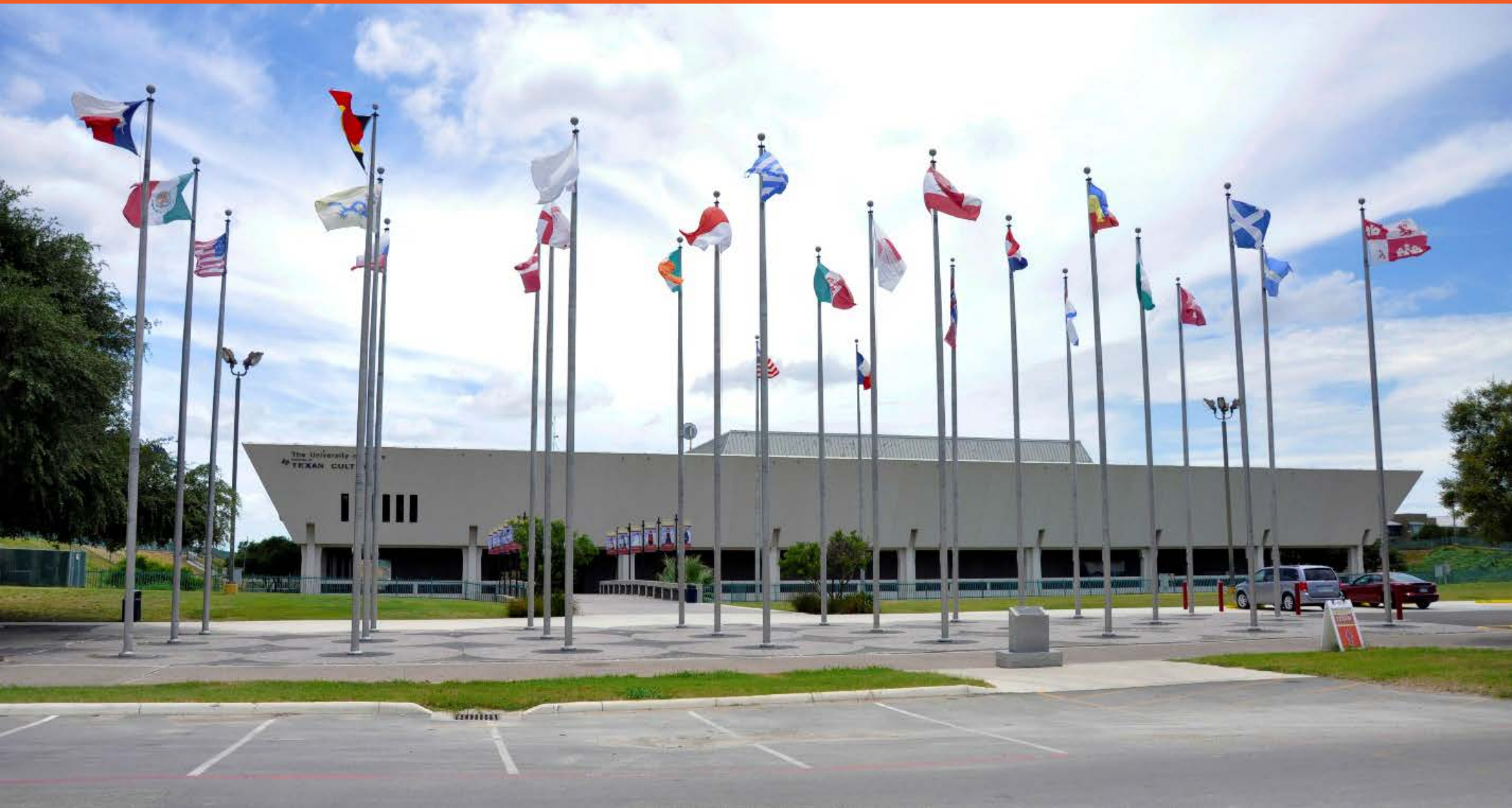




# Steering Committee Scenarios Report



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## Dear President Eighmy,

Since 1973, UTSA has proudly served as steward of the Institute of Texan Cultures (ITC) charged to showcase rough exhibits, programs and other informal learning experiences the unique legacy and cultures of Texas. Today, UTSA remains committed to leading the ITC into the future to serve San Antonians and Texans for generations to come. To ensure a successful path forward, the university embarked on a robust community engagement process—which entailed extensive data collection and resource sharing, vast community outreach, and participation and input from community leaders and subject matter experts—to position the ITC to continue playing the transformative role it has played for so many Texans.

Our bedrock principles guiding this multi-phase visioning process have been ongoing community input and open transparency. Community leaders with diverse expertise from across San Antonio were invited to participate in three [Task Forces](#) and a [Steering Committee](#) to ground the work in the full variety of points of view. Additionally, community stakeholders were engaged regularly via three unique surveys to supplement the work of the Task Forces and Steering Committee and to ensure all voices were heard and thoughtfully considered in the visioning process. Input from more than 800 responses were received across the three community conversation surveys. Throughout the process, the working groups were provided past reports and information from subject matter experts in museums, land use and cities, and community engagement to facilitate dialogue on best practices from across the country that could inform the vision for the future. As part of this open process, these materials were made available to all through the [ITC 2068 Community Stakeholder Visioning](#) website.

Last fall, the Task Forces and Steering Committee began their work with a first round of [community conversations](#) to gauge community aspirations for the future of the ITC. Then, the Task Forces continued their work and prepared reports synthesizing what each learned through the community engagement

process and from the facilitated discussions with resource experts. Another opportunity for [public engagement](#) followed.

Upon receipt of the [Task Force reports](#) and results from the second community survey the Steering Committee met regularly to collaborate with experts and partners in the San Antonio museum and culture ecosystem, and among each other, to share ideas on how to synthesize report findings and develop feasible scenarios to present to UTSA leadership regarding the future of the ITC.

The process concluded with the Steering Committee developing three feasible scenarios for the future ITC, which were then shared with the public for input through another survey. [Survey responses](#) were then shared with the Steering Committee and incorporated into the following [final report](#) for presentation to UTSA leadership.

The final [report](#) is reflective of the ongoing commitment and hard work of the community members involved at every step in the ITC 2068 Community Stakeholder Visioning Process and will serve as a launching point for the next step in the eventual implementation process—an in depth evaluation of the three scenarios. We are grateful for the time, attention and expertise our Task Force and Steering Committee Chairs and members lent to this work to ensure a thorough and deliberate process for the future sustainability of the ITC and, in turn, are now excited to share the results of the visioning process with our greater community.

**Kimberly Andrews Espy, Ph.D**

*Peter T. Flawn Chair*

*Provost and Senior Vice President for Academic Affairs*

*Chair, ITC Centennial 2068 Community Stakeholder Visioning*

## 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.

## 2068 Visioning Process

### Round 1: Community Conversations

★ Survey Administered & Data Collected (Lopez Negrete Communications)

★ Choice Board Valuations (Task Force Members)

Steering Committee Finalizes Valuation Criteria

★ Choice Board Results Presented/Delivered (Lopez Negrete Communications)

Task Forces Utilize Choice Board Results

Task Force Meetings Leading to Draft Recommendations

★ Task Forces Final Reports

### Round 2: Community Conversations

Steering Committee Incorporates Community Conversations #2

★ Steering Committee Meetings Leading to Draft Scenario Plan

### Round 3: Community Conversations

★ Steering Committee Delivers Final Scenario Plan

## Task Force Report

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 reports can be found on the ITC Visioning website and in this report's appendix.

## 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

### COMMