated through eminent domain. It was a common practice of the era, reflecting the complicated history of unbalanced political impact on neighborhoods that experienced urban renewal.

Panelists described the Texas Pavilion as a function of a place-based, time-specific event of the HemisFair of 1968. The presentation of history and materials currently within the ITC reflects the 1968 era even though everything about modes of audience engagement and even the approach to historical content have changed significantly.



Examples of multiple modes of education delivery, as defined by Arizona State University.



*Learning is a lifelong endeavor. Arizona State University considers the stages of lifelong learning illustrated here.*

## Reimagining an Institution

Despite the dramatic changes in the world since the 1968 HemisFair, most of the ITC's exhibitions still date to that era. The panel encourages a new vision, one that is forward-thinking and reaches audiences beyond the university itself. One of the most significant shifts this approach requires of the ITC is moving beyond acting as an independent island to create robust engagement with audiences and build partnerships with UTSA and the surrounding community that include campus and curriculum integration in addition to museum programming.

Museums across the country and the world have leveraged highly collaborative partnerships to address their changing needs and to relate to increasingly diverse communities. Institutions are expanding their missions and becoming learning venues offering programs and support services they never have before. Doing so allows institutions such as museums, libraries, community centers, and even research laboratories to embrace lifelong learning and respond to changing local demographics.

As a university institution serving the community, the ITC needs to take advantage of the opportunity to integrate and be reflective

of its context within the urban core of San Antonio and to allow it to serve as a space for students, tourists, community members, and digital visitors to access the university.

## Lifelong Learners

The panel recommends that UTSA use the ITC to present itself as a lifelong learning opportunity beyond K–12 audiences. Amplifying parallel missions by merging and scaling a powerful public university with the ITC presents a chance to reap extraordinary benefits. Instead of local schoolchildren interacting with the ITC



through one or a handful of static experiences, the ITC could position itself for encounters throughout a visitor's life and for multiple reasons. This approach presents UTSA as an educational institution not simply as a space for 18- to 24-year-olds, but as a place of learning and interaction throughout the course of one's life. Powerful collaboration opportunities exist through coursework, research, and convening community in dialogue.

Although the on-site experience has been the foundation of the ITC, the potential for interacting digitally with people who are not on the premises is immense. Digitally, opportunities exist to provide deeply immersive experiences that uniquely expand the audience while delivering an evolving message about the ITC. The opportunity for UTSA partnerships is multifaceted.

## Precedents

The panel offers some precedents—the University of Michigan Museum of Art, the New York Hall of Science, and the Spencer Museum of Art—to serve as a study of the educational potential when a university-affiliated museum promotes and fosters the mission of the university, students, and faculty alongside the needs of the community.



*The University of Michigan Museum of Art.*

### University of Michigan Museum of Art

The University of Michigan Museum of Art received a Mellon grant to create stronger bonds across the campus, in the community, and within the greater geographic area. Funds were used to allow staff to establish new relationships and partnerships. The grant also funded a student engagement council, which every year delivers exhibitions and a series of programs on and off campus involving numerous community partners, permitting the university to place the museum as central to its academic life. The model positioned the university museum not only to look inward to the campus but also to look outward to teachers and families in the area.

MICHAEL BARERA, WIKIMEDIA COMMONS



NICK NORMAL

*Children interact with an exhibit at the New York Hall of Science.*

### NYSCI: Design, Make, Play

The New York Hall of Science (NYSCI), a museum byproduct of the 1964 New York World's Fair, is now known for reinventing itself as a "design, make, play" space, completely renovating its physical space and expanding its programming outside the facility. NYSCI is a leader in promoting a STEAM (science, technology, engineering, arts, and mathematics) learning ecosystem within adjacent neighborhoods through a program funded by grants and philanthropic foundations.

This support has allowed creation of innovative teaching laboratories as a third space for communities. NYSCI's "neighbors parent university" partners in this work and is where members of a largely immigrant community are provided educational resources to pursue their own interests. This partnership assists the community in understanding the pipeline of early education to college success for their children.



*The Spencer Museum of Art at the University of Kansas.*

## Spencer Museum of Art, University of Kansas

The Spencer Museum of Art at the University of Kansas functions as a connector between the campus and the broader community. The collections are seen as a living archive, motivating faculty research and student teaching. This model and site serve as an example of transformative and informative public dialogue led by a university museum.

RYAN WAGGONER, SPENCER MUSEUM OF ART, UNIVERSITY OF KANSAS

In addition, massive deferred maintenance needs are causing significant risk. With an estimated over \$50 million expense to bring the building to basic accreditation standards necessary for a modern museum, the current facility has outlived its useful life. The facility is ill suited to contemporary media, exhibition strategies, and hybrid access. It does not meet current museum standards and therefore is not conducive to the forward-looking enhanced mission of the ITC or an appropriate facility to honor the history, culture, and communities of Texas.

As it stands, both in facility and collections, accreditation is not within reach. Being an accredited institution would allow the ITC to exchange artifacts and explore a host of programmatic options in addition to increasing the value proposition to the university and the community. As the ITC and university continue to work toward this goal, they need to consider a footprint that is not only viable but desirable and allows UTSA to deliver on the forward-facing mission of the ITC rather than maintaining a static institution showcasing outdated collections within an obsolete facility. The time has come for the university to look forward to a reimagined institution and facility.

The panel strongly recommends a reimagined and potentially relocated ITC that reinforces the UTSA brand, the Hemisfair brand, and the image of San Antonio. Repositioning the ITC would open

opportunities for scholarship, research, and community engagement that sheds a light on culture and community stories. The ITC can be a place where thought leadership is centered and community members access education, job training, and overall opportunity, thus allowing UTSA's ongoing commitment to downtown San Antonio and the community to be realized. Because the visitor and tourism market in San Antonio is one of the most active in the country, this opportunity takes advantage of the juncture between audiences of the tourist and commercial districts to the north and the neighborhoods to the south to tell the story of San Antonio, Texas, and reinforce UTSA's academic mission.



*An exhibit at the Institute of Texan Cultures.*

NATALIEMAYNOR, FLICKR

## Looking Forward

The ITC at the Texas Pavilion exemplifies a monument-oriented setting that is not ideal for continued use absent the formerly surrounding amenities associated with the 1968 World's Fair. As it exists today, the building is introspective and surrounded by berms that separate it from the overall Hemisfair site.



The Institute of Texan Cultures gives voice to the experiences of people from across the globe who call Texas home, providing insight into the past, present, and future.

## Opportunity

As an institution of access and excellence, UTSA embraces multicultural traditions and serves as a center for intellectual and creative resources as well as a catalyst for socioeconomic development and the commercialization of intellectual property—for Texas, the nation, and the world.

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*The future of the site presents a shared opportunity between UTSA and the ITC for strategic leadership.*

To understand the extent of facility needs, the panel recommends conducting a building cost analysis to determine the value of retaining all or parts of the existing structure. The benefits to be realized should be considered, given the building's physical constraints for museum use and the additional cost of finding a temporary home for museum staff and collections during renovations. A cost analysis will reveal if the ITC can achieve accreditation and its reimagined vision with a renovated building, or if a new structure is necessary.

The Texas Pavilion was not built for long-term use or to function as a museum or community space and therefore has structural deficiencies that prevent proper maintenance

of historical collections. The current ITC collections are threatened by the building's aging infrastructure.

The ITC's collections should be assessed as part of the building cost analysis process to determine their health and value as part of the ITC inventory. Collections policies and procedures should be reviewed and updated to be consistent with museum best practices. The ITC should consider moving collections into off-site storage if it is determined that the Texas Pavilion is not configured to adequately protect these items, or if they are not contributing to current exhibits. The panel recommends continuing the process of digitizing collections to increase academic and public access.

The panel recommends that the future ITC facility consider a smaller footprint flexible enough to accommodate changing exhibits and new modes of engagement, focusing on active and inquiry-based learning rather than static artifact exhibits: current exhibits reflect outdated scholarship and narratives. The facility should be inviting, and the architecture should reinforce the ITC's mission. The panel recommends that the facility should include rentable convening spaces of various sizes and consider providing retail and food services that can contribute to the ITC's revenue.

# Placemaking and Land Stewardship

The panel believes locating a renewed ITC within the Hemisfair site is an appropriate representation of the confluence of culture and history that is also uniquely the heart of San Antonio's and UTSA's future. The emerging and revitalized Hemisfair site serves as a central gathering place where both visitors and locals meet. As a central node of activity and one of the front doors for tourism, where the convention-goers and vacationers meet at the nearby River Walk and the Alamo, it represents both an economic driver for the city of San Antonio and a front door to UTSA's Hemisfair Campus.

UTSA is primed to deliver an ITC that honors the message of inclusion and the diversity of backgrounds in San Antonio and Texas, recognizing the layered histories of San Antonio, its people, and the Hemisfair location. This represents an opportunity that positions the ITC not as a museum of the past but as a more expansive and important institution that has a central role in linking the echoes of Texas history with contemporary events.

To achieve this, UTSA must separate discussion of the mission of the ITC from that of the Texas Pavilion and building decisions on the site. UTSA must find a new home for the ITC within Hemisfair.



*The Texas Pavilion in the foreground with the Tower of the Americas in the background, framed by Hemisfair grounds and downtown San Antonio.*

## ITC Site Observations

When analyzing the current site configuration, the panel acknowledges several core issues at the forefront need to be addressed and recommends and elevates the importance of developing an integrated master plan for Hemisfair that makes the various properties feel seamless to visitors.

The Texas Pavilion building, the current home of the ITC, is not conducive to interaction with the public. The building is not centrally located on the site, and the surrounding berms specifically limit views and restrict outdoor special events and operations. This lack of accessibility works against the ideals of the ITC to bring people together and reflect San Antonio's culture. Although the Texas Pavilion is perhaps not the ideal location for the ITC in terms of the overall Hemisfair site, even repositioning the ITC within its immediate site on the eastern edge of Hemisfair presents an overall opportunity to cultivate a community, student, and visitor focus for the university.

The Hemisfair site is a suitable home for the ITC, and several viable site options for a new ITC exist on the site. Keeping the facility within the overall grounds creates synergy with the other educational, historical, and public uses in the immediate area.



*Brand visibility of the ITC building from neighboring Interstate 37 is poor.*

Recent analysis has deemed the existing ITC not suitable for new or current use. Costs will be associated with finding a temporary home for museum staff and collections during necessary renovations. While a building cost analysis would determine the value of retaining the Texas Pavilion structure and portions of the enclosure, resources should be placed toward creating a new cultural center and museum facility.

The ITC needs to develop a visible identity within Hemisfair and from neighboring Interstate 37 and the surrounding neighborhoods. Visibility and ease of access are critical as UTSA invests in a Hemisfair Campus identity and cohesiveness to the Hemisfair site. Attention should be paid to capturing the past uses of this site and taking into account the connectivity to the Lavaca neighborhood to the south.

## Proposed ITC Site Options

The panel identified several viable options for relocation of the ITC. These options are shaped by the need to identify a new home for the ITC, integrate UTSA and Hemisfair Park, and create potential new uses on UTSA land that support long-term financial sustainability for these institutions. Although these options account for the constraints and opportunities available on site, the pros and cons for each potential ITC location merit further study.

Ultimately this is a study of relationships, both internal and external, to the city, its residents, and within Hemisfair. Hemisfair site location criteria and questions for consideration include the following:

- Is there opportunity for iconic architecture and brand identity?
- Does the site location have potential for dedicated outdoor space for special events?
- Is the site location central to activity?
- Is the site visible to the community and tourists?
- Does the site location have service access for truck loading and school buses?
- Is there expansion potential?



Viable alternative locations for the ITC include two northern locations on the overall site that are close to the River Walk off Market Street: a location within the River Building and another as an extension of the Convention Center. The third potential new location is near the base of the Tower of the Americas, which is an iconic marker in terms of co-location. Two final locations are along the south edge of the site most near César Chávez Boulevard and the nearby residential community. These

options include the reuse of the federal court building or development of a parking lot into a new facility.

On the basis of location and the listed criteria, the panel ultimately selected the two options it deemed most viable to explore in greater detail. The panel also identified open space and pedestrian connections important to increasing the walkability and visible connectivity for each site option, as a means of more closely integrating the UTSA site with Hemisfair. This approach supports

a potential activity loop throughout the site, which can be explored further through a master-planning process for Hemisfair.

The first potential site reorganization approach involves moving the ITC to a new facility by reusing either the federal building or another facility adjacent to the Tower of the Americas. This move involves the removal of the Texas Pavilion and allows for tremendous flexibility and reorganization of UTSA land. The panel created a dioramic site organization to reflect the strong



*The panel identified five possible options for a new location of the ITC.*



*The new site options the panel deems most viable for a future ITC location.*

connectivity facilitated by this approach. As demonstrated by the graphic, centralized spaces allow links between UTSA and Hemisfair property. The panel placed mixed use and residential at the southern perimeter, with height grading to support the integration of properties and create porosity and connection along Interstate 37 and César Chávez Boulevard between the sites and the Lavaca neighborhood to the south, thereby increasing accessibility for visitors into Hemisfair and the ITC.

The former site of the Texas Pavilion would then become an opportunity for UTSA to create a new outward facing and highly visible anchor for its Hemisfair Campus through a new hospitality school and hotel. The panel finds the site's location in downtown San Antonio and proximity to the Convention Center would be advantageous for a hospitality use. Locating a school of hospitality and tourism on the current property opens new opportunities for UTSA and for community members, reinforces the importance of tourism to San Antonio's economy, and creates a meaningful presence for UTSA. The hotel could feature a university-run restaurant featuring Texas foods. The treatment of the I-37 edge would allow ingress and egress suitable for parking and loading. The diagrammed facility is organized by a central green space, which could be used for placemaking and events. The current

avenue of flags outside the ITC can be repositioned to introduce a supporting food truck service highlighting the cultures and flavors of Texas, as part of the hospitality facilities and local restaurant incubator.

While the panel's diagram leans into creating strong relations between the UTSA campus, Hemisfair, and the Convention Center, these objectives could also work well should the ITC be relocated nearer to the Tower of the Americas.



*The panel's recommended site options with new open-space connections.*



*A potential land use organization with the ITC moved to the current federal courthouse building.*





A potential land use organization with the ITC rebuilt on its current site.

A second site reorganization approach explores what is possible if the university moves the ITC into a new facility and retains the Texas Pavilion. Potential new uses of the Pavilion include event space that can be shared with the Convention Center, community-serving retail, or grocery. Although it is feasible, many constraints are associated with this proposal. Because the facility sits about 15 feet lower than the surrounding ground level, this approach requires accommodating the building and its topographic relationship to the rest of Hemisfair. The

existing footprint of the facility overwhelms the site and is not central to its property, which causes concerns about accessibility given the topography. Moreover, a huge cost is associated with renovating the building to accommodate new use.

If the Texas Pavilion is retained and renovated, the rest of the site could support similar land use to the previous configuration with residential massing along the southern border diagrammed using a larger scale while locating the hospitality school and



The UNLV Hospitality Hall.

## Las Vegas College of Hospitality and Tourism

The University of Las Vegas (UNLV) Hospitality Hall is home to the William F. Harrah College of Hospitality and lies at the heart of the UNLV campus. The building contains interactive classrooms, a student-run café, an executive learning kitchen, and a learning center for the PGA golf management program.

Through partnership and strategic site location, a UTSA university hospitality school could include market-oriented mixed use such as housing, student housing, senior housing, neighborhood retail, urban large-format retail, small amounts of office, improved cultural offerings, and parking revenue on site.

hotel closer to the Hemisfair site. This scheme again places parking and green space along I-37.

The panel does not recommend that landmark status be pursued for the current Texas Pavilion because of the structure's functional obsolescence, the overwhelming costs required to make the building safe and code-compliant, and the impact on further development opportunities on site.

## Development Paths

UTSA can pursue three possible paths for the ITC and the site. The first involves a do-nothing strategy of continuing baseline operations. This may involve retaining the building at its current site with some enhancements to the program of the ITC. This option maintains the building, which is increasingly obsolete outside its original context and suffers from ongoing code noncompliance liabilities that threaten the current collection and public safety. Doing nothing misses the opportunity for development and dynamism needed to meet modern and future audiences and ultimately limits the image, mission, and impact of the ITC and UTSA.

The second path involves retaining part or all of the Texas Pavilion building and committing to moderate site investment,

including bringing a hospitality school to the site. While the panel supports building out a hospitality program, this option does not fully create or sustain a real relationship to the overall Hemisfair site, nor does it fully realize the potential at hand.

The final option requires relocating the ITC to another Hemisfair building on site. This path has the advantage of increasing density, promoting a mix of uses, and providing the potential for the fullest and most cohesive overall development, including a hospitality program. By taking advantage of the maximum development rights, the university can introduce a new college of hospitality and tourism, making use of one of the largest economic sectors in San Antonio. This approach maximizes the land value and allows UTSA to create new revenue streams and strengthen community partnerships. The ITC can inhabit another building better suited to enhance its reimagined mission.

What is clear is this opportunity is rare, occurring once in a 50-year horizon; it can change the trajectory of the ITC, the city of San Antonio, and the region. The panel recommends UTSA pursue the most optimal approach that maximizes the site to its fullest development potential. This approach can set the stage for UTSA to be a leader of cultural and civic programming into the next century.



## Approaches to Partnerships

In 2016, UTSA issued a solicitation for redevelopment of the ITC site. This decision lacked a robust community engagement and review process and was highly controversial at the time. Despite the ultimate withdrawal of the request for qualifications/proposals in 2017, the process damaged trust, which seeded a foundation of suspicion from neighbors, residents, organizations, and the business community. In response to this misstep and as part of the ITC Centennial 2068, UTSA is undertaking a community-based visioning process to develop a future vision for the ITC institution and property.



HEMISFAIR

The panel's recommended development strategy is only viable if effected through partnership and transparency. The panel strongly recommends the university enter and develop a partnership agreement with Hemisfair Park Area Redevelopment Corporation (HPARC), the entity responsible for the phased redevelopment of its (park) portion of the site.

Through partnership, the skills and resources of both parties can be leveraged to achieve a larger set of goals for mutual benefit and in service of a larger San Antonio audience. Benefits of this intentional partnership include more robust philanthropic and engagement opportunities, amplification of cultural assets on the Hemisfair grounds, greater connectivity to UTSA's western campus, and more coordinated marketing of proximity to local attractions.

From a real estate perspective, the greatest benefit to unlock site potential occurs when partners think in terms of the overall site instead of limiting themselves to the area within property lines.

For projects of this scale and impact, focus on the bottom line or return on investment is intense. Strong leadership and strong part-

## Visioning Focus Areas



UTSA

*The UTSA-led community-based visioning process will include task forces focusing on the museum of the future, community engagement and sustaining support, and facility and land stewardship.*

nerships are necessary to achieve optimum success. Given the stage of this ambitious project, the panel would like to broaden the financial discussion to include more qualitative aspects, providing a high-level cost/benefit strategy and a course of action for UTSA's partnership development.

Communicate to partners that the ITC will take a central civic role to spearhead how history is interpreted and told into the next

century. When the university exhibits bold leadership, it will be valued among local and national audiences. Demonstrating willingness, adaptability, and flexibility in pursuit of this vision is a strong indicator to HPARC and the city of San Antonio that UTSA is prepared to catalyze and spur investment to propel all parties forward. Partnership will break down barriers around ownership and encourage a collective interest in the success of the overall site.



## Hemisfair, San Antonio, Texas, Advisory Services Panel, 2019

In 2019, ULI's Advisory Services program provided strategic advice on the transformation of the eastern portion of the Hemisfair site into an urban district with park space that serves as a focal point for the downtown community.

After analyzing market potential, design and planning, development strategies, and implementation considerations, the panel made the following recommendations:

- **Create a vision for the Eastern Zone:** Identify appropriate infrastructure and design interface between parks and development that incorporates future uses for the existing building inventory of historic and non-historic properties, including potential commercial uses and strategies to establish development requirements to develop the park and achieve sustainability and resiliency goals.
- **Cultivate a development strategy:** Find opportunities to strengthen the attractiveness of the park and identify opportunities to leverage private development that brings people and residents to the area, supporting economic impacts.
- **Strive toward long-term sustainability:** Incorporate best design and fiscal practices from similar park models across the country.

- **Use financing tools and methods to make goals attainable:** Incorporate best design and fiscal practices from creative models.

This study was conducted without inclusion of the Texas Pavilion. Should UTSA pursue opportunities to reimagine the location of ITC and use the Texas Pavilion, a tremendous opportunity exists to ensure HPARC development of the Eastern Zone is aligned and integrated with the vision for the most eastern zone owned by the university.



*Envisioning a series of beloved urban parks embraced by a vibrant and walkable neighborhood, HPARC is leading the transformation of the area with the creation of three distinct parks—referred to as Yanaguana Garden, Civic Park, and Tower Park—that would deliver 19 acres of dedicated parkland and 17 acres of developable parcels.*

HEMISFAIR PARK AREA REDEVELOPMENT CORPORATION





HEMISFAIR

*HPARC completed development of Yanaguana Garden on its site, which is an example of a space in which the ITC can blur the lines between indoor and outdoor activities. HPARC is a strong development and programming partner for similar projects involving UTSA.*

The panel encourages framing the future of the ITC and its site in terms of opportunities that can be gained through a strategic decision-making process and that can perform as a transformative change agent for academics and civic life led by the university. Partnership with HPARC and the city of San Antonio opens the door to bonds and other financial strategies to fund these opportunities.

It is opportune for both UTSA and HPARC as “principal partners” to seize on each other’s

strength. Done properly, such a partnership could ensure that the collective challenges of the site are addressed, including visibility from I-37, effective engagement of a wide variety of stakeholders, and connectivity to neighborhoods to the south and UTSA’s urban campus to the west. Each partner will be better able to leverage proximity to the Convention Center and Alamodome, hotels, the River Walk, and the Alamo. Finally, partnership would promote a more complete and deliberate plan for the overall Hemisfair site in downtown San Antonio.

The panel recognizes that property transactions come with complications for both UTSA and HPARC. Both parties have a variety of tools to tackle these barriers. Legal levers such as interagency agreements, transfer of development rights agreements, and a property owners’ association with conditions, covenants, and restrictions or “regime” may be effective tools. A “regime” may feature one or both parties managing elements or all of the property that has become part of the regime. Varying fees may be associated with this type of management. If the intensity of the assignment is prohibitive, a third party may also manage a regime.

While legal agreements ensure clarity about the technical components of partnership, no document creates trust. The upcoming UTSA-led stakeholder outreach program provides an avenue to build and instill trust critical to any successful partnership. HPARC is an astute partner in setting the standard for professional listening and interpretation, and critically, to demonstrate the capacity for empathy of varying perspectives. An exercise in stakeholder engagement allows both parties to hear from all stakeholders and build the foundation for long-term excellence.

# Conclusion

UTSA should embrace the vision and concept of a university presence at Hemisfair. UTSA's future at this location is inextricably connected to Hemisfair's future.

Building trust is key to future success at this location. A robust UTSA vision and its success is a key driver of a thriving downtown San Antonio and of Hemisfair's best redesign potential. Hemisfair becomes a more successful endeavor only if and because of a widely supported UTSA. To achieve this goal, UTSA must embrace the vision and purpose of Hemisfair and connect the site physically, visually, and programmatically. An important starting place: the institution of the ITC and the Texas Pavilion building must be conceived of separately.



Locating a school of hospitality and tourism on the property opens new opportunities for UTSA and for community members, reinforces the importance of tourism to San Antonio's economy, and creates a meaningful presence for UTSA in this visible and important neighborhood. As the university moves forward with participatory engagement with stakeholders and the public, the panel encourages the university to keep the discussion of the ITC as an institution and the Texas Pavilion building separate.

Success on this site requires a strong vision that supports San Antonio, the surrounding neighborhoods, UTSA, Hemisfair, the Convention Center, and all partners' reputation and contribution to the community. The panel has outlined an initial vision for UTSA's property and the Hemisfair Campus. This vision and a vision for the ITC as an organization should be supported by a community engagement process to represent the confluence of audience and opportunity in this area with a new focus on culture, hospitality, and tourism.

In summary, the panel recommends as follows:

## **Advancing the Mission of UTSA and the ITC**

- Pursue a renewed vision and mission for the ITC, which serves as the front door to students, faculty, and public; represents a beacon for future-focused stewardship; and amplifies cultures that have not adequately been provided the opportunity to tell their own story.
- A future ITC facility should center scholarship, research, and community engagement; create space for community dialogue; and tell the history of urban renewal, political will, and community impact of the original Texas Pavilion.
- While a renewed ITC would have expanded reach, the institution should serve the San Antonio community first and foremost.

## **Placemaking and Land Stewardship**

- Without the supporting context of the 1968 amenities, the existing Texas Pavilion is not suitable for and integrated with the Hemisfair grounds, nor is the facility itself safe or suitable for ITC's continued use.

- Further visioning for the site should incorporate integrated master planning. Other sites on the campus grounds merit further study for the relocation of the ITC.
- An opportunity exists on the grounds to curate a front door for the university that includes the ITC and a potential school of hospitality and tourism.

## **Approaches to Partnership**

- In addition to the robust and transparent community-visioning process as part of the ITC Centennial 2068, UTSA should establish a partnership with HPARC.
- Through partnership, landownership barriers should be positioned around the collective interest in the city, its people, and the success of the overall site.
- Building trust and civic involvement should be central components to partnership in addition to the pursuit of strategic agreements and financial tools available to both parties.

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# About the Panel

## Jeanne Myerson

### Panel Chair

#### San Francisco, California

Myerson is an experienced member of public and private company boards of directors with a demonstrated history of working in the commercial real estate industry. She is skilled in governance, asset management, real estate private equity and finance, investment properties, and real estate transactions.

While Myerson was chief executive officer of the Swig Company, the company accomplished a smooth transition from its respected roots in the hospitality industry to become a recognized urban office investor and manager of over 9 million square feet of office space in New York City and coastal California.

Before joining the Swig Company, Myerson was president and CEO of Bailard Biehl & Kaiser Real Estate Investment Trust, a private REIT with a diversified, national investment portfolio. Before joining BB&K, she was director of facilities and real estate worldwide for NeXT Computer Inc. of Redwood City, California. She joined NeXT from Metropolitan Life Real Estate Investments

where she held senior management positions in Boston, New York, and Northern California.

Myerson has been recognized as one of the most influential women in the San Francisco business community by the *San Francisco Business Times*; was a member of the board of directors of BRE Properties Inc. (NYSE: BRE), a developer and operator of multifamily properties; is now on the board of Berkshire Residential Investors, an investment manager, developer, and operator of multifamily properties throughout the United States and she serves as chair of its compensation committee; and is a trustee of Grinnell College in Grinnell, Iowa, where she is chair of the Facilities Committee and a member of the Executive Committee.

She has been a member of the Urban Land Institute for 15 years, serving on multiple National Product Councils and Advisory Services panels and has been a longtime sponsor of ULI San Francisco. Myerson is a former board member and active supporter of SPUR, a leading civic planning organization in the San Francisco Bay area respected for its independent and holistic approach to urban issues. She graduated from Grinnell College (BA with honors) and Harvard University (MCRP).

## Martha Clifford

### San Francisco, California

For over 10 years, Clifford has been engaging with significant parks, gardens, and campuses in the public realm. Her background in fine art and public space management informs her work from concept design through construction. She has planned and designed landscapes for large historic estates, parks, public gardens, and institutional clients in the United States and Europe.

Since joining the Office of Cheryl Barton, Clifford has managed and led the design for a diverse selection of projects, including the restoration of Middle Lake in Golden Gate Park, the Community Plan for the 80-acre West LA Veterans Affairs Campus, and one of the first residential developments for homeless veterans to be implemented as part of the West LAVA Community Plan. She has supported a number of other public realm and campus projects including Stanford in Redwood City and UC Davis's Walker Hall Renewal.

While a senior designer with Michael Van Valkenburgh Associates, Clifford managed the Amherst College Campus Master Plan



and was an integral contributor to the design of the Gathering Place for Tulsa. With a keen interest in how public landscapes shape the way we live in urban areas, she approaches each project with sensitivity and rigor grounded on a commitment to sustainable, place-responsive design.

### David Greenbaum Washington, D.C.

Greenbaum creates memorable architecture of proud civic presence and a strong sense of place. His projects frequently involve the adaptive use of historic structures, adding richness and creative complexity. Many of his projects have large-scale interior spaces providing a welcome opportunity for pause.

Greenbaum's work has won numerous design awards and has been published frequently. His work has often undergone the rigorous design review of the Commission of Fine Arts and the Historic Preservation Review Board of the Federal City and has been consistently seen as exceptional. Greenbaum's work includes the Museum of the Bible; the Normandy American Cemetery Visitor Center (Normandy, France); the International Spy Museum; the National Gallery of Art Sculpture Garden Pavilion renovation; Smithsonian Institution, National Museum of Natural History Discovery Center; Montgomery College Cultural Arts Center; Science City at Union Station (Kansas City,

Missouri); the Gilcrease Museum of Art (Tulsa, Oklahoma); North Carolina Museum of History (Raleigh); Wisconsin State Preservation Storage Facility (Madison); Masterplan for Mystic Seaport (Mystic, Connecticut); and the Changbai National Park Visitor Center (Jilin, China).

Contextual in the broadest sense and driven by site and client mission, Greenbaum's work applies his philosophy of amplifying an institution's mission by creating powerful and memorable places. Most of his projects are public in nature and require interaction and collaboration with numerous stakeholders. Through design leadership and education of the project's participants, Greenbaum creates a compelling expression of the project's spirit and its goals.

As 2019 chair of the National American Institute of Architects, Committee on Design, Greenbaum hosted conferences in San Francisco/Silicon Valley and Switzerland. He serves on the planning committee for the Mid-Atlantic Association of Museums "Building Museums Symposium" and is a founding member of the International Museum Construction Congress. He also has held teaching positions at the Catholic University of America, the University of Maryland, and the University of the District of Columbia.

### Todd Mead San Francisco, California

Mead is a principal with the Office of Cheryl Barton in San Francisco. O|CB is committed to the creation of healthy cities, robust ecologies, and beautiful, habitable spaces through landscape architecture and green urbanism.

With over 30 years of experience as a landscape architect and urban designer, Mead has led a broad range of public and private realm projects varying in scale and complexity, including urban parks, health care and academic campuses, civic gardens, and urban infill redevelopments. He has collaborated extensively with architects and has led integrated interdisciplinary teams realizing projects throughout the United States. His design work often involves the regeneration of integrated natural systems as a means of making healthy urban places that amplify the social, economic, and ecological context.

Mead has participated in multiple roles with ULI, including serving on technical assistance panels and as a juror for the ULI Hines Student Competition. He holds a master's degree in landscape architecture from the University of Colorado and a BS in Natural Resources from the University of Wisconsin. Before joining O|CB, Mead was a principal at Civitas in Denver and a partner with PWP Landscape Architecture in Berkeley, California.



## Wellington “Duke” Reiter

### Tempe, Arizona

Reiter is the senior advisor to the president of Arizona State University (ASU) and the executive director of the University City Exchange (UCX) at ASU. His UCX portfolio features complex, multistakeholder projects involving university/city collaboration, sustainable urbanism, health care, and university design.

Over the past 20 years, Reiter has played numerous roles: academic administrator, faculty member, architect, urban designer, community leader, and public artist. In the course of his career, he has established a track record of highly effective partnerships with public office holders, the business community, nonprofit groups, professional organizations, and private-sector developers. Central to his experience has been the construction of mutually beneficial relationships between the institutions he has led and the cities in which they are located.

Accordingly, Reiter was a key player in the conceptualization and creation of the award-winning Downtown Phoenix Campus for ASU and continues to expand the impact of university engagement via the Central Idea initiative and a proposal entitled NEXUS City—a framework to leverage the unique adjacency of the ASU Polytechnic Campus, the Phoenix-Gateway Airport, and

surrounding businesses. At the metropolitan scale, Reiter is spearheading the Rio Reimagined study at the urging of the late Senator John McCain, a 40-mile-plus vision that will unite the interests of Rio Salado stakeholders and is soon to be designated a priority project via the Federal Urban Waters program. Reiter’s most ambitious project at the moment is Ten Across (10X), an expansive undertaking that suggests the U.S. Interstate 10 corridor provides the most compelling window on the future of the country, one which presents the challenges of the 21st century in their highest relief. On the front lines of social, economic, and climate change, the 10X initiative positions this region as a living laboratory for the future of the entire country.

Reiter is the past president of the School of the Art Institute of Chicago, the former dean of the College of Design at Arizona State University, and a longtime faculty member at MIT in the Department of Architecture. He is the recipient of the Arizona Architect’s medal and is a Fellow of the American Institute of Architects. He is a trustee of the Urban Land Institute and former chair of the University Development and Innovation Council. His projects and visualizations have been featured in numerous museums, and Princeton Architectural Press previously published a monograph on Reiter’s work, *Vessels and Fields*.

## Christine Richman

### Salt Lake City, Utah

Richman is the principal in charge of planning for GSBS Consulting. GSBS uses an integrated approach to its projects to ensure they are environmentally and economically sustainable. Richman’s services complement and expand on traditional architectural services with the addition of key planning and pre-design elements, including economic development and redevelopment project planning, and real estate market analysis as well as fiscal planning. Richman specializes in finding creative solutions to difficult economic development, planning, and government issues and problems. She and her team provide real estate market analysis, redevelopment project development, and economic development strategic planning services.

She teaches real estate market analysis as part of the Masters in Real Estate Development program offered jointly by the College of Architecture + Planning and David S. Eccles School of Business. Her case study-based course focuses on teaching students the resources and skills needed to identify and quantify real estate market opportunities and develop inputs to their development pro forma.

Richman has a BA and MA in English literature and an MBA from the University of Utah. She worked in the public sector

for almost 20 years, eventually serving as director of community and economic development for Midvale for nine years. She has been in the private sector serving private and public clients for 11 years.

### Monte Ritchey

#### Charlotte, North Carolina

Ritchey is the sole director of Conformity Corp and is responsible for the sourcing, investigation, approval, and financing of all development opportunities and equity procurement. A dedicated student of urban infill development for over 30 years, Ritchey is recognized as a developer of high-quality residential, mixed-use, and commercial projects, both new and repositioned. Under his leadership, the Conformity Corp name has come to be associated with innovative real estate projects and demonstrated commitment to community.

Ritchey and Conformity Corp have completed a multitude of tax-advantaged rehab projects, complex land assemblies, and developments. In the process, Conformity Corp has partnered not only with the private sector but also with government, Fortune 50 companies, institutional equity, and non-profit organizations to craft results that provide outstanding returns for investors as well as unique and thoughtful solutions for all stakeholders.

Ritchey is active in the Urban Land Institute, the Architecture and Planning Programs at the University of North Carolina at Charlotte, and several Citizen Advisory Panels for the city of Charlotte. A longtime board member and chair of Charlotte's International House, he conceived and developed the Midwood International and Cultural Center, home to over a dozen nonprofit businesses. His body of work has been featured in numerous publications and presented at several universities and professional conferences including the Harvard School of Design and the MIT Sloan School of Management.

### Marsha Semmel

#### Arlington, Virginia

Semmel is an independent consultant working with museums, libraries, foundations, and other organizations on learning, leadership, 21st-century skills, strategic partnerships, and cultural policy. In 2019, she published *Partnership Power: Essential Museum Strategies for Today's Networked World* (Rowman & Littlefield/AAM). She is currently co-editing a new volume, *Seize the Moment: How Museums Can Prepare for the Post-Pandemic Age*, to be published later this year by Rowman & Littlefield/AASLH.

Semmel is adjunct faculty in the Bank Street College of Education's Leadership in Museum Education graduate program. She is a founding faculty member for the South

East Museums Conference's Executive Leadership Institute, launched in 2021. She serves as senior adviser to SENCER-ISE, a project of the National Center for Science and Civic Engagement that involves partnerships between institutions of higher education and informal science organizations. From 2013 to 2015, Semmel was senior advisor for the Noyce Leadership Institute, a global program for leaders in science centers and other science museums.

Semmel's career has included stints at the major U.S. cultural agencies, including the Institute of Museum and Library Services (IMLS), where she served as director for strategic partnerships, deputy director for the Office of Museum Services, and acting IMLS director. At IMLS, Semmel led several collaborative museum/library initiatives, including *Connecting to Collections: Museums, Libraries, and 21st Century Skills*; an IMLS/John D. and Catherine T. MacArthur Foundation teen-focused learning lab partnership; and *Growing Young Minds: How Museums and Libraries Create Lifelong Learners*, a national partnership with the Campaign for Grade Level Reading. Semmel played a pivotal role in two international museum/library gatherings co-convened by IMLS and the Salzburg Global Forum: *Connecting to the World's Collections: Making the Case for the Conservation and Preservation of Our Cultural Heritage and Libraries and Museums in an Era of Participatory Culture*.

From 1998 to 2002, she was president and CEO of the Women of the West Museum, in Denver. Before that, she was president and CEO of Conner Prairie, a living-history museum near Indianapolis, Indiana. From 1984 to 1996, Semmel worked at the National Endowment for the Humanities, where, from 1993 to 1996, she was director of the Division of Public Programs, which supports humanities projects in museums, libraries, and public media. She returned to NEH from March 2019 through June 2020 for a stint as special initiatives adviser, Office of the Chairman.

A frequent speaker and writer on leadership, 21st-century skills, strategic partnerships, and museums and public value, Semmel also authored the forewords for *The Museum Experience Revisited*, by John H. Falk and Lynn Dierking (2013), and *Leadership Matters*, by Anne W. Ackerson and Joan H. Baldwin (2014).

She is a member of the Museum Group, a consortium of museum consultants that works with museums to help them achieve their greatest potential in an ever-changing world. In June 2020, she completed service as chair, Arlington Commission for the Arts. Semmel is currently a board member of the Council of American Jewish Museums and Planet Word, the Museum of Language Arts, which opened in Washington, D.C., in 2021.

## Michael Stevens Washington, D.C.

As president of the Capitol Riverfront Business Improvement District (BID), Stevens has worked for the past 13 years to achieve the vision of a vibrant waterfront Capitol Riverfront community, which will contain 37 million square feet of development at buildout. His efforts led to the 2007 establishment of the BID, which is currently in its third five-year operating cycle. Stevens is responsible for overseeing a staff of eight full-time professionals, a 21-member board of directors, all external relations, development of work programs, and budget oversight.

He helped coordinate the Center City Action Agenda of 2007 and 2010—a new strategic plan and framework to guide development and public investment in the center city neighborhoods of Washington, D.C. From 2000 to 2006, he served as president and CEO of the Washington, D.C., Economic Partnership and built that organization from a startup to a full partner in the District's economic development initiatives.

Before coming to Washington, Stevens was vice president of development for the Memphis Center City Commission, a combination of BID and economic development authority. He oversaw the planning and economic development section that administered financial incentives for downtown development projects such as the Memphis

Redbird's new Triple A baseball stadium, hundreds of units of new housing, the South Main Arts District, and a new downtown public elementary school.

Stevens has been involved in the economic development, urban planning, and downtown/neighborhood development fields for the majority of his 41-year career. He has worked for public planning agencies, private planning firms, BIDs, and economic development entities. He has participated in numerous downtown redevelopment efforts for cities such as Wichita, Kansas; Lubbock, Dallas, and San Antonio, Texas; Nashville and Memphis, Tennessee; Jackson, Mississippi; and Washington, D.C. He holds a master's degree in urban planning/urban design from Virginia Tech in Blacksburg and a BA in urban sociology from Millsaps College in Jackson, Mississippi.

Stevens serves in a volunteer capacity in the District by participating on boards such as Barracks Row Main Street; the Leadership Council for a Cleaner Anacostia; DC Sustainable Transit; DC Building Industry Association; the DC BID Council; and Friends of the National Arboretum. He has participated in numerous technical assistance panels for ULI, IDA, and APA. He is also an adjunct professor at Georgetown University's College of Continuing Studies, where he teaches a class on economic development in the Master's in Urban Planning program.



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# Institute of Texan Cultures

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**The University of Texas at San Antonio**

## **AAM Accreditation Facility Assessment Report**

**June 17, 2021**

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# What is museum accreditation?

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Nearly all mid-sized and larger US museums seek accreditation by the American Alliance of Museums (AAM).

This is because, according to the AAM, accreditation:

- Offers high profile, peer-based validation of an organization's professionalism, operations and impact.
- Increases an organization's credibility and value to funders, policy makers, insurers, community and peers.
- Is a powerful tool to leverage institutional change and helps facilitate loans between institutions.

This project's goal is to assess the ability of the current Institute of Texan Cultures (ITC) facility to achieve AAM accreditation, and to identify the problems that might inhibit the ITC from achieving accreditation.

The ITC was established in Chapter 75 of the Texas Education Code to be "used principally as a **center** concerned with subjects relating to the history and culture of the people of Texas, with collecting, organizing, and interpreting information on Texas subjects, and with producing films, filmstrips, slides, tapes, publications, and exhibits on these subjects for statewide use on television, in classrooms, in museums, and at public gatherings for the benefit of the people of Texas."

While the ITC is designated as a "center" and not a "museum," its mission positions the institution within the functional framework of a museum. Many comparable institutions, especially those focused on regional culture, incorporate performance, food, cultural practice and festivals as a key feature of their programmatic offerings. A museum or cultural center can present any range of events, lectures, seminars, research, etc., as long as their work with the public, with their own governance, with staff training, with their own internal accountability, with exhibitions and education, and with their collections, loan archives and artifacts, reflect professional standards and meet professional benchmarks.

Similarly, the ITC and its peers have professional standards for their facilities, organization, protocols and staff. The AAM's standards represent industry-wide acknowledgment of these standards, and thus the UTSA leadership has pursued this study to determine if the existing ITC building and site meet facility-related requirements for achieving AAM accreditation. The ITC facility is considered to be a large facility of approximately 186,000 gross square feet.

The following is a list of AAM-accredited museums, history centers and science centers in Texas. Organizations located in San Antonio are noted in **bold**.

- National Museum of the Pacific War, Fredericksburg
- Amon Carter Museum of American Art, Fort Worth
- Amarillo Museum of Art, Amarillo
- Art Museum of South Texas, Corpus Christi
- Blanton Museum of Art, Austin
- Ellen Noel Art Museum of Permian Basin, Odessa
- Art Museum of Southeast Texas, Beaumont
- Corpus Christi Museum of Science & History, Corpus Christi, TX
- Contemporary Arts Museum Houston, Houston
- Dallas County Heritage Society, Dallas Heritage Village
- Perot Museum of Nature and Science, Dallas
- Dallas Museum of Art, Dallas
- El Paso Museum of Art, El Paso
- Fort Worth Museum of Science & History, Fort Worth
- Fort Bend History Association, Richmond
- Heritage Farmstead Museum, Plano
- Museum of South Texas History, Edinburg
- Houston Museum of Natural Science, Houston
- Holocaust Museum Houston
- **McNay Art Museum, San Antonio**
- International Museum of Art & Science, McAllen
- McFaddin Ward House, Beaumont
- Modern Art Museum of Fort Worth, Fort Worth
- Museum of Fine Arts, Houston
- Museum of the Southwest, Midland
- The Grace Museum, Abilene
- The Old Jail Art Center, Albany
- Panhandle-Plains Historical Museum, Canyon
- Sam Houston Memorial Museum, Huntsville
- **San Antonio Museum of Art, San Antonio**
- San Angelo Museum of Fine Arts, San Angelo
- Sixth Floor Museum at Dealey Plaza, Dallas
- Mayborn Museum Complex, Waco
- Star of the Republic Museum, Washington
- Texarkana Museums System, Texarkana
- Museum of Texas Tech University, Lubbock
- Texas Maritime Museum, Rockport
- Tyler Museum of Art, Tyler
- U.S. Army Medical Department Museum, Fort Sam Houston
- Wichita Falls Museum of Art at MSU Texas
- **Witte Museum, San Antonio**
- Bullock Texas State History Museum, Austin
- George Ranch Historical Park, Richmond
- DeWalt Heritage Center, Missouri City
- The George Observatory, Needville
- HMNS at Sugarland, Sugar Land
- Draughon-Moore Ace of Clubs House, Texarkana
- Discovery Place Children's Museum, Texarkana
- Museum of Regional History, Texarkana

Museums operate under a set of professional practice “rules” in a variety of subjects. These subjects are:

- Physical facility
- Staffing
- Finances
- Operations and management
- Security
- Exhibition environment and climate control issues
- Fire and life safety
- Collections handling, storage and climate control

If the museum can certify that it is addressing all of these issues properly, it is then eligible for accreditation by the American Alliance of Museums (AAM).

### **Areas of assessment**

Because our study is focused only on the facility-related aspects of accreditation, we used the AAM’s General Facility Report as a guide to assess the ITC’s building and site. We studied the following core components of the ITC facility in our assessment:

- Building Construction/Facility Maintenance and Condition
- Site & Surrounding Area
- Fire and Life Safety Systems
- Security Infrastructure & Protocols
- Environmental Control
- Loading, Receiving & Support Areas
- Collections Storage and Handling



# Accreditation criteria

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The following are the primary considerations for an AAM-accreditable museum or center as outlined in the AAM General Facility Report, and as is reflected in contemporary museum professional practice. Please note that this summary list does not represent all accreditation assumptions, especially those related to administration, finances and governance, which were outside of the scope of our report.

- All staff are professionally-trained in AAM-related museum practice, methodology and ethics. All staffers who handle any objects, artifacts, etc. on loan to the museum must undergo special training in the packing, unpacking and handling of these special exhibition objects. Staff periodically undergo training check-ups and updates.
- Ensure any upgrades or modifications to the facility to fulfill accreditation standards meet all current building codes and life safety standards.
- The facility's design and all operations and environmental practices place a special emphasis on the preservation, security and safety of all objects, artifacts, archives, photographs, etc. held within the facility, whether on a permanent basis or on loan. With this in mind, the museum works constantly to test, check or upgrade the many building system issues (e.g. HVAC, humidity, temperature, fire and life safety systems, security systems) that might jeopardize the safety of the collections and all objects on loan held within the building.
- The facility offers stable temperature and humidity conditions that meet the specifications of professional staff and conservators. The facility allows staffers to develop specific environmental conditions as needed for specific gallery and collection storage spaces, and objects and media. The facility's temperature and humidity are reviewed multiple times a day. A vapor barrier has been installed throughout the entire facility's perimeter. All windows and doors are thermally broken.
- All archivists, special collections staffers and collections managers who deal with outside researchers and students should be trained how to teach/show these users of collection materials in the best practices for handling these important objects. The rooms allocated for this work should offer maximum security oversight and management, to deter theft and damage.

- Record-keeping is essential to the professional management of a museum. Records must be kept via the registrar's database, the librarian's and archivists databases, regular reviews and dated reports, photographic documentation, environmental condition readings, etc.
- All visitor and staff entries to the museum facility are overseen by regular, ongoing security surveillance programs. There are no casual entries; there is access oversight of all. All primary exterior areas and access points to the facility will have full security supervision, via video, card key access, motion detectors, digital telecommunication, etc. This surveillance program is kept private, secure and apart from all museum visitors and staffers.
- There is a full, professional loading dock. The loading dock drive and the dock itself are suitable to handle a 65-70' semi-tractor trailer, and to load and unload valuable cargo from the truck. The dock has a professional dock lift and is of sufficient width and height to be able to handle very large crates. The site or an adjacent space offers a truck turnaround space that is safe, and which allows trucks to turnaround away from the site.

The access path from the dock into the galleries or collection storage and study areas includes the following: a secure, wide and tall object-handling circulation path, high ceilings, sufficient live load capacity to handle large objects and large material handling equipment. There is a large freight elevator that is strategically located between the loading and receiving areas and the galleries, galleries and collection storage area. This object-handling circulation path offers the structural capacity to support large, heavy objects as well as object handling equipment, such as a fork lift or a heavy pallet lift.

- All gallery lighting is UL-approved, checked regularly for shorts, and has lighting fixtures that offer light levels that are protective of the conservation needs for all objects held within the galleries.
- Per the Museum Handbook Part I, Chapter 9, issued by the National Park Service, fire-rated assemblies should be employed when renovating or designing new structures housing collections, including shared spaces such as workshops or other high fire-risk activities.

Fire-rated assemblies include the following:

- Fire barriers are continuous membranes designed to restrict the movement of fire.
- Fire walls and doors separate or subdivide structures and spaces, and are designed to prevent the spread of fire.

- Fire windows have glass that resists shattering from heat, rapid temperature changes, and pressure of fire hoses.
  - Fire/smoke dampers are devices installed in HVAC ducts, fire barriers, and fire doors to limit fire spread and smoke infiltration.
  - Smoke barriers are installed in spaces between walls and floors to limit smoke infiltration.
  - Roofs with an appropriate fire rating, such as Class A roofs and roof tiles.
- All areas that may produce particulate matter or odors have special air filters and utilize direct exhaust, meaning that no air is ever directly recirculated if it originates in the museum's kitchens, production workshops, conservation labs, classrooms, bathrooms etc.
- The museum observes a series of rules regarding fire inside the facility. This means that no individual can create a fire of any kind within the building unless it is supervised by a trained professional. These actions are performed in a fully fire-resistant space (such as the facility's kitchen and catering kitchen areas).
- The staff does everything in their power to eliminate all types of pests inside the facility, especially rodents and insects, by using rodent control boxes, rodent control surveillance, insect traps, and if necessary other actions, throughout the facility, and at all exterior facility access points, indoors and out. The staff regularly checks exhibition areas and collection storage areas to determine if any new infestations occur. The staff has a pest control plan that includes isolation of incoming objects and employs freezers to neutralize living pests inside objects.
- The museum has well-drafted plans for all relevant types of emergencies and disasters, as well as disaster recovery for any collection or loan objects. The museum regularly conducts emergency/disaster practice drills and training programs.
- The museum building is built in such a way that the facility deters threats of flooding, seismic shift, subsidence, and wind damage from tornadoes or hurricanes.
- The facility utilizes structural building materials that are fireproof, such as concrete block or poured concrete.
- There are no sources of water above the galleries or collection storage.

# Background

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The ITC was created as a part of the Hemisfair World's Fair, which opened to the public in 1968. The ITC's architects were the Dallas/Houston area firm Caudill Rowlett Scott, or CRS. CRS no longer exists, however the ITC's current archives incorporate an extensive history and documentation of the Hemisfair project, the ITC building, the building and construction plans, etc.

The ITC was designed to be a short-duration exhibit hall. The ITC's Hemisfair-era "mission" was to show the world the "diversity" of the people of Texas. It was advertised as the Texas Pavilion at Hemisfair.

As such, the ITC as an "organization" did not exist at the time of Hemisfair. The ITC's "organization" was quite ambiguous for many years, because when it was planned, it was expected to either close or change its identity after Hemisfair closed, circa 1968-1969. In practice and operations, it was never actually an "Institute," nor was it a museum as museum professionals would have defined it.

During its design period, it had been assumed that some other "organization" would assume ownership of the ITC facility and exhibits once the Fair closed, or somehow it would be "repurposed."

Shortly after Hemisfair closed, the University of Texas San Antonio was created and there were a series of initial operational activities; but at the time, very little attention was paid to the ITC. Discussions were held among some of Texas' State political leadership, as well as San Antonio's broader leadership, and as a result, the brand-new UTSA then incorporated the ITC as a "Community Services" program unit. However, until around 2018, the ITC had no academic mission or academic relationship with UTSA.



# Assessment

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The original concept for the ITC, and its subsequent acquisition by UTSA, present multiple ambiguities and contradictions that manifest in facility-related challenges to operations and accreditation.

## **No academic mandate.**

The ITC was founded as a exhibit center, owned originally by the State of Texas and the Hemisfair Corporation. Shortly after Hemisfair's closing, UTSA took ownership of the UTSA portion of the Hemisfair site and some adjacent parcels. At the time UTSA made no provision for academic relevance, since it was seen as a "Community Services" outreach program.

Thus there were no study and seminar areas as are usually necessary for an academic museum. There was no University-oriented collection research and access program as is typically seen in peer university museums, centers and institutes.

## **Not envisioned as a collecting institution.**

The ITC started as a short-term exhibit center, one with no mandate to collect. Thus, no part of the building was built with a vapor barrier, and there was never a way to stabilize the interior temperature and humidity. The building was not built with a museum-standard loading dock, and there are no museum-standard art/artifact/object receiving areas.

Since the ITC was brought under the management of UTSA's Division of Libraries, the Library has brought many UTSA-owned archival materials into the building for long-term storage on the third floor, after relocating them from the 1604 and the Downtown campuses.

It is recommended that UTSA preform a structural analysis of the floor slabs on all three floors to confirm that the structure is capable of supporting the live load required for archival storage. Our 2010 report outlined this problem, but at that time the actual existing live loads related to collection storage were less than now presented. To our knowledge, a detailed structural study of the ITC building has not been completed to date, though we are aware that such a design is in the commissioning phase at UTSA.

The International Building Code expects live loads for heavy storage conditions of 250 pounds per square foot, or less (2015 IBC 1607.1 as adjusted by 1607.10). Recommendations beyond the code requirements should be included as part of the structural engineering report, and should also consider the specific manufacturer requirements for compact storage systems that may be employed (e.g. Spacesaver systems, which may require live load capacities in excess of 275 lbs per sf).

After our 2009-2010 report, no work has been done in the intervening decade to fully address this significant issue. The existing structure may be inadequate to carry the live loads required for collection receiving, installation, storage and access.

This issue has a major adverse effect on the ITC's ability to be accredited. Also, if the floor load capacity of the third floor has been exceeded, this presents a major health and safety issue for all personnel and visitors within the building.

#### **Spaces not designed for museum standards.**

Many of the spaces on all three floors have prominent, large, thick structural columns. These columns now pose great challenges for the successful design of the exhibits in the gallery spaces, as well as for the collection storage area floor layouts. The large 2.5' x 2.5' columns on a 21' x 42' grid prohibit the gallery spaces from being opened up for large exhibits.

Because it was perceived as a non-collecting institution, and because the artifacts and objects in the galleries were not perceived as being "of value," the loading, receiving, art/object handling areas were not built to museum standards, with, for example, a full pre-action sprinkler systems organized in specific collection and artifact storage and handling-related zones throughout the building.

Since the building was constructed, UTSA has invested in fire alarm and sprinkler upgrades at the ITC in the early 2000s, installing a dual interlock pre-action sprinkler system over the entire exhibit floor to meet life safety standards. However, the exhibit floor (floor two) is divided into only two zones of approximately 30,000 gsf each. In order to meet accreditation standards, this system may need to be enhanced via separation into additional, smaller zones. The existing deluge-style sprinkler heads should be replaced with mister-style heads in specific collection and artifact-related zones to help prevent damage to objects.

The building was never designed with a separate, secure room that can act as a full security control center for a museum. All of these factors combine to prevent the museum from being accredited.

**Limited revenue-production spaces.**

The ITC was created as a part of a world's fair, but it was not ever designed for any revenue-production on its own to support itself. The original Hemisfair project offered food and beverage throughout the entire Hemisfair site, and all profits accrued to the Hemisfair Corporation.

Thus the building was never built with a cafe or food service of any kind, no auditorium or performance space, and no specific "festival" or very high occupancy exterior areas for festivals or outdoor performances. These spaces are usually considered essential for any museum's long-term economic survival, as they not only generate revenue, they also act as vital and necessary venues for community outreach, community presence, membership development, education programming and cross-cultural experiences.

Without these spaces built into the building, the ITC was unable to generate revenue. Without any revenue-production or community-oriented spaces of its own, the institution's financial condition has always been fragile.

Due to statewide budget cuts in and after 2010, funding for the ITC from the Texas State Legislature was reduced at levels similar to those observed at other State agencies.

Our 2010 report offered a clear picture of the building's condition, which incorporate a very long list of needed repairs, replacements and renovations. At the time, the ITC alone represented a little over 18% of the University's total maintenance "needs." Since 2010, those extensive repairs remain unaddressed, while new repair issues and replacement needs have arisen. Due to these funding challenges, the facility presents numerous new problems for operations and, in some cases, occupancy. These funding issues, and their impacts on the ITC's facility, represent significant barriers to accreditation.

**No collection storage provisions.**

The ITC's third floor was not ever purpose-built for collection storage. Added to this, the State of Texas viewed the objects and artifacts presented in the galleries as "low-value" objects, and they were not formally accessioned for many years..

Again, the original short-term construction conception and short-term world's fair use period resulted in a building with none of the basic physical requirements that are necessary for a professional museum-quality building envelope. These missing yet essential collection storage-related facility and environmental support issues include a vapor barrier, full climate control, heavy duty structural support floor plates, a

contemporary museum-quality sprinkler and fire/life safety installation, a loading dock, a secure roof, etc. All of these missing components combine to preclude accreditation.

The total capacity of shelf space in the archives stacks is 5,204.5 linear feet (LF). Collections currently occupy 3,700 LF. Collections will increase a minimum of 375 LF this year. Taking into account this year and historical data from previous years, Collections staff anticipate growth of at least 1,000 LF over the next five years. Large collections, however, can come at any time without prior warning, for instance, when University departments suddenly decide to transfer their records. The existing collections storage rooms are at near-capacity.



### **Lacking museum-quality features and construction components.**

Components missing from the original building that should have been built into the structure if it were to have been designed as a museum include:

1. Vapor barrier built into all of the facility's perimeter areas: walls, foundation, roof, along with thermally-broken doors and windows.
2. Ceiling heights on all floors with a minimum clearance of 16' and a desired clearance of 24'-28' in the entry areas, the auditorium, portions of the main exhibition gallery areas and the loading and receiving areas.

The existing building's very low ceilings, in some cases only 8'6" on floors 3 and 1, and only 10' to 12' on floor 2 restrict the use of material handling equipment, as forklifts and material-handling equipment require high ceiling clearance, prohibit the installation of large or tall exhibition objects, etc.



The low ceiling heights also restrict the use of extensive, more-space-efficient compact storage. All of the ITC's current collection storage equipment, including recently-installed compact storage units represent low-height units that use space very inefficiently.



The low ceiling heights also cause problems for gallery lighting, because the gallery lights are much too close to the exhibition gallery objects, thus possibly allowing the objects to fade or overheat (potentially creating a fire). Much of the existing gallery lighting represents the original 1968 installation.

3. The live load (or the floor's weight-carrying capacity) is likely too low.

It is highly recommended that a structural analysis be completed to assess the live load capacity of the third floor. To our knowledge there has not been a structural analysis completed to date. It is likely that the third floor was built for "office occupancy" which would have been designed to approximately 125-150 lbs. per sf. This is lower than the basic standards required for a professional accredited museum's collection storage areas.

For collection storage areas, the absolute minimum is 150 lbs per sf live load, but for areas with compact storage or large flat file installations, manufacturers (e.g. Spacesaver) may require in excess of 275 lbs per sf. The target live load capacity depends on the weight of the objects within the storage units, the storage unit density and the height of the storage units. For collection storage areas where the configuration and type of storage system is unknown, the industry standard employed by museum architects and planners is 300 lbs per sf.

4. The museum's roof is non-combustible and compatible with the type IA (non-combustible concrete masonry) construction of the building, but is likely nearing the end of useful life. For accreditation of this facility, the institution would need to address the existing roof to either prove

it meets the standards for accreditation or fully replace the roofing materials with a product that meets the accreditation standard.

It is our understanding that the institution is currently analyzing the life cycle of the existing roof. It is our assessment that the current roof materials and condition may present challenges for the ITC to achieve accreditation.

### **No museum standard loading dock.**

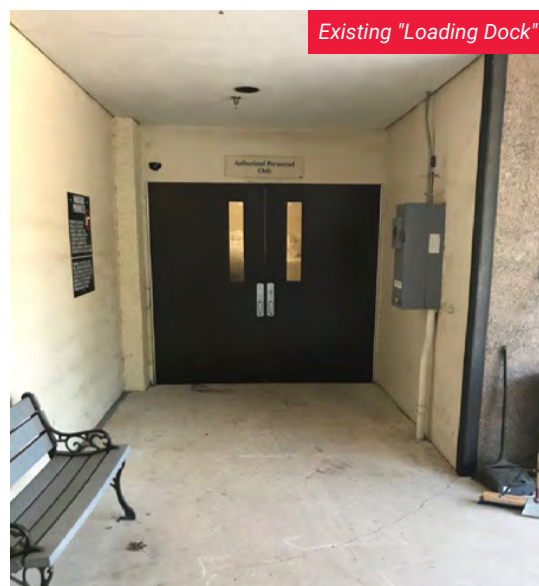
When the ITC was built, it had a rudimentary loading dock. It never had a professional-quality loading dock, and it never had all of the back-of-house loading and receiving areas that are necessary in a professional museum, but it did have an overhead rolling “door” for loading directly from the back of a truck.

However, as of 2021, the ITC does not have a loading dock. The original, very small loading dock was enclosed to be used as office spaces. The loading dock door was sealed shut and drywalled. No other compensatory action was ever made to create a professional loading dock.

As of today, the size of the doors to be utilized for all exhibit-related loading are not an ideal size for museum function and serve as building exit doors for pedestrians. The right side of this limited-width (by museum standards) doorway also has a “utility box” projecting 12” into the entry at approximately 4’ to 5’5” in height.

This further constricts the available object movement space at the doorway. This constriction limits the staff’s ability to bring in large exhibit-related boxes, crates, etc. Inside the doors there is a very low ceiling of 7’ 6”. The space is so small and low that the ITC staff are unable to bring in many exhibit object shipping crates.

The installation staff are also unable to use forklifts or larger material handling equipment which represent the basic professional standard for all museums.



Added to the problem of no loading dock, there is no truck turnaround / back-in space at the loading / receiving area. All art and loan exhibition delivery trucks tend to be long-distance semi-tractor trailers. These extend 65' to 70' from front bumper to back bumper. Trucks can weigh 70,000 lbs., fully-loaded, with exterior widths sometimes in excess of 8'2".



Accreditation standards necessitate a professional-level loading dock with all associated material/delivery handling equipment, a hydraulic dock lift or scissor lift, etc. The building has no capacity to support these requirements. The accreditation process casts a close review of all loading and receiving areas. The ITC could not be accredited because of these problems.

Deliveries cannot now be made outside of normal operating hours. Staff has limited hours, approximately 8:30 am to 5 pm, with some slight potential extension of availability in the early morning, making it possible to begin loading at 8 am, but beyond these restricted hours, the facility is closed. Only limited staff are currently available to work on the receiving and loading process. All of these inadequacies impair the ITC's ability to be accredited.

### **Flooding/water intrusion.**

The ITC is located very near the San Antonio River. Flooding occurs from time to time.

The ITC's First floor is positioned six (6) feet below the water table, and is vulnerable to water intrusion.

In 2016, the ITC's first-floor quarantine room flooded, causing an emergency removal of quarantined items and implementation of disaster recovery procedures for water-damaged material.

Flooding also engenders mold, which is always a major problem for museums which must maintain high standards for clean air. This flooding problem means that no objects of art, cultural history, and/or cultural significance can be stored or handled on the first floor.

The first floor is adjacent to a large hill with a steep driveway leading to the receiving area door and the personnel entry's double doors. We have not observed any French drains in front of these doors. Thus, the

first floor, which in other similar museums would be used for loading, receiving, and the back-of-house work areas for preparation and installation, as well as temporary collection/exhibition receiving and inspection, packing, crate storage, etc., is unsuitable for any use that incorporates the handling or temporary storage of artifacts and artworks.

This problem negatively and lastingly affects the museum's ability to be accredited, as it cannot be "fixed."

### **Fire and life safety.**

The accreditation process includes an assessment of the museum's capacity to prevent fires and to promote a hazard-free work and visitation environment. A successful fire and life safety program/ installations also help to prevent damage to the collection and to loan objects held within the museum.

The ITC's Fire and Life Safety systems are insufficient to support a modern accredited museum.. A brief summary includes:

- Only two of the ITC's third-floor collection storage rooms have appropriate pre-action sprinklers. Several other collection storage-related study, research and examination rooms lack pre-action sprinklers.
- The response time for a museum fire and life safety program is desired to be less than 15 minutes. Many museums of the size of the ITC have 24 hour, onsite security presence. Thus, if an alarm occurs after closing hours (5pm), the guard in the museum can respond immediately to either alert the UTSA Fire and/or Police Departments that an emergency is occurring, or they can disable the alarm alert and tell the UTSA emergency responders that there was a false alarm and it has now been neutralized.

Unfortunately, due to its remote location away from UTSA's central fire and security centers, and due to the fact that there is no one in the building between 5 PM and 7:30 AM, the response time for an emergency call may be 25 to 35 minutes. This lengthy response time has a negative influence on the museum's ability to obtain accreditation.

- Fire Department access to the facility is severely constrained by the berms on the site, with access provided to only one side of the building. Normally there is direct fire department access to every side of the building. This distance puts the fire responders at a great disadvantage in their response capabilities.

- The fire hydrant nearest to the ITC is approximately 200 feet from the building. This distance, even if mitigated by other factors, is negatively perceived within the explicit context of the AAM General Facility Report.
- While the fire and life safety sprinkler heat detection system is currently to code, in working order and regularly passes all annual inspections, it is not ideally situated for appropriate coverage of exhibit space per AAM accreditation standards.
- Several of the building's fire stairs have elevation changes at thresholds, which present trip and fall hazards. These egress pathways, while code compliant for an existing building, are not ideal for visitors in a modern museum function. While we understand the facility functions to safely allow occupant egress during high occupancy periods and the system is regularly tested, accreditation of the facility may require egress directly from the stairs to the building exterior.
- The Main Gallery floor's central, very large two-story "Dome Theatre" space is a fire chimney, with no fire and smoke separation between floor 2 and the floor 3 collection storage areas.



There are two large, automatic smoke hatches at the top of the Dome, leading to the roof. In event of a fire, these are sprung to open and are held closed by fusible links which melt in contact with heat, allowing heat and smoke to vent directly outside. These hatches have not been tested recently, and one is unsafe to access from below in the present configuration.

Much of the Dome's construction consists of thin, cloth scrim sheets stretched inside frames that are used as projection screens. The dome opens up into a large, darkly-lit space on the 3rd floor that is essentially a fire plenum. Numerous wires are exposed in this space, both within the Dome and in the third floor plenum.



The Dome was originally designed as a “multi-media show,” but in 1968 that meant several dozen Kodak Carousel Slide Projectors. The Dome was also supposed to serve as a sort of public auditorium, but its neck-wrenching requirement that one stand under it and look up is not suitable for many visitors. There are no fixed seats under the Dome, yet many productions might last for more than a few minutes.

Additional hazards associated with the Dome include:

- Visitors laying on the gallery floor may block access to the nearby exits.
- Slide projectors are merely perched on slim ad hoc “shelves” which are not securely anchored. Thus, they could easily fall and severely injure anyone standing below them. Staffers indicate that these projectors may be removed prior to re-opening of the ITC to visitors.
- Staff access to the upper portion of the dome on the third floor is not to code, including access paths, catwalks, vertical access, etc. All of these access points present risks to anyone visiting or servicing the upper portion of the Dome, the screens or the projectors.
- There are numerous holes in the walls, corridors and direct mechanical connections between floor two and floor three. These holes represent potential fire apertures and will likely require a completely new and rethought approach to providing mechanical and air handling service to floor three. If altered to offer museum-professional air handling to gallery and collection storage areas, mitigation will not affect accreditation.

### **Asbestos.**

The ITC’s building now contains asbestos in a few locations:

- Original sheetrock walls & ceilings—joint compound
- Dark-brown floor tile and mastic, and black floor tile and mastic throughout building
- Original wall insulation within mechanical rooms and interior side of cantilevered concrete panels on Floor Three

A 1987 asbestos abatement project removed most of the Floor 3 original insulation; however, no wall mounted equipment was removed so original material remains behind wall mounted items in the mechanical rooms and no sheetrock walls at the perimeter were removed to access the cantilevered structure, so ACM remains on the concrete in substantial areas.

The mechanical systems were abated and reinsulated as part of the 1987 abatement project.

If major renovation work were to take place, this remaining asbestos may need to be removed or further encapsulated.

### **Pest control.**

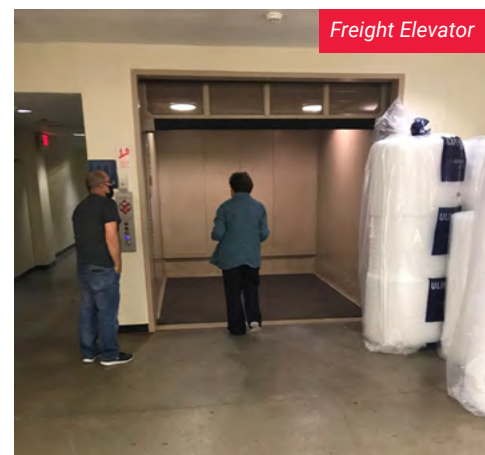
Over the past two years, the ITC had significant pest control issues, particularly with rats and with insects. Both have been addressed and mediated. New pest control policies and procedures have been initiated.

### **Elevators.**

All of the ITC's existing four elevators have exceeded their life span.

There are currently two working personnel elevators and one working freight elevator. Only two personnel elevators are functional, as the third has been cannibalized for parts to service the remaining working elevators because parts for these elevators are no longer made. ITC and UTSA Libraries have initiated a project to upgrade and update the two remaining passenger elevators.

The ITC will require all new elevators very soon. The current condition and availability of the freight elevator (not the personnel elevators) will affect the museum's ability to be accredited. We note that the freight elevator's dimensions are smaller than what is typically found in similar museum facilities, and may impede the movement of large-scale objects from the first floor to the galleries or collection storage areas.



### **Electrical issues.**

The ITC's electrical system is now approximately 53 years old. In the intervening five decades, as the prep and installation staff worked on various installations, they installed numerous pieces of impromptu, drop down, and/or exposed surface wiring.

Throughout the building, the electrical system does not meet the ITC's (nor the museum profession's) installation needs or requirements, especially on the gallery floor, and in and above the two-story dome on floor levels two and three. These issues impact the museum's ability to be accredited.



### **Structural columns.**

The ITC's original building design featured dozens of prominent structural concrete columns, running vertically throughout all floors and spaces. The columns are relatively close to each other in spacing, and they are very prominent and large in their design.

Large thick, closely-spaced columns throughout the building, added to the low ceiling heights in the galleries and collection storage and loading areas, create significant restrictions for the installation and viewing of permanent and temporary exhibitions, as well as to the museum's ability to create larger, more functional open spaces. These will have a slight effect on the museum's ability to achieve accreditation.

### **Water sources above galleries.**

The third floor public restrooms are located above the second floor's exhibition galleries. This water source placement creates opportunities for leaks and water intrusion into the exhibition galleries, which are all filled with collection and loan objects and artifacts.

No water intrusion detection system currently exists. This issue will affect the museum's ability to achieve accreditation, as this is considered unprofessional since it puts the gallery installations at risk.

### **Security infrastructure and protocols.**

Security monitoring is performed via an outdated, analog security camera system routed to the UTSA Police Department, which is located at a remote site. All of the points listed below will greatly affect the

museum's ability to obtain accreditation. All are detrimental to accreditation.

The current security control room does not meet professional standards:

- No separate, hardened and secure security room
- No dedicated security panel
- No secure security system network closet
- No multiple location security camera monitoring, no unified security video console/monitor system.
- The security area is now an open-plan "desk" which is also used as a staff break/lunch room. Museum security control rooms should always be separate, fully-secure, locked rooms.



Primarily due to the age of the original security system, there are significant gaps in security coverage:

- Not all perimeter doors are alarmed
- Very few (fewer than 5) exterior cameras exist and all are analog.
- There are very few (fewer than 10) interior cameras
- There are very few intrusion points (e.g. air ducts) which have access monitoring or have intrusion detection equipment
- All doors are locked using physical keys, not electronic keycards.



- There is no general public address system installed in the building or on the site. We note that the building fire alarm system has emergency voice alarm communication capability, enabling those with training to deliver emergency messages directly from the fire panel. The ITC is also connected to UTSA's Giant Voice mass notification system, which uses the fire alarm panel to deliver emergency messages throughout the building from remote locations. However, non-fire-panel and non-remote announcements are not possible within the current system.
- There is currently no way to secure most of the exhibition galleries from other parts of the building. Only one small space of approximately 300-400 sf, the Changing Exhibitions Gallery, has securable doors.
- There are no emergency phones located anywhere inside the building or on the exterior, except within the three remaining elevators.
- The exterior lighting is severely lacking, and does not support exterior security cameras, or security surveillance, response or oversight.
- The ITC site has a "perimeter fence," however the primary parking lot is inside this fence and is shared with the City. This means there is no perimeter control, which is often necessary, especially during an exterior event.
- Existing security personnel levels are far below professional standards, and the security program lacks 24-hour, in-person monitoring. At the time of this report, the facility is not open to the public due to the COVID-19 pandemic and in-person monitoring is restricted to 8:30 AM to 5 PM. It is our understanding that, pre-COVID-19, in-person monitoring occurred from 6 AM to 10PM.

#### **Environmental control.**

The building's absence of a vapor barrier regularly and destructively causes extreme fluctuations in both temperature and humidity. The Special Collections staff employs an environmental conditions datalogger monitoring system. Recently:

- A 14-degree temperature variance was observed in a one-week period
- A 13.5% relative humidity variance was observed in a one-week period



The current ITC facility is not a suitable building for archival preservation. Consistent and severe fluctuations in temperature and humidity have caused the degradation of the 3.5 million historic photographs stored at the ITC, the largest collection of photographs documenting the history of San Antonio and the cultures of Texas.

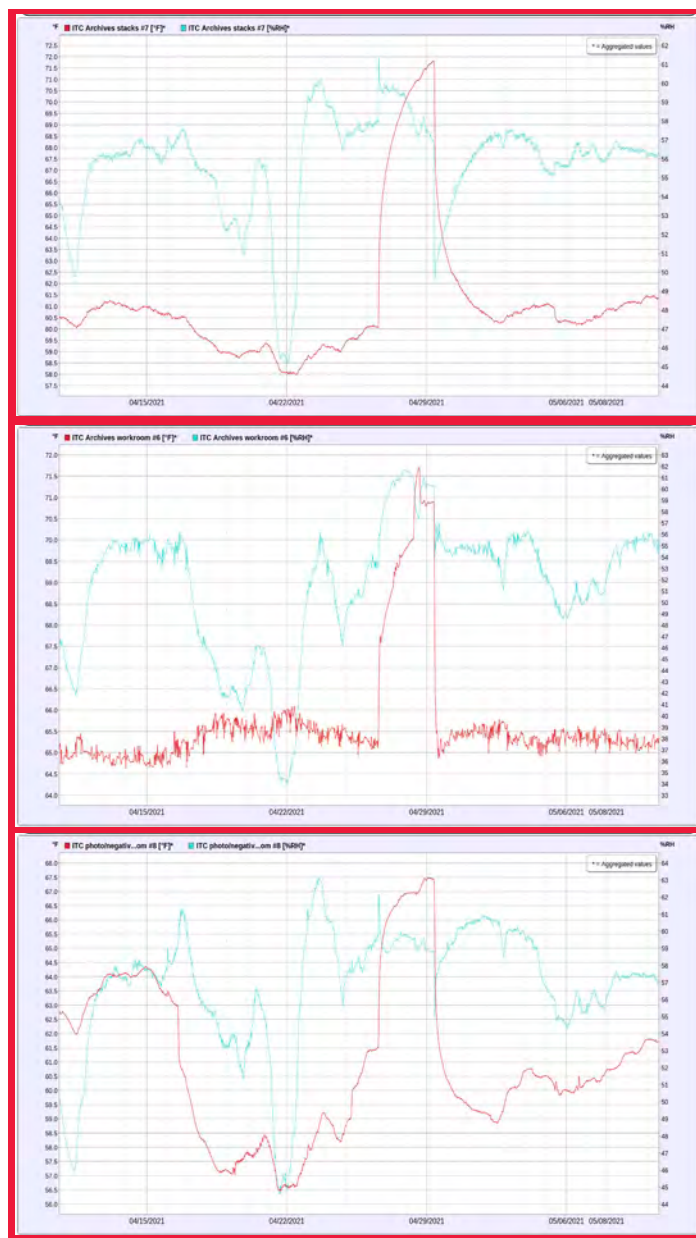
In addition to photographic archives, the ITC also holds paper archives such as the University Archives (departmental records and faculty papers), the archives of Architects and Architectural Firms, and the San Antonio River Authority to name a few. The environmental conditions in the paper archives room is slightly better, but still not up to professional standards.

The reading room also suffers from temperature fluctuations. In the summer, it can reach an internal temperature of 80 degrees with 60% humidity. This is not a comfortable environment to work in for staff or researchers.

The ITC also holds a large number of audiovisual material estimated to consist of more than 3,000 items. Like photographs, audiovisual materials (reel to reel, Umatic, Betamax, cassette tapes, VHS, etc) require specific temperature and humidity control. The temperature requirements for AV are even colder than photographs: 46 degrees/35% humidity.

An electronic datalogger system is used to monitor temperature and humidity. The current number of monitoring “points” or locations is insufficient to meet professional standards.

This absence of climate stability has a major negative effect on the ITC’s accreditation prospects.



**Carpentry workshop.**

The carpentry workshop does not have a direct exterior exhaust. Fire codes for combustible dust-generating spaces without direct exhaust require a combination of a dust collection system regular, extensive cleaning. This is to prevent accumulation of combustible dusts that create the potential for a large, secondary explosion after an initiating event where a spark ignites a small dust cloud.

The previous carpentry workshop users did not maintain the dust collection system properly nor use it reliably. The existing system's adequacy is therefore undetermined. Because all sawdust that accumulates outside the dust collection system may combust spontaneously, current conditions present a significant life safety hazard. We understand that UTSA has initiated a program for the cleaning of the workshop, and has issued an administrative order ceasing the use of the existing dust-producing equipment until the equipment and dust-control systems can be further evaluated.

**Collections types, valuation and insurance.**

All museums have collections, as this is what usually distinguishes them as a museum.

Also, nearly all museums actively engage in presenting an ongoing slate of changing/temporary exhibitions. These temporary or changing loan exhibitions usually range in size from 500 square feet to 5,000 square feet or more. Changing exhibitions are always presented in secure galleries with doors that close the space off to facilitate the de-mounting of old exhibits and the mounting of new exhibits. This separation of spaces is also done to facilitate the specialized climate control, environmental standards, fire and life safety or security requirements presented by the unique exhibition loan materials. The museum's facility is expected to address/conform to all of these specialized requirements.

In other portions of this report, we have noted the ways in which the existing ITC facility does not support or provide for most of these basic environmental and access requirements. Because the ITC does not have a loading dock, vapor barrier, or a large changing exhibitions gallery with specialized HVAC, lighting, security and climate control, it is challenged or ineligible to borrow many high-value loan exhibitions.

The AAM accreditation process incorporates an evaluation of the ways in which the museum deals with the basic collection management issues, which include object handling, registration and object documentation processes, appraisals and insurance.

The AAM accreditation process places a very high emphasis on the professional quality of the museum's custodianship, not only of its own collections, but also how it treats and houses objects on loan to the institution for changing/temporary exhibitions from other institutions or private lenders. If the museum cannot demonstrate professional custodianship, it will struggle to borrow exhibitions/objects on loan from others. This inability to borrow exhibitions or objects has a dramatic effect on the institution's bottom line, as all museums seek to maintain a healthy and significant changing exhibition program, one that can consistently attract visitors, both new and existing. This condition represents a significant challenge to generating visitation-based income and achieving the institution's financial goals.

MGMP's scope of work for this project is to state whether the ITC facility has the ability to be accredited. Our point in this report section is to demonstrate that the current valuation of the collection objects held within the facility is rather high, and would likely be even higher if a professional appraisal were to be completed. We also note the cultural importance of these irreplaceable collections.

Documents provided to MGMP by the ITC and Library Special Collections staff have indicated the value of the Special Collections objects, photographs, artifacts, etc. to have an approximate value of \$13,530,919. This valuation was made via a staff estimate, not a professional appraisal. We do not know if a professional appraisal has ever been made of these items.

Regardless of the actual appraised value of the ITC and Library Special Collections, UTSA has a \$2 million full-replacement insurance policy for fine art, artifact and manuscript coverage at the ITC, which covers both the ITC collections and the Library Special Collections. In addition, UTSA has a \$1.3 billion (per occurrence) policy providing full-replacement, high-deductible catastrophic coverage for the ITC facility and its contents. In a case where the loss exceeds the limit of the fine arts, artifact and manuscript insurance, UTSA will rely upon the catastrophic coverage to cover the excess. Taken together, these policies adequately insure the ITC to AAM accreditation standards and museum professional standards.

The ITC facility houses a wide variety of permanent collection objects, photographs, artifacts, archives and documents. At present, nearly all of these are stored on the third floor in the two or three formally-designated collection storage spaces. These "collections-related" items incorporate:

- A. Historic original photographs** from the major newspapers in and around San Antonio, beginning with the founding of these news organizations and extending through the past ten years or so. There are 3.5 million of these photographs now held in the UTSA ITC building on the 3rd floor. While these were originally donated to the ITC, they are now held, and managed by the UTSA Library Special Col-

lections. To the best of our knowledge, these historic photographs have never been formally “accessioned” by the ITC; however, over the years they were fully catalogued. These historic photographs have special environmental conditions for storage and access, but the existing facility cannot support these special conditions. We do not know if these photographs have been appraised.

**B. Manuscript collections** related to, or representing the full extent of the history of Texas, and the people of Texas, from the arrival of the first Spanish explorers, to the 1960’s or 1970’s. There are slightly over 1,100 linear feet of Manuscripts Collections. These are now held and managed by UTSA Library Special Collections. To the best of our knowledge, these have never been formally “accessioned” by the ITC. These manuscripts require special environmental conditions for storage and access, but the facility cannot support these special conditions. They are stored on the ITC’s third floor. We do not know if any of these manuscripts have ever been appraised.

**C. UTSA University Archives.** These are currently held in the ITC facility. These archives represent 1,800 linear feet of storage, and are held and managed by the UTSA Libraries Special Collections. They are stored on the third floor. These archives have never been accessioned by the ITC. Because these are, in a sense, the historic business archives of the University, we do not know if these have ever been appraised. They are stored on the Third Floor.

**D. Rare Books Collection.** These rare books, many, (if not most) representing the history of the region now known as the State of Texas and the people who have lived in this region, occupy 800 linear feet of storage. They are held and managed by the UTSA Library Special Collections. We do not know if these rare books have ever been appraised. These rare books require special environmental conditions for storage and access, but the facility cannot support these special conditions. They are stored on the ITC’s third floor. We do not know if any of these rare books have ever been appraised.

**E. Audiovisual/Media-Related Collections.** The ITC facility holds extensive collections representing sound recordings (e.g. vinyl records, piano rolls, sound/tape recordings, audio recordings in other formats), VHS (and other formats) video tapes, DVD’s, and digital media, etc. By the staff’s approximation, there are a minimum of 3,500 audiovisual items. All objects represented by these collection materials require highly specialized environmental conditions for storage and access, but the facility cannot support these special conditions. We do not know if these items were ever formally accessioned by the ITC or by UTSA Library Special Collections. These objects are now held and managed by the UTSA Library Special Collections, and stored on the ITC’s third floor. We do not know if any of these Audiovisual/Media-related collections materials have ever been appraised.

**F. Reference Book Collection.** The ITC/UTSA Special Collections Library holds approximately 10,000 reference books. We do not know if any of these volumes was ever formally accessioned by the ITC or UTSA Library Special Collections. These books are now held and managed by the UTSA Library Special Collections. We do not know if any of these books have any specialized environmental or access requirements. They are stored on the ITC's third floor in the special collections study room and in adjacent rooms.

**G. Exhibition-Related Historic Collections Materials, Ephemera, 3D Objects.** These varied collection items are typical of most regional history museums that seek to show/educate the public about the history of the region. These objects nearly all represent the history of the people of Texas prior to 1968, when the permanent exhibition was assembled. Thus, all could be considered to be either vintage or antique.

These items include: historic, antique costumes and clothing for men, women and children, cowboy hats, boots and shoes, jewelry, musical instruments including guitars, a piano, clarinets, flute, oboes, etc. Domestic furnishings, such as tables, chairs, bedding, kitchenware, dolls and toys, medical and pharmacy equipment including hypodermic needles, a very small number of Native American objects such as arrowheads, grinders, scrapers ,etc., textiles, flags, archival documents and paper ephemera, such as citizenship certificates, pamphlets, stickers, flyers, banners, posters, tickets, political pins and bumper stickers, and even weapons, including a historic long rifle.

These materials represent the core of what might be considered the ITC's exhibitions-related and 3D collections. There are 5,534 objects that have been formally accessioned into the ITC's collections.

In terms of accreditation, the AAM's viewpoint is that these numerous objects, artifacts and archives held within the facility represent a significant professional responsibility to provide beneficial custodianship for all collections-related and loan objects.

MGMP has been unable to determine whether the ITC's collections have ever been professionally appraised beyond ITC and/or UTSA Special Collections staff valuations. The staff evaluation of the value of the collection's objects represents only 4,528 objects, out of the 5,534 total. However of these 4,528 objects, only approximately 10-15% have been assigned any sort of dollar value. This Permanent Collection Value Report was written in 2019, and was prepared by the ITC Collections/UTSA Library Special Collections staff. This Collection Value Report represents only an estimate, and does not constitute an appraisal of the current fair market value of any of these objects.



ITC staff provided the following information to MGMP:

"In most cases items have not been appraised. According to the collections manager: "Typically when we (as a museum) acquire new assets, the new objects have already been appraised. This is usually the case when a donor wants to write off the donor/gift on their taxes for that year. On our deed of gift form, it does briefly talk about writing donations off on that year's taxes and to speak to their own accountant. There are records in the database that have appraisal dates and monetary amounts, but no appraiser names, nor companies.""

**Collections objects used within the Permanent Exhibitions Floor Displays:** The Permanent Exhibitions on the Second floor house approximately 40-45,000 nsf of exhibits in a large series of interconnected spaces. We assume that all of these exhibition-related objects have been accessioned in to the ITC collections, and they may represent the 1,006 accessioned-objects not held within the collections, and not included in the valuation of the other 4,528 accessioned objects. These objects represent a similar broad spectrum of media and historical time periods as seen in item G above. They did not appear to be included in the staff-generated 2019 collections value report.

**Active Incoming Loan Objects:** The ITC staff cites that they have 1,239 active incoming loan objects. MGMP does not know the period of time that is represented by these incoming loans, but we estimate that a small loan exhibition for the existing 300-400 nsf exhibit space might represent 25-50 objects. By AAM accreditation standards, each of these incoming loan objects is expected to be handled and stored at the ITC facility with AAM standard practices.

**Other Collections: UTSA Art Collection:** Once a structural engineer completes a report regarding the existing load-bearing capacity of the third floor collection storage areas, the Library Special Collections staff would like to be able to install multiple additional collections materials. These additional materials include the UTSA Art Collection. This collection is held and managed by the Library Special Collections. The UTSA Art Collection will have specialized needs for storage equipment, environmental conditions, ceiling height, fire and life safety, security, etc. The present condition of the ITC facility could not support these special conditions.

# Conclusions

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In its current state, the ITC facility does not meet the AAM's accreditation standards.

Modification, replacement or repair of the existing building and building systems will not solve many of the challenges to accreditation, including site access, live load capacity, limited ceiling heights, the absence of a vapor barrier for climate stabilization, and the absence of a professional loading dock.

The ITC's building and the immediately surrounding site, as currently built (meaning the berms), do not support the development or implementation of revenue-producing areas and programs needed to sustain operations.

# APPENDIX

## Frequently asked questions about museums

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### **What is a Museum?**

Museums are places of learning, interaction, and experiences. Museums utilize objects, artworks as well as interpretive and educational experiences to offer personal insights to ideas, histories, visual and intellectual concepts, and forms of expression and thinking.

Education is central to all museum missions. They seek to educate the public about the ideas, histories, people and subjects related to its mission. What makes museum educational programming special is that museums utilize actual materials, art, cultural artifacts, literature, digital media, objects new and old, etc. in a framework of interactive learning. Museum education incorporates immersive and discursive learning. It employs hands-on experiences, interpreters, in-person exploration. Museum learning prioritizes asking questions, and personal discovery. Museum education uses objects to tell stories, thus to teach and to learn.

### **What is a University Museum?**

University Museums are owned and “managed” by a State-Owned University or a Private University. There are approximately 680 university and academic museums and galleries in the US, many of which are members of the Association of Academic Museums and Galleries (AAMG). However, the AAMG is not an accrediting body.

University museums have all of the educational responsibilities that civic museums have, with one major added responsibility: All university museums also have a responsibility to offer a spectrum of activities and forms of engagement that constitute its Academic Mission. University museums offer academic, teaching, research, and internship opportunities for the student body (graduate and undergraduate), the faculty, outside researchers, etc.

### **What range of museum missions are represented in university museums?**

There is a wide range of missions, from art and/or design, textiles, folk art, and ceramics, to cultural history, anthropology, archaeology, natural history, the history of a specific region or place, music, performance, science, etc. The list of mission-based subjects is quite broad.

The ITC might be considered to be a cultural history museum or center. Its mission has historically been focused on a geographical region: Texas, and to the various cultural groups and individuals who have made their home in Texas.

**What is a cultural history museum?**

A cultural history museum explores the lives, achievements, beliefs, challenges and cultural context of a specific cultural group or a set of groups. Cultural history museums educate the public on subjects related to the core mission via: Contemporary and historic music, performance, literature, art, design, textiles, toys, artifacts, crafts, lifestyles, family structures, geographic, economic and natural history contexts, and food. Education is at the core of everything a cultural history museum does.

**What is an academic, or university-owned and governed, cultural history museum?**

This museum type is very similar to private, civic cultural history museums, with the additional set of academic deliverables/programs that are associated with the university's academic departments and activities. University cultural museums offer research and learning opportunities, as well as opportunities to help develop exhibitions, to use exhibitions as a focus of specific academic classes and curricula, and to fashion new forms of academic experiences. University-related cultural history also frequently offer students employment opportunities as docents, educators, gallery interpreters, festival presenters or coordinators, etc.

**Who are the audiences for a university cultural museum or cultural center?**

University museums are the fulcrum for the university's multiple communities—the academic world and the larger local, regional and statewide communities.

University museums retain the same set of core audiences represented in a civic museum, but with an added academic component. While a civic museum seeks to serve a very wide range of audiences (e.g. K-12 students, families, teens, seniors, parent/child, people with special needs, people of specific cultural groups, et al), the university cultural museum adds to that with another set of academic audiences, including students, faculty and researchers.

**Is the building the same as the cultural center/museum?**

No. The building holds and supports the museum/cultural center and its programs and activities, but it is not the museum.

**Are the collections the same as the cultural center/museum?**

No, the collections represent a vast series of educational and research opportunities and resources, but they are not the same as the museum/cultural center.

**If the cultural center/museum isn't just the building or the collections, or a site, then what is it?**

The cultural center/museum is a center for engagement, learning and experiences. Without the organization—including the overall vision, as well as the staff and the programming—it is only a built structure, a physical site, or a collection of “stuff.” It is only with the vision and activities of the museum/cultural center do these stories and narratives come alive.

All of the components combine to create the center's identity and its success. The staff creates, promotes and coordinates the implementation of these programs, exhibits and learning experiences/activities, both on site and off (via digital media or remote learning).

**What other museums/cultural centers have elements similar to what the future ITC might have?**

There are three university museum leaders in this regard:

- The University of Washington, Burke Museum, Seattle, WA (recently completed)
- The University of British Columbia, Museum of Anthropology, Vancouver, BC, Canada (a long-term leader and landmark in the field)
- The Harry Ransom Center, University of Texas at Austin

There are also four smaller university museums of note:

- The Fowler Museum. University of California, Los Angeles
- Museum of Peoples and Cultures, Brigham Young University, Provo, UT
- Museum of Natural and Cultural History, University of Oregon, Eugene
- Central Michigan University Museum of Cultural and Natural History, Mount Pleasant, MI



Other civic museums that offer relevant/ exciting programing and interactions of state or regional-oriented cultural histories:

- The Bullock Texas State History Museum, Austin, TX
- The Oakland Museum of California, Oakland, CA
- The Eiteljorg Museum, Indianapolis, IN
- The Autry Museum of the American West, Burbank, CA
- Virginia Museum of History & Culture, Richmond, VA
- Thomas Gilcrease Institute of American History and Art, Tulsa, OK (now allied with the University of Tulsa, and undergoing a major renovation and expansion)

Equity and diversity/civil rights museums of note are:

- The Levine Museum of the New South, Charlotte, NC (a leader in developing narratives about diversity and justice)
- International Civil Rights Center and Museum, Greensboro, NC

#### **How do museums gauge their success?**

- A balanced operating budget.
- A series of endowments.
- Sufficient staffers, all experienced and aware of professional standards.
- A facility and site that fully support public engagement, including food,beverage, performance, events, etc.
- Total annual onsite visitation.
- Total membership numbers.
- Annual giving.
- Repeat visitation.
- Extent of programs and activities.
- Extent of online interaction opportunities to participate in education programs, teacher-training, public events, research, study, etc.
- A fully-accessible, welcoming facility that supports ALL of the museum's initiatives.
- A facility and site that offer an impression of safety, and an absence of hazards to all visitors, volunteers and staffers.
- An understanding among all of the museum's public and supporters that the museum has great obligations to remain up-to-date, relevant and timely.

**Are university educational resources ever “diverted” to help support or sustain a museum?**

This is rarely the case, as university museums are considered able to deliver the full range of the university's academic requirements, while augmenting the university's educational capacities, and achieving this via a well-designed, coordinated and implemented revenue production program. Most mid-size and larger university museums do not exist solely via university financial support.

**What are the basic business plan assumptions for university museums and cultural centers?**

Mid-sized and larger museums and university museums exist by their engagement with a combination of revenue-producing programs that include:

- Memberships
- Admissions fees
- Event rentals
- Program and event ticketing
- Online programming
- Museum shop sales, including online sales
- Food service and catering
- Education program fees
- Licensing of images
- Grants from non-profit foundations
- General donors
- Cities, States, and the Federal government
- Tours and travel

**How does a university museum or cultural center facility sustain revenue-production?**

The building and the site are designed to offer essential spaces for university, civic and community learning, engagement and fun. For a cultural center/archive, these essential spaces include:

- A large auditorium or lecture hall (299 seats minimum)
- A flexible flat floor black box theater/ which typically serves double-duty as a large flat floor special event space.

- A series of permanent galleries that house exhibits designed to tell the stories related to the institution's core mission. To remain relevant and engaging, these exhibits are usually not up for more than 10-12 years. Without these permanent exhibition changeovers, the revenue production program will suffer greatly.
- Several open or enclosed academic teaching spaces, where classes can be taught by the museum's educators, or by university professors, lecturers, etc.
- A series of changing (or "temporary") exhibition galleries that offer a forum to remain contemporary and relevant while drawing in visitors (both repeat and new) on an ongoing basis. Changing exhibitions are essential to museum/cultural center revenue-production, not to mention PR, marketing and museum identity.
- A series of classrooms for students representing the general public, who may be of any age, not only K-12. For cultural centers, one of these classrooms usually represents a cooking classroom.
- Food service opportunities which usually include: a snack bar/coffee shop, a large dining hall (which may be cafeteria or food court style) a private dining room for 35-50, an interior base point for exterior food service for larger scale exterior programs, events and festivals. For cultural centers, sometimes there is a public cooking demonstration area.

**What exterior site needs represent the types of spaces and activities a cultural center might need?**

- A small outdoor event area, enclosed with a secure perimeter. This can be used on a daily/weekly basis for classes of 35-50 people for programs such as archaeology, cultural history, music, art-making, etc.
- A mid-size outdoor event space for musical and theatrical/dance performances with an audience size of 150-250. This space requires night lighting, specialized professional lighting, a professional AV system, loudspeakers, open seating (often done on a flat site basis), dressing rooms (may be inside the museum) restrooms, and perimeter security and a ticket kiosk/ticketing and security reception area. This will also require food and beverage service, including beer and wine. This space will be used most often in the afternoons, evenings and at night, Monday to Sunday. This space will make noise, will produce trash, and may need access by emergency vehicles, service vehicles and food trucks. Some sort of basic weather protection will be necessary throughout.

- A student lunch area, for K-12 students to eat their lunches while at the museum. This space should hold a minimum of 200 people (children and their teachers and/or parents). It should offer restrooms, weather protection for use in all seasons, and a small podium or casual outdoor platform. This space should have a security fence or wall around it.
- A large scale festival area for multiple festivals during the year. This would include a large platform stage capable of supporting groups of 30 dancers or musicians. It would also need a flat open dance area in front of the stage. It should have a professional audio loudspeaker/projection system and a perimeter fence. This space should hold at least 2,000 ticketed visitors.

It should facilitate access for emergency vehicles, food trucks, performer's instrument, amplifier and support trucks, service and support trucks, etc. It should have adequate restrooms, which are conventionally portable event restrooms. It should have night lighting and professional stage lighting. Events in this venue will produce noise, and should not be adjacent to residential construction.

Security in this area is essential for success. The entire site should have well-organized and easily supervised security cameras.

This space should be adjacent to the museum for multiple reasons: Identification with museum which increases membership and museum gallery and gift shop sales, access to museum support spaces, (reducing overhead costs while greatly increasing income) and avoidance of PR and marketing issues regarding the ambiguous or possibly contradictory identity of the festival location.

- Parking for visitor use: ADA, public and private bus drop off and loading, student bus drop off and loading, gallery and regular visitation, special event, performance, education event and rental visitation including valet parking and drop off, and parking.
- Parking for staff use, docent and student/professor use, and support staff use.
- A professional, two-bay, fully-flat-area loading dock that allows full truck turn around and backing for a 65 to 70-foot semi-tractor trailer. The dock itself would have a raised dock with a commercial hydraulic/scissor lift.
- Full visibility for the museum/center, its facility and its programs. The site and the facility should welcome all visitors. The site and facility should appear inviting and engaging in every way. The center/

museum should be identifiable to all as a cultural destination. The Center/ museum should appear to be a place that brings people together, offers them a variety of unique experiences and unites them.

- Entry signage, emergency access signage, parking signage, current event signage, etc.
- A highly-visible and easily-accessible entry area and drive for all visitors approaching the site.

**If revenue-production is so important, why are museums, including university cultural history museums, not considered to be "attractions"?**

This is a result of several important factors:

- Attractions are designed to be for-profit, and very few offer any sort of "educational "amenities. These educational "amenities" are usually sporadic and superficial. University Cultural Museums are all educational non-profits, they exist to offer educational and learning experiences. All revenue -production in non-profit museums ( nearly all museums) is done in support of the educational mission.
- All attractions should be built and operated on a very large scale in order to generate sufficient attendance, and to produce the resulting major revenue. Attractions tend to be a minimum of 100 acres in size, many are much larger.
- All attractions require massive investments for development, on the scale of a billion or more dollars.
- Similar ongoing "renewal investment" are required on an annual/multi-year basis.
- All attractions are peppered intensively with multiple opportunities for revenue-production throughout the site. These are called F&B, or Food and Beverage points. This F&B system includes sales of gifts, souvenirs, etc. Museums, in particular, university cultural history museums tend to have one suite of interior food, event and sales opportunities and one set of exterior food, beverage and sales opportunities.
- University cultural history museums have much smaller annual operating budgets than do attractions.



**How do the museum site and facility support the museum's business plan and help the museum to generate revenue?**

- The museum site and facility offer appropriately-designed spaces in the sizes appropriate to support visitation sufficient to generate revenue and be profitable.
- The Museum offers well-managed, enticing spaces that support all of the activities mentioned above.
- The museum site and facility are fully visible from public streets, offers sufficient, reasonably -priced parking for all visitors, offers potential visitors sufficient "legibility" as a fun, interesting, thoughtful place to entice and intrigue them to visit.
- The museum site and facility offer a full set of back of house support spaces including a professional, full-scale loading dock, exhibition preparation and collection receiving and shipping areas, fully-integrated, up to date security, fire and life safety, climate control and facility management programs.

**How do the exhibits and galleries support a University Museum's business plan?**

There are two types of Exhibitions: Permanent and Changing (or temporary). How often should the Permanent Exhibitions (galleries) be changed out/reinstalled? Current practice states that every 7 to 15 years is the changeover period.

**How long have the ITC's Permanent Galleries shown the same exhibits?**

53 years.

**How often should the changing exhibitions be changed out?**

Every two to four months, meaning there may be five to ten new changing exhibitions per year, depending upon the sizes of the gallery spaces. Each temporary exhibit change-out, or turnover, represents two sets of truck and supply deliveries: one to remove and ship out the previous exhibit installation, and one to deliver the new exhibition.

**What happens if the galleries do not change out or get re-installed at these levels?**

Fewer visitors. Fewer donors. Fewer supporters. Gradual deterioration of the museum's reputation.

**Where do the exhibition materials for the changing exhibitions come from?**

These can come from a variety of sources. Outside lenders include private collectors, and other museum institutions, including the Smithsonian. Many exhibitions are created by Museum staffers, usually working in a team framework, with the museum's Curatorial and education staff, leading the projects, with the planning supported at times by University faculty, students, outside historians or design consultants, etc.

**Who makes and builds the changing exhibitions?**

Nearly all changing exhibition installations are built in-house, in the museum's preparation and carpentry workshop spaces by the museum's in-house preparation/installation staff. The cost and logistical issues related to retaining outside fabricators do this work would quickly become prohibitive for the museum's budget, thus these are usually done in house.

**What is a desirable proportion of overall (gross) space allocation for the total Exhibition Galleries in a University Cultural History Museum?**

Including both Permanent and Changing, approximately 20 to 25% of the total gross square footage.

**What proportion of the total facility gross square footage does the ITC's permanent exhibition space currently represent?**

Approximately one third (33%), or nearly all of Floor 2.

**How does the museum decide on the size of its future changing exhibition galleries?**

It is usually related to basic business plan decisions. The primary issue is to create a "critical mass"-sized space that will attract the public, and one that is large enough to constitute a reason to get oneself or a group together for a visit.

Other issues are to create a space of a size sufficient for the museum to install desirable loan exhibitions. The mid-range size of exhibits that constitute strong visitor draws is 3500 to 5000 sf. Some major draws are as large as 7500 to 10,000 square feet. Smaller draws are a minimum of 1500 sf to 3500 sf. Usually the museum builds a larger changing exhibition space that is divisible for separate installations, with a possibility for 1-3 shows that are up simultaneously.

**Does an outside design firm usually design the permanent exhibition installations for a University Cultural History Museum?**

Yes, but this is done in full collaboration with the Museum's Curatorial, Education, Installation, Events and Marketing staff.

**What happens to the Museum's exhibition programs if the Museum is not accredited?**

Many outside entities, especially those of significance (i.e. museum, organization, private collector, university, etc.), will not lend their objects, artifacts or artworks. The Museum's ability to mount exhibitions that are "draws" to the public, meaning: important, interesting, thought-provoking or contemporary, is neutralized. No great exhibitions = reduced, or minimal visitation.

**How does a lack of accreditation affect the museum's business plan?**

Without accreditation, it means few if any major new exhibitions. No major new exhibitions means an absence of visitors, which translates to no ticket sales, no F&B sales, no gift shop sales, little or no PR, marketing, etc., and a major reduction or disappearance of major donors. Major donors want to see positive evidence that the museum is being written about everywhere, on TV everywhere, talked about throughout the community, used as an example for others in the community, and acting as a tourism draw.

**Do all Cultural History Museums have a collection?**

Yes, because to call itself a museum almost always implies having a collection. Without a collection it is usually called a "kunsthalle" or a gallery. Kunsthalls or galleries are usually smaller, single gallery organizations.

**Do all University Cultural History Museums have a collection?**

Yes.

**Do all University Museums have active connections to an academic mission, and does that connection include research, study and examination of works from the collection ?**

Yes.

**The University has a Department of Libraries which holds many collections. Is access to the Library collections done in the same way a University Library offers access?**

No. Museums seek to offer education and interpretation related to nearly everything. Museums seek to offer extensive opportunities for public access, interpretation, and hands-on or interactive experiences and discussion, rather than an exclusive dependence upon academic, classroom/seminar or individual access.

The logo consists of a solid red square. Inside the square, the letters "MGMP" are written in a white, bold, sans-serif font, centered horizontally and vertically.

MGMP

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# MUSEUM OF THE FUTURE TASK FORCE REPORT



UTSA INSTITUTE OF TEXAN CULTURES

**ITC CENTENNIAL 2068**

# MUSEUM OF THE FUTURE TASK FORCE CHAIRS & SME

## CHAIRS



**Veronica Garcia Rodriguez**

Veronica Garcia Rodriguez is currently serving as interim Head Curator for the ITC. She has a background in cultural heritage initiatives, museums, libraries, and archives. Veronica has worked in a variety of capacities for San Antonio Public Library, Brooklyn College, Brooklyn Museum, and Teachers College, Columbia University.



**Chris Torgerson**

Chris Torgerson has been at the San Antonio Museum of Art for 12 years. Starting out as a docent, she now oversees tours, manages the intern program, coordinates volunteers, and facilitates early childhood programs. Chris's best memory of ITC is sponsoring a field trip for her oldest child's entire third grade to see Sue the T-Rex.



## SUBJECT MATTER EXPERT

**Susana Smith Bautista**

Museum expert and multidisciplinary scholar Susana Smith Bautista of Los Angeles, Calif., will serve as SME to the "Museum of the Future" Task Force.

Susana has more than 25 years' experience working with museums, galleries, and non-profit art spaces. She is the author of *Museums in the Digital Age: Changing Meanings of Place, Community, and Culture* (AltaMira Press, 2013), which showcases how the use of technology in museums must be understood as factors directly related to the museums' notion of community, local culture, and place — which of course is one of the guiding tenets for the ITC visioning process.

In addition to being a recognized expert on digital technology and museums, Susana is an experienced art historian and curator of Latinx, Chicanx and Latin American art, and served as executive director and curator of the Mexican Cultural Institute of Los Angeles, among numerous other leadership roles. She currently serves on the board of trustees of the American Alliance of Museums and was national program chair for AAM's 2020 virtual conference.

# MUSEUM OF THE FUTURE TASK FORCE MEMBERS



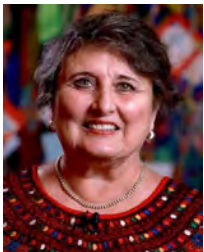
**David Adelman**

David Adelman is the Founder and Principal of AREA Real Estate, LLC, and known for his vast knowledge of San Antonio. He officially began his real estate career in Austin, Texas, in 1989 while attending The University of Texas at Austin. He serves on various community committees, including the UTSA Development Board, and as Board Chair of Centro SA.



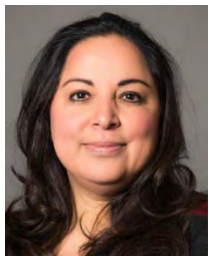
**Rick Archer**

Rick Archer, FAIA, LEED AP, is a founding principal and CEO at Overland Partners Architecture + Urban Design. The firm designs sustainable projects that empower human transformation around the globe. Rick's focus is on education, conservation, social equity, and the arts, all of which are embodied in the museum of the future.



**Rebeca Barrera**

Rebeca (Becky) Barrera, Executive Director of Somos Cultura y Más, is the organization's driving force to promote and preserve the Latino history, traditions, and culture through events such as El Día de los Niños celebration. She is a ninth generation Texan whose family settled in the borderlands in 1740.



**Dorah Benavidez**

Dorah Benavidez works for Visit San Antonio, whose mission is to bring the world to San Antonio. Dorah, in her role as Tourism Development Director, develops programs and promotions that bring international and domestic leisure travelers to San Antonio. As a native of San Antonio, Dorah has been a patron and a client of the ITC and is passionate about the cultural history of Texas and Texans.



**Walter L. Buenger**

Walter L. Buenger, faculty member at The University of Texas at Austin, holds the Summerlee Chair in Texas History. He also serves as the Chief Historian of the Texas State Historical Association. He is an author and editor and has long promoted innovative, inclusive, and accurate approaches to Texas history.

**Malena Gonzalez-Cid**

Malena Gonzalez-Cid has been the Executive Director of Centro Cultural Aztlan since 1987. With over 30 years of experience in arts administration, Malena has actively contributed to the development and expansion of San Antonio's cultural community. She has also helped bring visibility to local artists through Galeria Expresion, a nationally recognized art exhibit outreach program that assists community artists with resources with which to develop their professional careers.

**Deborah Omowale Jarmon**

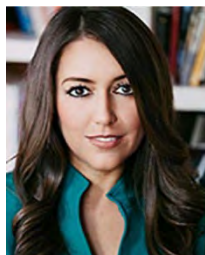
Deborah Omowale Jarmon is a retired civil servant with a 27-year career in air traffic control. Deborah has since turned to community advocacy with a mission to connect the African American community to each other, opportunities, and its history. She currently serves as CEO and Director of the San Antonio African American Community Archive and Museum.

**Charlie Lockwood**

Charlie Lockwood has a decade of experience as a nonprofit arts administrator and public folklorist. A native Texan, he currently serves as the Executive Director of Texas Folklife, the National Endowment for the Arts state- designated folklife program of Texas.

**Glenn Martinez**

Glenn Martinez, Ph.D., MPH, is Dean of the College of Liberal and Fine Arts and Professor of Spanish, Bicultural/Bilingual Studies, and Public Health at The University of Texas at San Antonio. He has decades of experience exploring the heritage of Spanish speakers in Texas and throughout the United States. He believes that language and culture are inseparable and that the preservation and promotion of Texan cultures will always include the multiple tongues spoken on Texas soil.

**Celina Moreno**

Celina Moreno is the CEO of the Intercultural Development Research Association, a national non-profit dedicated to equity and excellence in education. She previously directed litigation and policy for the Mexican American Legal Defense and Educational Fund's Southwest office.

**Tuesdaé Knight**

Tuesdaé Knight is President and CEO of SAGE – San Antonio Growth on the Eastside. She is a dynamic and forward-thinking leader and holds a B.A. from Tennessee State University and an M.B.A. from Texas A&M International. She is fluent in Spanish.





### **Rolando Pablos**

Rolando Pablos is Managing Partner of R.B. Pablos PC, a legal services and strategic consulting firm dedicated exclusively to guiding and assisting governmental, private sector, and non-profit organizations in their efforts to access domestic and foreign markets. Most recently, he served as the 111th Texas Secretary of State and as the Texas Border Commerce Coordinator. Rolando was the chief international protocol officer for the State of Texas and senior advisor to the Texas Governor for Mexican affairs.



### **Patrick Pyle**

As the Social Studies Director for San Antonio Independent School District, Patrick Pyle establishes a district-wide vision for social studies through the development of curriculum, assessment, and enrichment programs. He is hoping to contribute to the establishment of an ITC that is engaging and relevant for all learners.



### **Debbie Racca-Sittre**

Debbie Racca-Sittre, MS, MPA, was appointed Interim City Clerk in September 2021. She previously served as Director of the City of San Antonio's Department of Arts & Culture where she managed the department's day-to-day operations, as well as the planning and execution of strategic initiatives related to arts and culture in San Antonio.



### **Eпитacio R. Resendez V**

Eпитacio Resendez is President & CEO of Impulsora Internacional Puente III. He is a past member of the ITC Advisory Council and has served on the boards of eleven local organizations including the San Antonio Museum of Art and Museo Alameda, the first museum to be formally affiliated with the Smithsonian outside of Washington D.C. Originally from Nuevo Laredo, Eпитacio moved to San Antonio in 2000.



### **Amy Rushing**

Amy Rushing is the Assistant Dean for Special Collections at UTSA Libraries, where she provides leadership and strategic vision to bring national recognition to the university by developing distinctive research collections that document the diverse histories of San Antonio, South Texas, and UTSA. Before coming to UTSA, Amy held positions at The University of Texas at Austin Libraries, University of Arizona Libraries Special Collections, the Palace of the Governors Photo Archives in Santa Fe, New Mexico, and Vanderbilt University's Eskin Biomedical Library.



2068

# VISIONING PROCESS



# MUSEUM OF THE FUTURE TASK FORCE CHARGE/ROLES & RESPONSIBILITIES/DELIVERABLES

## CHARGE

The “Museum of the Future” Task Force will be charged to consider how the ITC can provide engaging and distinctive learning experiences for both visitors to the San Antonio facility and K–12 school children throughout the state to enable better understanding of the rich tapestry of Texan cultures, as well as new thinking about our future as Texans.

## 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

# MUSEUM OF THE FUTURE TASK FORCE QUESTIONS FOR CONSIDERATION

- How can we provide distinctive experiences in the ITC and beyond to enable learning and understanding of the rich tapestry of cultures?
- What is needed to create new thinking about – and better understanding of – our future as Texans?
- Are there opportunities to strengthen the connection to UTSA faculty, staff, and students for the mutual benefit of the university, ITC and the community?
- How can we best educate and engage the next generation of K-12 school children on the diversity of Texan culture?
- How can we support teachers by enabling access to collection materials for use in the curriculum?
- What are the best strategies to provide a rich ITC experience for school children in the far corners of the state?

# MUSEUM OF THE FUTURE TASK FORCE RECAP MEETING #2

## Sept. 7, 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.

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 to execute.

### MTF Strategic Value Criteria

(Proposed to Steering Committee, extracted from meeting notes)

1. Explains, with accuracy and diversity
  - a. Thought provoking and leads the way
  - b. Extent/potential for educational impact
2. Inspires, with stories and relevance
  - a. Innovated
  - b. Appropriate use of technology and artifacts that allows for individual engagement and flexibility for future
  - c. Accessible for students, educators, people of all abilities, backgrounds, genders
3. Connects, with inclusivity
  - a. Connects all cultural groups in Texas
  - b. Relevance to community members/Texans
  - c. Nuanced perspectives
  - d. Tells diverse stories as an integrated whole - not in silos.
  - e. Inspires a sense of interconnectedness.
  - f. Engaging work in the community - where culture really "happens"

### MTF Ease of Execution Criteria

1. How complex is it to implement?
2. How costly is it to implement?

# 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)



# MUSEUM OF THE FUTURE TASK FORCE RECAP MEETING #3

## Nov. 9, 2021: Idea Generation & Discussion

### Reviewing the data

The task force has been able to review numerous reports to guide in the creation of actionable steps, including consultant reports, expert “fishbowl” panel discussions and input from the community-driven survey exercise. There are clear contradictions in ideas collected from the community survey, including:

1. Keep the building vs. Sell the building
2. Admission as revenue source vs. Declining attendance
3. State museum with global audience vs. hyperlocal museum with regional audience
4. Better integration with UTSA vs. Self-sustaining to create its own future
5. Hemisfair '68 vs. Land acknowledgement/displacement of Germantown
6. Connect cultures and find similarities vs. Respect and embrace our differences
7. Avoid being “Thought police” vs. Telling the complete story of Texas

### Discussion questions

1. Who are you ITC?
2. Who do you exist for?
3. What do you bring to the community?

### Discussion of ideas

- ITC can be a place to discuss gaps for voices of Texas and Texans
- Why San Antonio?
  - ITC is unique in that it exists in San Antonio because of Hemisfair. It lives at the crossroads of the borderlands.
  - San Antonio is oldest city in Texas. First civil government in Texas
  - ITC served unique needs of telling the stories of Texas
- ITC should share the true story of Texas not the mythological “cowboy” story. No new stories have been told there since 1968. Humanize various cultures of residence so we aren’t stereotyped into a mythology.
- A majority of the objects in the exhibits do not carry a significant value. Greater value is held in the Libraries Special Collections housed at ITC, including the rich photograph collection.
- Hemisfair is globally focused. ITC needs to have a hyperlocal focus in order to make it relevant to this community.

### Focus on more specific ideas

- Utilize Hemisfair, the neighborhoods around it and the history of the Germantown lands as a way to honor and tell new stories.

- Hemisfair is a place to hold festivals and events. There is access to a thriving civic park with huge potential for growth.
- Move the Libraries Special Collections to another location to help with preservation. Co-locate them to provide access to the community.
- The interactive component to the dome show is very special. How can we recreate the “feel” of the original dome show utilizing modern technology?
- A review of the current mission statement needs to be conducted so that goals are focused and gaps are addressed.
- Review the name and consider a rebranding exercise to make it more accessible and relevant.

### **Upcoming Events/Milestones**

Nov. 3-29	Homework: Review summaries, key consultant reports and expert panels
Nov. 30	Meeting #4: Refine ideas, key concepts, develop consensus findings for steering committee

# MUSEUM OF THE FUTURE TASK FORCE RECAP MEETING #4

## Nov. 30, 2021: Review & Refine Ideas

### Recap of Meeting #3

Think of ITC as a convening space for ideas, a larger place for ideas to be discussed.

Focused ideas:

- Utilize Hemisfair for festivals and large events
- Move Libraries Special Collections
- Interactive component of the dome show/Modernization of dome show

### Review of Mission statement

- What do we want ITC to be?
- Who do we want to serve?

### Suggested edits to language in final report:

- Gaps need to be addressed so bridges can be built
- Create connectivity instead of dissolve barriers
- Culturally sensitive citizens instead of racially sensitive citizens

### Additional suggestions:

- Final recommendations should be positive, but it's important for the record to reflect and highlight the gaps so that they can be properly addressed.
- Pivot to a culturally themed model instead of a culturally siloed model
- Naming, explore combining words to make it bigger than itself: Culture Texas!, Tex/Tures. (i.e., Exploratorium, DoSeum, Hemisfair)
- Needs strong marketing (logo, merchandise, social media, etc.)
- Revitalize entire tone and look of the museum.
- It's OK for us to be giving recommendations that touch other task forces. There is overlap.

### Refine ideas for draft report

Our focus:

- community events
- partnerships
- Explore the story of Texas with inclusivity
- Inspire with stories of relevance and connection
- Provide cultural understanding for community

### Refine Ideas for Draft Report:

1. **Naming and Branding:** There is a need to disconnect the mission of ITC from the building. As well, the brand should not be a library, archive, museum or any physical location, but should incorporate the two key concepts of Texas and Cultures. Rather than saying everything in the name, a creative tagline should be used to explain what we are. The name should be incorporated into every element (i.e. exhibits, curriculum, festivals, etc.). The group discussed combining two words to make something greater (i.e. Tex/Tures)
2. **Relationship with the university:** The ITC should educate all people on the things that are left out of history curriculum of secondary students. The group discussed HB 3979 and the opportunity to educate people on what is left out of secondary education. It should tell the full, non-biased, complete history of Texas, to further academic research, scholarships, facts, and evidence-based results and for the dedication to history. It is important to strengthen the connection with the university to serve as a gateway to the university and a platform for the university and be a resource for students, educators, and the community. ITC's role in education and research should be reinforced and it should serve as a content creator and a content deliverer. Through formalized relationships a sustained internship program could be formed and dual appointments with faculty could be established. The group discussed the need to address the governance structure and determining the best area for the ITC to report.
3. **Education:** The ITC has had a prominent place in education throughout its history and that should continue but there is a need to create an immersive experience where visitors are contributors not consumers. It should be participatory and a place where different ideas and voices come together to create education. UTSA should integrate psychology and sociology curriculum into ITC; collecting visitor data and offering students an opportunity to analyze data collected from community inputs. There should be opportunities for community classes (like SSA).
4. **Community:** Community support can be gauged in two ways, through membership and volunteer participation. The ITC should be a social space where culture is created and content is ever-evolving. It should not be a one-size fits all, but should include diverse

voices and should be accessible in every way (i.e. physically, mentally, etc.). The affiliation with the Smithsonian should be strengthened. Creating a structured docent program similar to SAMA is needed and would be a great way to involve UTSA students and teens. A consolidated board of advocates is needed to work on ITC's behalf and an advisory board for each sector (i.e. festivals, archives, etc) would be beneficial to create programming.

5. **Funding:** A membership program with benefits for the members needs to be developed. While school groups and San Antonio residents should have free admission, admission should be charged to other visitors with additional charges for special exhibits, parking, tours, recordings, etc. Data should be collected from visitors so follow up after their visit would be possible. A strong venue rentals program needs to be developed to bring in additional funding. Grants for research and corporate sponsorships should both be pursued. The group discussed the need to become affiliated with the North American Reciprocal Museum Association.
6. **Facilities:** The group agreed that the current facilities are not sustainable for growth. The current facility does not meet the needs to host Smithsonian exhibits thus prohibiting the ITC from taking full advantage of the affiliation. Smaller spaces with adequate wi-fi and technology are needed and should be built with the purpose in mind (i.e. exhibits, offices, store, café, etc.). The facility is also not suitable for the preservation and access of archives in the Special Collections and they should be moved to a more appropriate location. Locations beyond ITC, like Hemisfair, should be explored for festival sites. The beloved dome experience should be recreated in some way and the exhibits should address the history of the land and history of displacement. The facility needs a robust rentals program. Public and/or private partnership should be explored to help fund the venue and staffing should be sufficient to maintain the ITC.
7. **Programs & Events:** The festivals are an important element and should be retained. There should be more opportunities for community interaction perhaps through a community gallery for local artist and for interactive user-generated content. Flexible spaces could allow for various uses keeping the venue in use continuously. The group discussed following the 2017 Exhibition Master Plan that was previously developed.

#### **Reference:**

Example institutions:

- Natural History Museum in London (Branding)
- UCCA Center for Contemporary Art Beijing, China (Branding)
- Bullock Museum (relationship to UT Austin)



# MUSEUM OF THE FUTURE TASK FORCE RECAP MEETING #5

**Jan. 11, 2022:**

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

The Task Force reviewed the draft Recommendation Report point by point to ensure the content from previous meeting discussions was encapsulated in the executive summary and recommendations to the Steering Committee.

There was discussion questioning whether the group were recommending leaving the existing facility and what would be done with the existing building. All agreed it would be cost prohibitive to renovate the building to make it appropriate for a museum and that the ultimate decision of the future of the existing structure was outside the scope of this task force.

In reviewing the Executive Summary, the discussion turned to the archives and verbiage was adjusted to indicate that the Libraries Special Collections should be moved to a location that allowed for better access and preservation. Ideas included possible partnerships with other local repositories to create better accessibility to the complete history of San Antonio/Texas.

## **Review of Recommendations**

- **Naming & Branding:** The spelling of the proposed name was clarified to TEXtures and agreed upon by the group. Archives were removed from this section because they are part of and managed by the Libraries Special Collections, not the ITC.
- **Education:** The group added possible partnerships with ISDs, as well as partnerships with other historical and cultural organizations for throughout Texas for lifelong learning.
- **Community:** The need to include a plan for an international audience was raised. The group agreed to table the discussion for the end of the review to determine which section was the best fit for this topic. Visitors was added as a third group to gauge community support. It was mentioned that in earlier meeting the topic of making the museum hyper-local n focus was discussed but seemed to be missing from the report. Verbiage was added to the summary paragraph to address this omission. Partnering with local organizations that promote San Antonio and with other local and diverse cultural organizations were also added to the recommendations under this subject.

- **Funding:** Verbiage was added to the summary under this subject to address the need to ensure additional or supplemental financial support was provided to the ITC by the creation of a non-profit or conservancy. The task force was aware that there was some sensitivity around management and ownership of the ITC and agreed the non-profit should be established for financial support, not governance or steering. The need to pursue increased funding from the national, state, and local government and other philanthropic opportunities were also added.
- **Facilities:** Verbiage was added to the summary to indicate that the space should be welcoming and highly visible (possibly iconic) as opposed to the current location which is hard to access and find. Clarification was made that the facility should be housed in the Hemisfair area and that in addition to rental opportunities, it should also provide naming opportunities for added revenue. Creating a state-of-the-art facility with environmental controls, technology, wi-fi, etc. was further clarified. A recommendation designating that both indoor and outdoor gathering spaces are needed was added. The group agreed that the dome experience should be a reference in the creation of a new interactive feature and not an attempt to replicate the previous experience. The connection to green spaces was further clarified and the accessibility of the building was further discussed to also include public transportation, school bus drop-off, spacious elevators, ample restrooms, and adequate accommodations for festivals at Hemisfair. Becoming a model of environmental sustainability was added to the recommendations and multilingual accessibility (both online and physical) was also added.
- **Programs and Events:** The summary for this topic was revised to include that ITC programs and events should be dynamic, relevant, diverse, and interactive with adequate spaces and facilities for temporary exhibitions and community partnerships. It included expanding programs for students K-12 and at UTSA. The suggestion was made to specifically designate exhibition space for the UTSA art collection, of which some currently resides in storage. Expanding festivals through community partnerships was added to the list of recommendations and the task force agreed this was the best place to include the recommendation to continue to build relationships with Mexico and other international travelers/organizations.

As meeting #5 ran long and several members had to leave for other commitments, the decision was made to send the revised recommendation report draft to all members after the meeting to allow each member another opportunity to review the revised verbiage and suggest any adjustments that may be needed or send their approval of the revised draft.

# MUSEUM OF THE FUTURE TASK FORCE RECOMMENDATIONS

## Executive Summary

The Museum of the Future Task Force was charged with considering how the ITC can provide engaging and distinctive learning experiences for both visitors to the San Antonio facility and K-12 school children throughout the state to enable better understanding of the rich tapestry of Texan cultures, as well as new thinking about our future as Texans.

Through thoughtful discussion among distinguished professionals in a series of task force meetings, deliberation of the expert research resources, and community input provided, the Museum of the Future Task Force addressed several points critical to achieving the charge given to the task force.

Areas to be addressed in the recommendations include:

- Naming/Branding,
- The Relationship with UTSA,
- Education,
- Community,
- Funding,
- Facilities and
- Programs and Events

The Task Force recognized that several of the topics overlapped with work under the purview of other ITC task forces and ultimately decided to include these in the task force's recommendations because there was a natural overlap.

### **Naming/Branding:**

It is the recommendation of the Museum of the Future Task Force that a brand agency/firm should be secured to conduct a thorough brand analysis and create a new name/brand for the ITC, incorporating the two key concepts of Texas and Cultures be developed to revitalize the tone and relevance of the ITC. Creating various branded elements will revitalize the look of the ITC and would include not just exhibits and festivals, but also curriculum, a store, a café, a learning lab, etc.

### **Relationship with UTSA & Education:**

The relationship with UTSA is important to tell the full, non-biased, complete history of Texas, to further academic research, scholarships, facts, and evidence-based results and for the dedication to history. It is essential to strengthen the relationship with UTSA to provide a gateway **to** the university and a platform **for** the university while serving as a resource for educators and filling a gap in secondary education for Texas students. To address the important role that the ITC has always played in the education of Texas' students, an immersive experience in a participatory museum of the future should be created where visitors can explore the story of Texas with inclusivity and inspirational stories of relevance and connection.

### **Community, Funding & Special Events:**

Development of community support through a strong membership program, a structured volunteer program and a consolidated board of advocates will ensure that the ITC has a robust future. Membership, sponsorships, multiple festivals, and a strong venue rentals program will bring a steady stream of revenue with possible paid parking and admission for special exhibits and events, while maintaining free admission for school groups and San Antonio locals.

### **Facilities:**

To accommodate this museum of the future a new multi-purpose facility is needed with smaller interactive spaces equipped with technology to support an interactive immersive experience and to meet requirements to maximize on the Smithsonian affiliation. It is important that ITC remain in or around Hemisfair. We recommend moving the Special Collections archives to a more appropriate location that is easier to access and has the proper environmental controls necessary for preserving archives.

## **Desired Outcomes**

After much deliberation, the Museum of the Future Task Force ultimately agreed that the group would like to see the development of a series of immersive experiences in a participatory museum of the future, along with branded elements to enhance the visibility, relevance, and allure of the experience by adding a café/restaurant, store, curriculum, exhibits, multiple festivals, a learning lab, etc.

## **Assumptions**

- A complete brand and marketing evaluation and development will be needed.

# Recommendations

## 1) Naming and Branding

Our recommendations are to disconnect the mission of ITC from the building. Focusing on the concept and the mission. Therefore, the brand should not be a library, archive, museum, or any physical location. Incorporate two key concepts: Texas and Cultures.

It is our recommendation that a brand agency/firm should be secured to conduct a thorough brand analysis and create a new name/brand for the ITC, perhaps using a brand tagline to provide additional insight into what we are.

As part of our discussions, the group discussed a possible name. While we have included that below to demonstrate an example of how the different elements of the ITC can be separately identified - and even physically distributed - yet under the same umbrella, we understand a full rebrand done by a professional agency is needed.

Suggested names: TEXtures

(textures: "the quality created by the combination of the different elements in a work")

Culture Texas!

Use the name to brand all elements consistently:

- TEXtures Exhibits,
- TEXtures Voices,
- TEXtures Curriculum,
- TEXtures Festivals,
- TEXtures Café/Restaurant,
- TEXtures Store,
- TEXtures Learning Lab

## 2) Relationship with the university

ITC should fill a gap and provide an opportunity to educate all people on the things that are missing from history curriculum of secondary students. It should tell the full, non-biased, complete history of Texas, to further academic research, scholarships, facts, and evidence-based results and for the dedication to history. It should serve as a gateway to the university and a platform for the university. Reinforce ITC's role in education and research and be a resource for students, educators, and the community. Be a content creator and a content deliverer.

- Leverage relationship with UTSA
- Formalize those relationships
  - Sustained internship program.
  - Explore dual appointments with faculty
- Address governance structure, most museums fall under the provost office
- Serve as a resource for educators
- Bridge educational gaps



### 3) Education

**Engage people in an immersive experience. ITC visitors should be contributors not consumers. The Museum of the Future is participatory. It should be a place of convening with community led content, stories, programming, etc.**

- Offer community classes for lifelong learning (follow strong model of Southwest School of Art), consider partnerships with ISDs
- Partner with other historical and cultural organizations throughout Texas
- Involve UTSA psychology and sociology curriculum (Collect visitor data and offer students an opportunity to analyze data collected from community inputs)
- Different ideas and voices come together to create education. All voices have educational components

### 4) Community

**While the scope and reach of the ITC is state and global, we have to realize the importance of engaging the local community. Museums are now acting as social spaces. It should be a place where culture is created. The content shouldn't be fixed it should be always evolving. It should not be one-size fits all, there should be a diversity of voices.**

- There are 3 gauges of community support that need to be developed:
  - Members
  - Volunteers
  - Visitors
- Strengthen the Smithsonian affiliation
- Host community-curated exhibitions and other programs
- Create a consolidated board of advocates
- Make accessible in every way (physically, mentally, etc.)
- Create a structured docent program (like SAMA), great way to involve UTSA students and teens
- Have an advisory body for each element to help create programming (i.e., exhibitions, festivals, café, etc.)
- Partner with local organizations that promote San Antonio
- Partner with other local and diverse cultural organizations

### 5) Funding

**While we understand that there should be diversified sources of funding, we want to ensure this funding is used for ITC, so a non-profit should be established to provide additional/supplemental financial support. Funding should be raised through a membership program with benefits for members, a strong venue rentals program, paid admission for special exhibits and non-Bexar County residents, paid parking, and grants for research and programming. School groups and San Antonio residents should receive free admission.**

- Join the North American Reciprocal Museum Association (membership benefits)
- Need to collect data so that you know who your visitors are and follow up
- Pursue corporate sponsorship and philanthropic opportunities
- Charge for cell phone audio tours, guided tours, recordings, etc.
- Earned revenue from café, store, etc.

- Continue to pursue increased funding from the national, state, and local government
- Establish a non-profit foundation/conservancy for the ITC

## 6) Facilities

The current facilities are not sustainable for growth and are unable to meet requirements to support Smithsonian exhibits and other loaned exhibitions. Develop a welcoming and highly visible, and easily accessible purpose-built space for the exhibits, store, café, offices, learning spaces, and community communal space. Move the Special Collections to a more appropriate location that is easier to access and has the proper environmental controls necessary for preserving archives. Hold festivals at Hemisfair.

- The facility should be located in the Hemisfair area
- The facility should have potential for rentals and naming opportunities
- State-of-the-art environmental controls, technology, wi-fi, etc.
- Large gathering spaces, indoor and outdoor
- Address the history of the land and history of displacement
- Dispose of replica structures outside
- Reference the dome experience in a new interactive way
- Connect to outside/green spaces to support programming, perhaps connecting to River
- Physically accessible, walking, parking, public transportation,
- Spaces to accommodate school groups, school bus drop-off, ample restrooms near drop-off, spacious elevators to accommodate large groups
- Adequate facilities to support the festivals at Hemisfair
- Become a model of environmental sustainability
- Multilingual accessibility (online and physical)

## 7) Programs & Events

We recommend the ITC programs and events be dynamic, relevant, diverse, and interactive with adequate spaces and facilities for temporary exhibitions and community partnerships. Expanded programs with students K-12 and UTSA.

- Continue to follow the 2017 Exhibition Master Plan
- Create a community gallery for local and community artists
- Recommend exhibition space for the UTSA art collection
- Create interactive user-content that is both created and curated
- Develop flexible spaces (interior and exterior) to allow for continuous use in a variety of ways
- Have adequate exhibition and event staff to allow for creation of new content
- Keep and expand the festivals through community partnerships
- Continue to build relationships with Mexico and other international travelers/organizations

## **Additional comments for Steering Committee consideration**

N/A

# APPENDIX: A

## CHOICE BOARDS

# Idea

1. Rename ITC, dropping the name Institute and renaming it Texan Culture Museum of Education

2. History past/present/future with inclusivity of all ethnic groups through their settlement and contributions to Texas

3. Create and enhance exhibits using technology for in-person and virtual experiences

4. 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)

5. Create engaging travel exhibitions and virtual learning opportunities to students and community with opportunities to partner with other state/national museums

6. Strategic partnerships with public, private, non-profit, and philanthropic entities to connect and unite the community

7. Intentional programming and engaging outreach through various platforms in k-12 classrooms across Texas for students brining the understanding the diverse history of Texas

8. Offer cultural festivals, conferences, entertainment events, and other activities leveraging hemisphere park to bring the community together and encourage visitors inside/outside of Texas

9. Move the Back 40 Lot buildings to the front lawn. Make them into a miniature architectural museum

10. Retain the original ITC property, including the building itself, and capitalize on the Hemisfair connection

11. Build a theater/auditorium for performances/plays

12. Modernize the building and grounds for more accessibility, modernizing indoor/outdoor space

13. Develop outdoor landscape creating opportunities for meditation, outdoor activities, playgrounds, and gardening for the community

Strategic Value Criteria

Explores the story of Texas (past, present, and future) with inclusivity

Engages, with stories of the past and present connection

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' cultures

Allows for adaption to future technologies and programming needs

Advances the UTCTA 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 (physical, technology, and language)

# 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.



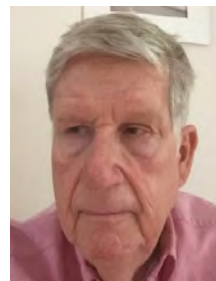
### **M. M. McAllen**

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.



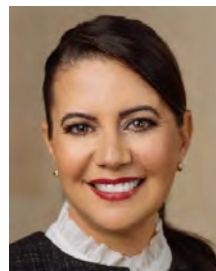
### **Teresa Niño**

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

### # Idea

- 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

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 equipment	How feasible is the idea politically?	How financially operational is it?	How feasible is the idea environmentally?	Accessible for all (physical, technology, and language)
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# FACILITY & LAND STEWARDSHIP TASK FORCE REPORT



UTSA INSTITUTE OF TEXAN CULTURES

**ITC CENTENNIAL 2068**



# FACILITY & LAND STEWARDSHIP TASK FORCE CHAIRS

## CHAIRS



### **Matt Brown**

Matt Brown is CEO of Centro SA, a team of passionate placemakers who work every day to make downtown San Antonio more beautiful, playful, and welcoming. Prior to moving to San Antonio, he was the Economic Development Director for Santa Fe, NM. He has worked in education, tech, toys, publishing, gaming, CPG, media, government, and community and economic development.



### **Veronica Salazar Mendez**

Veronica Salazar Mendez is the Chief Financial Officer and Senior Vice President for Business Affairs at The University of Texas at San Antonio. With over 20 years of experience in higher education, she provides leadership in finance, real estate, administration, urban development and strategic business initiatives. Mendez previously served as Vice Chancellor and Chief Financial Officer at the University of California, Merced, where she made significant contributions to the Merced 2020 project, a \$1.3 billion public-private project designed to add 1.2 million gross square feet to the campus footprint. Today, Mendez spearheads the growth of UTSA's Downtown Campus, ensuring the university serves as a key contributor to the revitalization of the city's urban core by providing access to state-of-the-art facilities and more.

# FACILITY & LAND STEWARDSHIP TASK FORCE CHAIRS

## SUBJECT MATTER EXPERTS



### **Trey Jacobson**

Trey Jacobson is founder of San Antonio-based Momentum Advisory Services, which specializes in economic and land development, public-private partnerships, and special districts. Trey has a 30-year career working for and interacting with Texas local governments, including municipal utilities. He has personally been involved in economic and land development projects, in excess of \$1 billion in direct investment. In addition to hundreds of specific projects, Trey served as an advisor to two mayors, and has extensive familiarity with both municipal politics and policy. He will provide ongoing support to the *Facility and Land Stewardship Task Force*.



### **Corrina Green**

Corrina Green is the Associate Vice President of Real Estate, Construction and Planning for The University of Texas at San Antonio (UTSA). She holds over 25 years of experience in design, construction and development, with a Bachelor of Architecture from Drexel University.

As Associate Vice President, Corrina oversees the core services consisting of management of the university's property, campus planning, design, plan review, campus renovations, inspections, and new construction. She has a broad background in design and project management, as well as expertise in land acquisition, financial modeling and project funding strategy for complex real estate development projects. Prior to joining the UTSA team, Corrina was Director of Development for Zachry Hospitality. Corrina is actively involved in the San Antonio chapter of the Urban Land Institute, serving as Chair for Mission Advancement and the incoming San Antonio District Chair, Co-Chairing the Placemaking Local Member Council and sitting on the National Placemaking Product Council. She will provide ongoing support to the *Facility and Land Stewardship Task Force*.

# FACILITY & LAND STEWARDSHIP TASK FORCE MEMBERS



## **Gopinath Akalkotkar**

Gopinath Akalkotkar, AIA, LEED AP, is a Principal at VLK Architects. He is an architect and urban designer with more than 30 years of experience leading multi-disciplinary teams to deliver large and complex architectural and master planning projects globally. He has a passion for the design of learning environments and projects of civic importance. He served as the City Architect for the City of San Antonio prior to joining VLK.



## **Pedro A. Alanis**

Pete Alanis has 20 years of experience in real estate and community development, including working with the City of San Antonio in support of UTSA's downtown expansion and the Hemisfair redevelopment. Pete now works to ensure equitable outcomes for our most vulnerable populations as Executive Director of the San Antonio Housing Trust Foundation. He also serves on the San Antonio Housing Commission and with the For Everyone Home Initiative.



## **Betty Bueche**

Betty Bueche serves as Bexar Heritage and Parks Director at Bexar County.



## **Patricia Muzquiz Cantor**

Patricia Muzquiz Cantor is the Director of the Convention and Sports Facilities Department for the City of San Antonio. She oversees the operations of the Henry B. Gonzalez Convention Center, Lila Cockrell Theatre, Alamodome, Carver Community Cultural Center and ground lease for the Nelson W. Wolff Municipal Stadium and Toyota Field. Patricia serves on the Visit San Antonio and the SABC Soccer PFC Board of Directors. She enjoys promoting the city's assets and surrounding venues as a mecca that offers visitors and residents a cultural and educational experience.



### **Tom Carter**

Tom Carter has 28 years of experience in engineering, urban planning, mining, and construction. In his current role, Tom provides civil design management for commercial, residential, office, and infrastructure projects. He served as Chairman of the San Antonio Chamber of Commerce Energy and Sustainability Committee in 2014, participated in Leadership San Antonio Class 36 and the Steering Committee of Class 44, and has been a council member and four-time mentor for the Urban Land Institute since 2007.



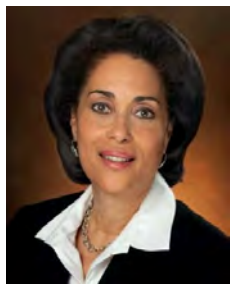
### **David J. Cohen**

David J. Cohen, MD, MPA, is a native San Antonian and graduate of UTSA where he earned a B.S. Degree in Mechanical Engineering. Much of his career has been in the U.S. Army where he was a cardiothoracic surgeon, Chief of the Cardiothoracic surgery service at BAMC, and Cardiothoracic Surgery Consultant to the US Army Surgeon General. He continues to serve San Antonio as the Chairman of the Alamo Area Medical Reserve Corps which is sponsored by San Antonio Metro Health. His lifelong interest in San Antonio and Texas history began when his grandmother enrolled him as a Junior Member of the San Antonio Conservation Society.



### **Omar Gonzalez**

Omar Gonzalez is Hemisfair's Real Estate Director and has guided the vision and execution of the parks district including public-private partnerships, retail ground-floor leasing, and public parking. He is also the current Chair of Urban Land Institute San Antonio. He believes a critical component of the ITC visioning process is its ability to seamlessly interact with Hemisfair's master plan.



### **Jelynn LeBlanc Jamison**

Jelynn LeBlanc Jamison is the President and Chief Executive Officer of The Center for Health Care Services (CHCS), the mental health authority for Bexar County. CHCS' mission is to share hope and support recovery with a full spectrum of innovative services that promote healing and help people live life to their full potential. Jelynn currently serves as the Chairwoman of San Antonio Water System.



### **Vincent L. Michael**

Vincent L. Michael, Ph.D., Executive Director of the Conservation Society of San Antonio, is a prominent leader in the heritage conservation field, having served as a Trustee of the National Trust for Historic Preservation and John Bryan Chair of Historic Preservation at The School of the Art Institute of Chicago.



### **Javier Paredes**

Javier Paredes, AIA, is a Mexican-born architect working at the intersection of social impact and public architecture. Javier is an Associate-Principal for Muñoz & Company, where he focuses on projects of social change and cultural relevance such as San Pedro Creek Culture Park. He further exerts transformational change through civic leadership serving on multiple public boards. Javier received his Master of Architecture from UTSA and is honored to serve on the taskforce to re- envision ITC as the modern cultural beacon of Texas.



### **Sue Ann Pemberton**

Sue Ann Pemberton, FAIA, FAPT, has more than thirty years professional experience in private practice and academia. She is Professor in Practice and Director of the Center for Architectural Engagement at the UTSA College of Architecture, Construction and Planning. Her areas of focus include design, materials research and technology, inner city development, and historic preservation. Sue Ann was appointed to serve as Tri-Chair of the Alamo Citizens Advisory Committee and to the Board of Directors of Hemisfair Park Area Redevelopment Corporation. She was the first preservation professional to be elected president of the San Antonio Conservation Society.



### **David Robinson Jr.**

David Robinson Jr. serves as Director of Parks and Recreation at Weston Urban, where he is focused on launching and programming Weston Urban's new downtown park. David graduated from The University of Texas at Austin and recently earned a master's degree in Urban and Regional Planning at The University of Texas at San Antonio.



**Kate Rogers**

Kate Rogers is Executive Director of the Alamo Trust, Inc. Prior to her current role, she served as the Vice President of Community Outreach & Engagement for the Charles Butt Foundation.

**Alicia C. Treviño**

Alicia C. Treviño, AIA, IIDA, has over 35 years of experience in interior design along with master planning, cost estimation, and project management. She is a registered architect and interior designer. Her areas of technical expertise include integrated interiors and architectural and interior design coordination. Alicia has been a principal owner since 1999 and resides in Shavano Park, Texas.

2068

# VISIONING PROCESS



# FACILITY & LAND STEWARDSHIP

## CHARGE/ROLES & RESPONSIBILITIES/DELIVERABLES

### CHARGE

The Facility and Land Stewardship Task Force will consider how the ITC contributes to the vision of Hemisfair and the ongoing vitalization of downtown San Antonio and, further, how the university can leverage the ITC's location to fully engage stakeholders and optimize benefit to both the community and the ITC.

### 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

## FACILITY & LAND STEWARDSHIP QUESTIONS FOR CONSIDERATION

- How can we ensure ITC is the “go to place” to experience the rich mosaic of Texan cultures?
- What are the facility requirements needed to support ITC as a thriving point of attraction? Does the Texas Pavilion meet these requirements to fully support a thriving cultural center, exciting museum and destination attraction?
- How can the location of the ITC facility be leveraged to fully engage our stakeholders to advance our mission?
- What is the best strategy to steward the use of the land to optimize benefit to both the community and ITC?
- How can we contribute positively to vision of Hemisfair and the ongoing vitalization of downtown?
- What are the best strategies and tactics to leverage the use of land to generate resources to advance ITC’s success and sustainability in 2068?

# FACILITY & LAND STEWARDSHIP RECAP MEETING #2

## Sept. 9, 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, as a 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 to execute.

### FLS Strategic Value Criteria

(Proposed to Steering Committee, extracted from meeting notes)

1. Does the idea lead to a unique, world-class facility (destination or place) for experiencing Texas Culture?
  - a. Does the idea create acclaim and become a new destination for San Antonians and Texans?
2. Does the idea allow for future adaption to future technologies and programming needs?
3. Does the idea advance the UTSA academic mission?

### FLS Ease of Execution Criteria

1. How feasible is the idea environmentally and politically?
2. How operationally sustainable is it?



# 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)

# FACILITY & LAND STEWARDSHIP RECAP MEETING #3

**Nov. 11, 2021:**

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

## **Findings from Expert Panels & Consultant Reports**

The task force has been able to engage in a high-level review of reports to guide in the creation of actionable steps. Several key points are highlighted in this review:

- ITC Facility in current state does not meet American Association of Museums (AAM's) accreditation standard.
- Suggestions for a smaller ITC with immersive/digital activities, cultural center, retail/food, outdoor activities and offerings, and stronger relationship with university.
- Emphasis that museums must change to remain viable and drive visitation.
  - Strengths identified as festivals, Texas history and culture, serving as a resource for local educators, strong contingent of volunteers, and location in the heart of the city in Hemisfair Park.

## **Committee discussion**

As a result of reviewing the findings from the expert reports, several ideas and questions are raised for consideration:

- Would Hemisfair be a better steward of ITC, or should ITC be moved to the downtown campus in closer proximity to the School of Data Sciences?
- Could ITC be a space to host academic classes?
- An idea for future discussion – do we need to change the name to better represent cultural connections?
- How can we continue to think about what space ITC occupies uniquely and what niche ITC fits within the landscape?
- Is the museum too big?

- Is there a concern about potentially moving the Texas Folklife Festival to a different location?
- What is the cost of maintaining the existing building and land?
  - Currently, over \$2M a year in maintenance and police
  - About \$28M in deferred maintenance
- Is there a lower cost to improve the building and space for alternate use (as opposed to a museum)?
- In considering the Southwest School of Arts (SSA) acquisition, where is the opportunity for incorporation or collaboration?

### **Discussion questions**

Guiding principles/criteria for what make an optimal facility and space are outlined, which will be reviewed and refined in future discussions.

- Who are the users?
- Is it accessible?
- What are the uses?
- What is surrounding the building?
- What is the space/building itself?

### **Discussion of ideas**

- Users
  - Locals, people from around Texas, teachers, lifelong learners, UTSA students, researchers/collection managers
- Access
  - Space must be universally welcoming for all cultures and ages
  - Must have high level of visibility
  - Consideration of porosity and shade, ensuring easy to walk in/out
    - Consider windows/vistas/passageways
  - Street presence, equitable access for driving/biking/walking/buses
  - Central location
- Types of Uses
  - Learning and cultural engagement
  - Academic and learning purposes linked to university; connect to Hispanic Serving Institution
  - Events and festivals
  - Museum featuring permanent and visiting/traveling exhibits

- Retail/dining
- Entertainment/Music/Public Art/Special Events Venue
- Surroundings
  - Outdoor space, density, proximity
  - Park once (or less) and spend hours in location
  - Shared civic space with Hemisfair (shared yard idea)
  - Academic surroundings (some universities have museums)
  - Serves as an entry point to the university
- Spaces
  - Needs to have flexibility
  - Technology forward, accommodate storage, archival zone with separate entrance, etc.
  - All spaces needed for retail, dining, education, etc.
  - Natural/outdoor spaces
  - Film dome consideration

### **Discussion for next steps**

- Review recommendations from the research that has been received. Using a scale of 1-10, identify items, like density, where the task force has agreement.
- Dual considerations for task force members:
  - Think about other places in central and downtown San Antonio where the ITC could thrive
  - Think about how to get the existing building to work beautifully
- How much space do we need? How much of the existing space is being used? What is shareable space? Currently we have 14 acres.

# FACILITY & LAND STEWARDSHIP RECAP MEETING #4

**Dec. 2, 2021:**

- **Review & refine draft Recommendation Report**
- **Confirm ideas, key concepts & vision**
  
- **Users**
  - **Locals:**  
Optimal: Highlights, celebrates, promotes active / dynamic cultural engagement and education for locals in and around Bexar County. Users visit site at least 2x a year.  
Suboptimal: Static, instructional or minimal cultural engagement
  - **Texans:**  
Optimal: Attracts Texans from across the globe to engage with the ITC in person and remotely  
Suboptimal: Only locals and people within 2-hour radius use the facility
  - **Researchers, Scholars and Students** – tied to academics  
Optimal: Ties the Institute to students of all ages, including adult education  
Suboptimal: Distinct or independent from life-long learners
  - **Tourists/Visitors: Local, state** and aspirational **nat'l/int'l**  
Optimal: Draws in a diverse set of visitors with offerings that are distinct from other Texas culture entities like the Alamo, Witte and Briscoe  
Suboptimal: Competes with existing entities and only attracts San Antonians
  - **People interested in Texan Cultures or Academics**  
Optimal: Addresses wide range of Texas cultural interests attracting wide range of people who already love or are potentially interested in Texas culture.  
Suboptimal: Limited range of cultural expressions and types of users
  
- **Uses**
  - **ITC Events & Festivals:** Ability to support all desired events and festivals that need to be held on site is optimal.
  - **Exhibit Spaces:** Ability to professionally and beautifully display permanent and temporary/travelling exhibits is optimal.



- **Academic Facilities:** Sufficient facilities to support classroom and/or research activities, connected to UTSA academics is optimal.
- **Archive Storage and Access:** Safely house and make available the current archive and future anticipated acquisitions is optimal.
- **Cultural Entertainment Facilities:** Sufficient facilities to support music, film, live performance, lectures and other cultural entertainment activities is optimal.
- **Dining and Retail:** Good value, tasty dining options and good quality retail is optimal.
- **Access**
  - **Welcoming:** Designed to be inviting to people of various cultures and demographic profiles  
Optimal: Welcoming to all cultures and people of all abilities, genders, income, ethnicities and orientations  
Suboptimal: Welcoming to only one or two target user profiles.
  - **Accessible:** Designed to be accessible from all forms of transportation including walking  
Optimal: Easy, frequent and affordable access based on all types of transportation, including walking  
Suboptimal: Primary access just by car with paid parking
  - **Visible:** How visible and recognizable it is from vehicles, pedestrians/bikers, and people who live and/or work in the vicinity  
Optimal: Readily visible and recognizable whether you are driving, biking or walking on freeways/roads/sidewalks nearby.  
Suboptimal: Primarily visible only by walking nearby. Not immediately recognizable as the ITC.
  - **Porous:** Multiple points of entry and ability to see into the space so it is fully connected to surrounding area, as well as encourages people to investigate and to walk in, around and through is optimal.
  - **Centrally Located:** Located in the downtown area and in a location that is central to the primary users is optimal.
- **Surroundings**
  - **Be a Destination:** Sited and designed with enough activities surrounding it that you can park (car, bike) once and enjoy a whole day. Alternatively, get there by other transportation and enjoy the day as a pedestrian.
  - **Shared Civic, Academic and Cultural Assets:** Amount of other facilities, organizations and public spaces that can be used and/or partnered with for events, activations and other programming.
  - **Outdoor Space:** Sufficient exterior landscaping and space to accommodate intended uses and enhance beauty.

- **Urban Density:** Because ITC will be centrally located downtown, it should be sited in a space that has high urban density of uses. Morning to night mixed uses is optimal.
- **Spaces**
  - **Flexible:** Highly flexible interior and exterior spaces to accommodate a variety of uses and programming is optimal.
  - **Technology Forward:** Utilizing the latest in AR and VR, digital arts, immersive experience design, as well as remote learning and collaboration is optimal.
  - **Mixed Uses:** Diversify income generation opportunities and be attractive to different users & user needs is optimal.
  - **Signature Design:** The physical space that is beautifully designed with a distinct look and feel aligned to ITC brand is optimal.
  - **Gathering Spaces:** Sufficient indoor and outdoor spaces with activations, retail, play spaces and programming to support daily gatherings of people is optimal.
  - **Shade and Nature:** At a minimum, it should have adequate shade and landscaping for any outdoor spaces so that it is pedestrian friendly and inviting to sit and gather during the day is optimal.
  - **Accredited:** The space meets AAM accreditation standards is required.

### Discussion: Refine Ideas

- **Users**
  - Added the wording **aspirational** related to Tourists/Visitors: Local, state and **aspirational** national/international
- **Uses**
  - Better utilization of the space year-round, rather than occasional events
    - "ROI relative to frequency"
  - Convention center space / flexibility / multi-use
  - Formal vs. informal facilities and cultural gathering areas
    - Can offer informal, casual opportunities
    - Organic cultural engagement and entertainment spaces
- **Access**
  - Focus on inclusive accessibility and universal design concepts
    - How can we ensure that people with physical or sensory disabilities can fully participate?
    - Change wording from **walkable** to more **accessible** (could be walking, biking, wheelchair, etc.)
  - Ideally both visible and recognizable – iconic design
    - The facility itself should be part of the experience and program

- Balancing welcoming with sufficient control for security
- Important to be open and inviting
  - Visitors should know what is going on inside without having to go inside
  - Facility should be “sticky” versus slick, should be inviting and expressive
    - Example: Berkley Art Museum
  - Keep space downtown and centrally located to primary users
- **Surroundings**
  - Shared civic, academic, and cultural assets
    - Parking/logistics – there is a need for shared parking lot in Hemisfair
    - Related to porosity – no one will visit if on an “island”
    - Think of shared space/resources in a shopping mall
    - Need for adjacent spaces - actively connecting (shared and public space)
  - Important to consider where revenue is coming from and identify business plan
    - Program dictates facilities
    - Need for interpretive programming plan
    - Information shared about Bexar County Historical Commission heritage groups
  - Iterative model (trial and error with a ‘food truck’ approach rather than build a restaurant)
  - What is the urban density?
- **Spaces**
  - Sustainable design is optimal – resiliency and reducing the burden
  - Focus on gathering spaces
  - Need for nature and shade
  - Accreditation is key – if going to have a museum, needs to be accredited
  - Coordinating with existing UTSA resources – Bexar heritage department [The Seed of Texas: An Interactive Exploration of Bexar County](#)

### **Next Steps & Closing Remarks**

- Draft report will be developed and circulated via email

# FACILITY & LAND STEWARDSHIP RECAP MEETING #5

## **Jan. 13, 2022:**

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

The committee is largely in agreement that the draft Recommendation Report accurately reflects group discussions. It was recommended that the Executive Summary be more specific in regards to the future use of the existing facility. An edited version of the report will be circulated for final review.

# FACILITY & LAND STEWARDSHIP RECOMMENDATIONS

## Executive Summary

The Facility and Land Stewardship Task Force conducted four meetings to consider how the location and design of a facility for the future ITC could contribute to its success and the University. The Task Force considered how the University might leverage the ITC's current location to fully engage stakeholders and optimize benefit to both the community and the ITC and determined that the ITC's current facility is insufficient for any future vision of the ITC as an accredited museum under the American Alliance of Museums (AAM). The Task Force does not advocate for keeping or removing the existing building, and deferred recommendations as to use of the current location in the event a determination is made to locate the ITC elsewhere or not have the ITC be an accredited museum.

In order to accomplish this task, the Task Force members drew from their individual expertise and experiences, as well as public input and expert interviews and reports, to address the ITC Centennial 2068 questions posed to the Task Force. The following recommendations are a culmination of their review of the data and discussions during Task Force meetings. Please note that these recommendations are intended to be used as guidelines for future decision-making, not as specific recommendations for a facility's location, design and management.

## Recommendations

### 1. Clarify Targeted Users

In order to ensure that ITC is the "go to place" to experience the rich mosaic of Texan cultures, an important focus must be placed on who will want these experiences and thereby visit the Institute, either virtually or in person.

#### ***Expert Reports***

Expert reports helped identify the primary users expected to use, visit, and occupy the Institute. A heavy emphasis was placed on educational opportunities and subjects relevant to Texas cultures (current and past), including experiential opportunities from food and drink, music, language and topics of broad community interest. A similar focus included a redesign of the ITC offerings to increase state-wide appeal and provide for expanded sources of funding support, i.e., Texas Legislature (Assumptions, 2021). Additionally, a need was highlighted for an ITC site master plan that provides for thoughtful interface and community inclusion. If a future ITC is located at Hemisfair, the site master plan would

support entire Hemisfair campus, tourism and hospitality industries (ULI, 2021). Other users include a strong contingent of volunteers (Academic Assessment, 2019) and visiting scholar programs for university faculty (Assumptions, 2021). Overall, the ITC must focus on creating a 21st century space by focusing on the visitor, incorporating user-generated content, and is data driven (Master Plan, 2017).

### ***Community Ideas***

Community ideas often supported the expert reports, calling for the ITC to be a “hub” for Texas teachers and teacher educators at UTSA, as well as a space that appeals to children – especially school-aged children.

### ***Discussion and Recommendations***

In review of the data and through discussion, the Task Force identified the following target users for the Institute:

- **Locals**
  - Optimal: The ITC should highlight, celebrate, and promote interactive cultural engagement and experiential education for residents in and around Bexar County, with users visiting at least twice a year.
  - Suboptimal: The ITC presents dated, static historic exhibits with minimal cultural community engagement.
- **Texans**
  - Optimal: The ITC should attract Texans from across the globe to engage with the ITC in-person and remotely.
  - Suboptimal: Only locals and people within a 2-hour radius of the facility visit or utilize the ITC.
- **Researchers, Scholars, and Students**
  - Optimal: The ITC should utilize academic resources to accomplish its mission and engage with the community, including students of all ages, including adult education.
  - Suboptimal: The ITC does not engage the community with its academic resources and remains unconnected from life-long learners.
- **Tourists/Visitors - Local, state and aspirational national/international**
  - Optimal: The ITC should attract a diverse set of visitors with experiential and cultural explorations that are distinct from other museums or Texas culture institutions, such as the Alamo, Witte Museum, Bullock Museum (Austin), or Briscoe Museum of Western Art.
  - Suboptimal: The ITC is similar to and competes with existing other Texas history and cultural attractions for visitors, without a differentiating program.



- **Key Psychographic Profile for all possible users - People interested in Texan Cultures or Academics**
  - Optimal: The ITC should address a wide range of Texas cultural interests (past and current) and attract a wide range of people who interested in Texan cultures.
  - Suboptimal: The ITC only offers a limited range of cultural expressions and types of users.

## **2. Identify Top Functions and Uses for Facilities**

A critical discussion among the Task Force concerned the facility requirements to support ITC as a thriving point of attraction, and considering whether the Texas Pavilion meets these requirements to fully support a thriving cultural center, exciting museum, and destination attraction. The result of these discussions is a recommendation to establish a new, attractive, appropriately-designed facility that accommodates functions and uses of the Institute.

### ***Expert Reports***

From the existing expert reports, the Task Force learned many essential pieces of information regarding the existing facility. "In its current state, the ITC facility does not meet the AAM's accreditation standards" (M. Goodwin, 2021). Additionally, "modification, replacement or repair of the existing building systems will not solve many of the challenges to accreditation" (M. Goodwin, 2021). Additional reports noted the need for new retail/food and beverage offerings (ULI, 2021), and increased academic connections to the university (Academic Assessment, 2019) including visiting scholar programs for university faculty (Assumptions, 2021).

### ***Community Ideas***

These findings were supported by the community input, with several comments about the need for enhanced spaces and more modern and appropriately sized building(s). Commenters noted that "the current ITC building just does not provide the physical environment needed to run a first-class university museum...a new, more appropriately sized and modern building is needed." This sentiment was echoed by others regarding concerns about the "modernization of the complex/grounds itself" with participants noting "it could be a fraction of the size yet accomplish so much more."

### ***Discussion and Recommendations***

The Task Force assumed that the ITC of the future would include an accredited museum and have expanded programming and experiences. However, we tried to make recommendations that were applicable if the ITC would remain the same or be reduced in scale. Overall, the Task Force identified that when considering the primary functions of the ITC, the list would include:

- **ITC Events & Festivals** – This was identified as currently the most valuable use by far, attracting more users in a few days than all other programming combined.
  - Optimal: The ITC should be designed to support an expanded number of potential cultural events and festivals that could be held on site or adjacent to the ITC.

Additionally, the facility should better utilize space for year-round functions (the actual return on investment reflected by frequency of use); and include multi-use spaces, which allow for experiential learning, along with both formal and informal facilities and gathering areas.

- Suboptimal: The ITC would be limited to inflexible facilities that only support one type or function; sporadic events.
- Additional notes: The Task Force discussed the need to define the optimal number and size of events/festivals, many of which require outdoor space. It was noted that remodeling of the current location would displace the Folk Life Festival for at least (1) one year, perhaps longer. Hemisfair Civic Park was identified as an alternative, permanent location for the Folk Life Festival.

- **Exhibit Spaces**

- Optimal: The ITC should be accredited in order to attract curated exhibits that support its mission. Exhibit spaces should be designed in a manner that permits the ITC to professionally and beautifully display permanent and temporary/travelling exhibits.
- Suboptimal: The ITC is unable to attract relevant travelling exhibits due to lack of accreditation.
- Additional notes: The Task Force discussed future questions for consideration by the Steering Committee including (1) Given the opportunities for new technologies, engagement, and experiential learning, what is the appropriate size (and space) to maintain and showcase the permanent historical collections? (2) How much needs to be displayed, and should the collection be archived or displayed in remote locations, such as other museums and/or on campus, in a manner that supports ITC mission?

- **Academic Facilities**

- Optimal: The ITC has sufficient academic support facilities, including classrooms and/or research activities connected to University academics.
- Suboptimal: The ITC facility has few or no established/formalized connection to UTSA academics.

- **Archive Storage and Access**

- Optimal: The University is able to appropriately store and make readily accessible the current historical collection of photos and resources (as well as future anticipated acquisitions) to researchers and public.
- Suboptimal: The ITC and/or University facilities do not provide for safe, appropriate access to the collection/archives, and lack infrastructure to support archival access (such as loading dock).
- Additional notes: The Task Force discussed future considerations for the Steering Committee including: (1) Should the collection and archival materials be separated from

the ITC, and where might the archive best be located? (2) How can access to, and protections for, the collection be improved?

- **Cultural Entertainment Facilities**

- Optimal: The ITC has appropriate and modern facilities to support music, film, live performances, lectures, cooking instruction, and other cultural engagement activities.
- Suboptimal: The ITC facility has inflexible space that cannot accommodate multiple uses or robust cultural programming.
- Additional notes: The Task Force posed and discussed details necessary for future design and site planning, including: Exactly what are the types and sizes of required facilities? In other words, the exact types of entertainment, as well as all other functions, including storage, academics, and events, need to be defined in order to outline the physical design and placement of the facilities.

- **Dining and Retail**

- Optimal: The ITC has recognized and affordable dining options for visitors, representing Texas cultures and foods, along with high-quality retail offerings that celebrate Texas.
- Suboptimal: The ITC retail gift store offers products representing a caricature of Texas culture or dominated by tourist-oriented, cheap products.

### **3. Enhance Access to the Institute**

In order to advance the mission of the University, engage the community, and accomplish the vision of the ITC, the Task Force concluded that future access needed to be improved and expanded.

#### ***Expert Reports***

In answering the question about how users might access the Institute, several reports assisted in the committee's dialogue. A central theme was for the Institute to be centrally located and accessible to everyone (ULI, 2021). This was noted in contrast to the current facility, which limits site access and inhibits accreditation ability (Goodwin, 2021). There was considerable discussion about whether or not to find a new location for the Institute, with potential benefits being heightened community and visitor access, and creating a new, modern, and inviting design (ULI, 2021). Also noted was a missed opportunity to connect with rural communities separated by geography and economic conditions. This finding yielded a need for equitable user access (Assumptions, 2021).

#### ***Community Ideas***

Community comments urged inclusion of all peoples from the surrounding areas, regardless of economic status. Specific suggestions included a shuttle bus or nearby parking if the Institute remains in its current location. Additional public idea themes include connectivity to nearby spaces and expansion of online exhibits and offerings.

## ***Discussion and Recommendations***

Using the expert reports, community feedback, and Task Force discussion, the following qualities were determined as essential to enhancing the access of the Institute.

- **Welcoming**

- Optimal: The ITC facility is thoughtfully designed to be physically, operationally, and symbolically inviting to people of various background and demographic profiles, including people of all abilities, genders, income, ethnicities and orientations.
- Suboptimal: Access to the ITC is discouraged by its location, operations, or design, thereby becoming less welcoming to many.

- **Accessible**

- Optimal: The ITC is situated and designed to be truly accessible from all forms of transportation including car, transit, walking, bike, wheelchair, etc. with easy, inexpensive, frequent, and affordable access. The ITC design includes a focus on accessibility in terms of physical access, lighting, sensory sensitivities, etc.
- Suboptimal: Primary access to the ITC is provided by personal vehicles in parking lots, with paid parking.

- **Visible**

- Optimal: The ITC should be readily visible and recognizable from public areas, including nearby roads, sidewalks, or public parks. It should be a landmark, immediately recognizable by people who live and/or work in the vicinity. Care should be taken to provide a balance between welcoming, porous design and sufficient controls for security.
- Suboptimal: The ITC facility is not visible from public areas, nor immediately recognizable as the ITC.

- **Porous**

- Optimal: The ITC facility should have multiple points of entry, and a degree of transparency that permits visibility into the space so it is fully connected to surrounding area. This also encourages people to investigate and to walk in, around, and through. It is important for exterior spaces to be open and inviting – so-called “sticky” spaces that attract visitors.
- Suboptimal: The ITC has only one point of entry, with limited outside visibility. It requires people to enter into the building to know what it is going on inside.
- Additional notes: The Task Force considered and discussed scenarios in which the location is a more open, inviting space and posed the following question for future planning: What is the desired porosity if the ITC is located in a more open space (like Hemisfair) versus a dense, urban space (like The Briscoe or Tobin Center)?

- **Centrally Located**

- Optimal: The ITC should be located in the downtown area and central to the community, the primary users.
- Suboptimal: The ITC is located outside of downtown, thereby, making it more challenging or inconvenient to access by the primary users and tourists.
- Additional notes: As noted above, the location of vast archival collections was discussed, with the following questions identified as crucial to future planning: (1) Does the archive/historical collection need to be co-located with the public spaces and exhibits of the ITC? If not, where is an appropriate accessible location for it?

#### **4. Surround the Institute with Shared Spaces and Attractors**

The Task Force gave careful consideration as to the immediate surroundings of the ITC and how surrounding uses or entities might mutually support the ITC. This conversation is linked to the question posted regarding the best strategy to steward the use of land to optimize benefit to both the community and ITC, as well as how the ITC can contribute positively to the vision of Hemisfair and the ongoing vitalization of downtown. Through these interwoven questions, the committee was able to identify the optimal surroundings for the ITC.

##### ***Expert reports***

Findings from expert reports highlighted both the limitations of the current location and values for an ideal future location. The existing ITC “does not support the development or implementation of revenue producing areas and programs needed to sustain operations” (Goodwin, 2021). Looking forward, proximity to visitors/tourists was emphasized (ULI, 2021) as well as the need for a location that supports community goals and supports Hemisfair (ULI, 2021). Recommendations include to “place ITC closer to a growing, vibrant part of the city” (Potential Relocation of ITC, 2015) and a vision that supports San Antonio, the surrounding neighborhoods, UTSA, Hemisfair, the Convention Center, and all partners’ reputation and contribution (Goodwin, 2021).

##### ***Community Ideas***

Several of the community ideas added richness to the findings of the expert reports. Ideas called for “more density and connectivity to the neighborhoods and Hemisfair” including suggestions to “move it closer to the action of Hemisfair Park and reimagine the building much like what happened with the Doseum” and/or “open the grounds with better landscaping, shaded areas, tree canopy and make it connected to adjoining property - create a downtown cultural walkway.”

Additional suggestions included a call to “form a consortium of San Antonio museums, working together to promote history, the arts, science, culture, and each other. Have a special bus or train line that connects the museums to one another. Offer discounts for people wanting to visit more than one.” Overall, participants noted that “ITC has such a good location, yet nobody really knows about it or visits it. Better land development with architects and developers” can assist with enhancing surroundings with shared space.

## ***Discussion and Recommendations***

Overall, the review of expert reports and detailed analysis of community ideas led to a fruitful Task Force discussion regarding the surroundings of a future Institute, what those should include, and how surrounding areas might support the ITC vision and financial sustainability. Discussions further included consideration of the programming that should dictate the facilities and grounds, which will be a critical charge for the Steering Committee in evaluating findings from all Task Forces. In general, the current location is suboptimal because it has nominal other facilities and amenities within short walk that would attract people for other reasons and thereby introduce them to the ITC or give people additional reasons for staying in the area after going to the ITC.

- **Be a Destination**

- Optimal: The ITC should be sited and designed with enough complimentary activities surrounding the Institute that visitors can park (or otherwise arrive) once and enjoy a whole day in the area without driving.
- Suboptimal: The Institute is isolated with no surrounding complimentary activities or businesses, prompting visitors to drive/leave to find other activities.

- **Shared Civic, Academic, and Cultural Assets**

- Optimal: The ITC is surrounded by facilities, organizations and public spaces that can be used and/or borrowed for events, activations, and other programming by other individuals, organizations and businesses. Ideally, ITC visitors and staff utilize existing parking structures, park spaces, restaurants, and facilities (such as those at Hemisfair/Civic Park).
- Suboptimal: The ITC is situated in a location without many shared assets or complimentary activities.
- Additional notes: The Task Force engaged in discussion about how adjacency to shared assets and spaces would create “energy” around the ITC facility. Additionally, the Task Force discussed possibility of using an iterative model (trial and error with a “food truck” approach) when planning restaurant/food service options at the ITC.

- **Outdoor Spaces**

- Optimal: The ITC grounds are designed with attractive spaces, shade, lighting systems, electricity, water services, hardscapes, and exterior landscaping to both accommodate outdoor activities while enhancing the beauty of the facility.
- Suboptimal: The ITC has poorly designed, less attractive, and uncomfortable exterior spaces that limit utilization.

- **Urban Density**

- Optimal: Due to its central location, the ITC should be sited downtown in a space that has a high urban density of complimentary uses, including morning-to-night activities.



- Suboptimal: The ITC is isolated with few nearby activities or mixed uses.

## **5. Create Flexible Interior Spaces**

The Task Force discussed in detail the best strategies and tactics to leverage the use of land to generate resources to advance ITC's success and sustainability looking forward. Specifically, the Task Force considered the internal spaces that might make up a future Institute and aspects that comprise the internal workings of a successful Institute.

### ***Expert reports***

As noted previously, an essential focus of the Task Force discussion surrounding the topic of land, resources, and spaces is that--in its current state--the existing ITC facility does not meet the AAM's accreditation standards (Goodwin, 2021), and that "modification, replacement, or repair of the existing building systems will not solve many of the challenges to accreditation" (Goodwin, 2021). Additional reports noted the need for new retail/food and beverage offerings (ULI, 2021), opportunities for ITC to increase its academic connection to the university (Academic Assessment, 2019), and visiting scholar programs for university faculty (Assumptions, 2021).

### ***Community Ideas***

The number of community ideas submitted related to the concept of flexible space aimed at leveraging the use of land to generate resources to advance the ITC's success was significant. Many ideas centered on events and activities, including suggestions to "host social events" and "partner with food trucks and hold happy hours," as well as hosting "concerts, live events, special or exclusive invitations [such as] after dark events, premiere events for new exhibits, etc." An emphasis was also placed on outdoor events including "outdoor community garden and performance space for meditation, outdoor classes, music, storytelling" and "outdoor event spaces to showcase the ITC for Cultural Events, Philanthropic Event, Galas, or other Private Events." Additionally, a need for "more public-private partnership" was offered, detailing that "restaurants and other retailers could draw attendance, just as it has done in Yanaguana [Gardens at Hemisfair]."

### ***Discussion and Recommendations***

Using expert reports, community ideas, and expertise from within the Task Force, the committee discussed and refined recommendations in the following areas:

- **Flexibility**

- Optimal: The ITC facility has highly flexible interior and exterior spaces to accommodate a variety of uses, activities, and programming.
- Suboptimal: The ITC has limited outdoor spaces and interior spaces restricted to single uses like exhibition or office space.

- **Technology Forward**
  - Optimal: The ITC utilizes the latest technology in AR and VR, digital arts, immersive experience design, as well as remote learning and collaboration.
  - Suboptimal: The ITC employs static displays without the use of current technologies.
- **Mixed Uses**
  - Optimal: The ITC facility has diverse revenue generation opportunities, which are attractive to different users and user needs.
  - Suboptimal: There are limited revenue opportunities from the ITC facility.
- **Signature Design**
  - Optimal: The physical space and building of the ITC is beautifully designed with a distinct look and feel aligned to ITC brand. Additionally, the facility includes a sustainable design focused on resiliency and reducing the burden on the environment.
  - Suboptimal: The ITC building and grounds is neither unique nor identifiable; it fails to attract visitors.
- **Gathering Spaces**
  - Optimal: The ITC has sufficient indoor and outdoor spaces with activations, retail, play spaces and programming to support desired, intended and/or appropriate daily gatherings of people.
  - Suboptimal: The ITC only has spaces that limit gatherings, and/or fail to attract visitors.
- **Shade and Nature**
  - Optimal: At a minimum, the Institute should have adequate shade and landscaping for any outdoor spaces so that it is pedestrian-friendly and inviting to sit and gather during the day.
  - Suboptimal: The ITC has limited shade and outdoor spaces, with no comfortable outdoor locations where visitors/guests can gather.

Throughout the discussions related to the creation of flexible space in relation to leveraging the use of land, an emphasis was placed on the need for accreditation. Beyond an ideal optimal situation, it is **required** for the space to meet AAM accreditation standards in order to be successful in the future as a museum.

## Additional comments for Steering Committee consideration

Although ultimately determined not to be germane to the Facility and Land Task Force, several topics emerged in discussions among committee members that are worth noting in this final recommendation report. The emergence of these topics is natural, as discussing any one facet of the future of the Institute fosters questions related to the interconnectivity of the other topics simultaneously under review. This summary is offered to the Steering Committee for their consideration in reviewing recommendations from all ITC Task Force groups.

- **Building Preservation:** Concern was expressed over the preservation of existing Hemisfair buildings. The Task Force Chairs accepted the discussion and reminded Task Force members that the purpose of their group is to meet, review expert findings and community ideas, and generate recommendations for the best facilities and location for the ITC. Findings will be sent to the ITC Steering Committee. We make no comment on the ultimate use of UTSA buildings in Hemisfair, but note that we expect any actions would follow relevant historical preservation requirements, at that time.
- **Coordination with Existing Resources:** A topic was raised regarding coordination with existing historical resources, including a joint project with the Bexar Heritage and Parks Department and UTSA called *The Seed of Texas: An Interactive Exploration of Bexar County History* ([The Seed of Texas: An Interactive Exploration of Bexar County](#)). Although this suggestion might be more applicable to the Community Engagement and Sustaining Support Task Force, the Task Force Chairs offer this suggestion for consideration to the Steering Committee.

# APPENDIX: A

## CHOICE BOARDS

1. Rename ITC, dropping the name Institute and renaming it Texan Culture Museum of Education
2. History past/present/future with inclusivity of all ethnic groups through their settlement and contributions to Texas
3. Create and enhance exhibits using technology for in-person and virtual experiences
4. 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)
5. Create engaging travel exhibitions and virtual learning opportunities to students and community with opportunities to partner with other state/national museums
6. Strategic partnerships with public, private, non-profit, and philanthropic entities to connect and unite the community
7. Intentional programming and engaging outreach through various platforms in K-12 classrooms across Texas for students bringing the understanding the diverse history of Texas
8. Offer cultural festivals, conferences, entertainment events, and other activities leveraging hemisphere park to bring the community together and encourage visitors inside/outside of Texas
9. Move the Back 40 Lot buildings to the front lawn. Make them into a miniature architectural museum
10. Retain the original ITC property, including the building itself, and capitalize on the HemisFair connection
11. Build a theater/auditorium for performances/plays
12. Modernize the building and grounds for more accessibility, modernizing indoor/outdoor space
13. Develop outdoor landscape creating opportunities for meditation, outdoor activities, playgrounds, and gardening for the community

explores the story of Texas (past, present, and future) with inclusivity	Engages, 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' cultures	Allows for adoption to future technological and programming needs	Advances the ITC's academic mission and serves K-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 (history, technology, and language)
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# Core Standards for Museums

\*Available online on AAM's website, here: <https://www.aam-us.org/programs/ethics-standards-and-professional-practices/core-standards-for-museums/>

Core Standards for Museums (formerly called the Characteristics of Excellence) are the umbrella standards for all museums that are developed through inclusive field-wide dialogue. They are not prescriptive or how-to but broad, outcome-oriented statements that are adaptable and expected of museums of all types and sizes, with each museum fulfilling them in different ways based on its discipline, type, budget, governance structure, and other unique circumstances. Core Standards are issued by AAM, in collaboration with the main discipline-specific museum associations that concur the standards are applicable to museums of all types and disciplines.

The Core Standards are grouped into the following categories: *Public Trust and Accountability*, *Mission & Planning*, *Leadership and Organizational Structure*, *Collections Stewardship*, *Education and Interpretation*, *Financial Stability*, and *Facilities and Risk Management*.

## Public Trust and Accountability

- The museum is a good steward of its resources held in the public trust.
- The museum identifies the communities it serves, and makes appropriate decisions in how it serves them.
- Regardless of its self-identified communities, the museum strives to be a good neighbor in its geographic area.
- The museum strives to be inclusive and offers opportunities for diverse participation.
- The museum asserts its public service role and places education at the center of that role.
- The museum demonstrates a commitment to providing the public with physical and intellectual access to the museum and its resources.
- The museum is committed to public accountability and is transparent in its mission and its operations.
- The museum complies with local, state, and federal laws, codes, and regulations applicable to its facilities, operations, and administration.

[Read all of the Public Trust and Accountability standards and professional practices](#)

## Mission and Planning

- The museum has a clear understanding of its mission and communicates why it exists and who benefits as a result of its efforts.
- All aspects of the museum's operations are integrated and focused on meeting its mission.
- The museum's governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission of the museum.
- The museum engages in ongoing and reflective institutional planning that includes involvement of its audiences and community.

- The museum establishes measures of success and uses them to evaluate and adjust its activities.

[Read all of the Mission and Planning standards and professional practices](#)

## **Leadership and Organizational Structure**

- The governance, staff and volunteer structures and processes effectively advance the museum's mission.
- The governing authority, staff and volunteers have a clear and shared understanding of their roles and responsibilities.
- The governing authority, staff, and volunteers legally, ethically, and effectively carry out their responsibilities.
- The composition, qualifications, and diversity of the museum's leadership, staff, and volunteers enable it to carry out the museum's mission and goals.
- There is a clear and formal division of responsibilities between the governing authority and any group that supports the museum, whether separately incorporated or operating within the museum or its parent organization.

[Read all of the Leadership and Organizational Structure standards and professional practices](#)

## **Collections Stewardship**

- The museum owns, exhibits, or uses collections that are appropriate to its mission.
- The museum legally, ethically, and effectively manages, documents, cares for, and uses the collections.
- The museum's collections-related research is conducted according to appropriate scholarly standards.
- The museum strategically plans for the use and development of its collections.
- Guided by its mission, the museum provides public access to its collections while ensuring their preservation.

[Read all of the Collections Stewardship standards and professional practices](#)

## **Education and Interpretation**

- The museum clearly states its overall educational goals, philosophy, and messages, and demonstrates that its activities are in alignment with them.
- The museum understands the characteristics and needs of its existing and potential audiences and uses this understanding to inform its interpretation.
- The museum's interpretive content is based on appropriate research.
- Museums conducting primary research do so according to scholarly standards.
- The museum uses techniques, technologies, and methods appropriate to its educational goals, content, audiences, and resources.
- The museum presents accurate and appropriate content for each of its audiences.



- The museum demonstrates consistent high quality in its interpretive activities.
- The museum assesses the effectiveness of its interpretive activities and uses those results to plan and improve its activities.

[Read all of the Education and Interpretation standards and professional practices](#)

## **Financial Stability**

- The museum legally, ethically, and responsibly acquires, manages, and allocates its financial resources in a way that advances its mission.
- The museum operates in a fiscally responsible manner that promotes its long-term sustainability.

[Read all of the Financial Stability standards and professional practices](#)

## **Facilities and Risk Management**

- The museum allocates its space and uses its facilities to meet the needs of the collections, audience, and staff.
- The museum has appropriate measures to ensure the safety and security of people, its collections and/or objects, and the facilities it owns or uses.
- The museum has an effective program for the care and long-term maintenance of its facilities.
- The museum is clean and well-maintained, and provides for the visitors' needs.
- The museum takes appropriate measures to protect itself against potential risk and loss.

[Read all of the Facilities and Risk Management standards and professional practices](#)

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
Facilities and Risk Management							
The museum is clean and well-maintained, and provides for the visitors' needs.	*Yes	Yes	*Yes	Yes	No	Yes	N/A
The museum has appropriate measures to ensure the safety and security of people; its collections and/or objects, and the facilities it owns or uses.	*Yes	Yes	*Yes	Yes	No	Yes	N/A
The museum has an effective program for the care and long-term maintenance of its facilities.	Maybe	Yes	Maybe	Yes	No	Yes	N/A
The museum allocates its space and uses its facilities to meet the needs of the collections, audience, and staff.	*Yes	Yes	*Yes	Yes	No	Yes	Yes
	*Must meet criteria for selection						

NOTES:

The Texas Pavilion currently does not meet standards, but could potentially given renovation based on expert analysis of requirements.

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
Education and Interpretation							
The museum presents accurate and appropriate content for each of its audiences.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Museums conducting primary research do so according to scholarly standards.	Maybe	Yes	Maybe	Yes	No	Yes	Maybe
The museum's interpretive content is based on appropriate research.	Maybe	Yes	Maybe	Yes	Yes	Yes	Maybe
The museum demonstrates consistent high quality in its interpretive activities.	Maybe	Yes	Maybe	Yes	No	Yes	*Yes
The museum uses techniques, technologies, and methods appropriate to its educational goals, content, audiences, and resources.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
The museum understands the characteristics and needs of its existing and potential audiences and uses this understanding to inform its interpretation.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	*Must meet criteria for selection						

NOTES:

Education programs and interpretations will be highly interactive and will use technology now and into the next 50 years. The implementation should be adaptable to new technology as it is realized in the future

Collections Stewardship

	Leave Hemisfair Property		Leave the Texas Pavilion but Remain in Hemisfair		Remain in Texas Pavilion		
	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
Guided by its mission, the museum provides public access to its collections while ensuring their preservation.	*Yes	Yes	*Yes	Yes	No	Yes	Maybe
The museum strategically plans for the use and development of its collections.	Yes	Yes	Yes	Yes	No	Yes	*Yes
The museum's collections-related research is conducted according to appropriate scholarly standards.	Maybe	Yes	Maybe	Yes	No	Yes	*Yes
The museum legally, ethically, and effectively manages, documents, cares for, and uses the collections.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
	*Must meet criteria for selection						

NOTES:

NAGPRA (Native American Repatriation Act) <https://www.nps.gov/subjects/nagpra/index.htm> concerns with how collections were acquired. ITC is working to rectify these issues with National Parks. Related to the current building and effectively manages, documents, cares for and uses the collections. Add key points to the Model of how the ITC is connected to UTSA's mission.

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	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
Financial Stability							
The museum operates in a fiscally responsible manner that promotes its long-term sustainability.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
The museum legally, ethically, and responsibly acquires, manages, and allocates its financial resources in a way that advances its mission.	*Yes	Yes	*Yes	Yes	No	Yes	*Yes
	*Must meet criteria for selection						

NOTES:

The ITC will need to define and be transparent on financial resources  
This also includes the option of a reimagined / rebuilt Texas Pavilion

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Public Trust and Accountability							
Regardless of its self-identified communities, the museum strives to be a good neighbor in its geographic area.	*Yes	Yes	*Yes	Yes	Maybe	Yes	Yes
The museum demonstrates a commitment to providing the public with physical and intellectual access to the museum and its resources.	*Yes	Yes	*Yes	Yes	Maybe	Yes	*Yes
The museum asserts its public service role and places education at the center of that role.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The museum identifies the communities it serves and makes appropriate decisions in how it serves them.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The museum strives to be inclusive and offers opportunities for diverse participation.	*Yes	Yes	*Yes	Yes	Yes	Yes	Yes
	*Must meet criteria for selection						

NOTES:



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Leadership and Organizational Structure							
There is a clear and formal division of responsibilities between the governing authority and any group that supports the museum, whether incorporated or operating within the museum or its parent organization.	*Yes	*Yes	*Yes	*Yes	No	Yes	Yes
The composition, qualifications, and diversity of the museum's leadership, staff, and volunteers enable it to carry out the museum's mission and goals.	Yes	Yes	Yes	Yes	No	Yes	Yes
The governing authority, staff and volunteers have a clear and shared understanding of their roles and responsibilities.	Yes	Yes	Yes	Yes	No	Yes	Yes
The governance, staff and volunteer structures and processes effectively advance the museum's mission.	Yes	Yes	Yes	Yes	No	Yes	Yes
	*Must meet criteria for selection						


NOTES:

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	Relocate to Existing Building	Construct New Building	Relocate to Existing Building	Construct New Building	Without Modification	With Significant Modification	Distributed Model
Mission and Planning							
The museum has clear understanding of its mission and communicates why it exists and who benefits as a result of its efforts.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
All aspects of the museum’s operations are integrated and focused on meeting its mission.	Maybe	*Yes	Maybe	*Yes	Yes	Yes	Yes
The museum’s governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission of the museum.	Yes	Yes	Yes	Yes	Yes	Yes	Yes
The museum engages in ongoing and reflective institutional planning that includes involvement of its audiences and community.	*Yes	Yes	*Yes	Yes	Maybe	Yes	Yes
	*Must meet criteria for selection						

NOTES:



plan prepared by GUSTAFSON GUTHRIE NICHOL

 HEMISFAIR DISTRICT

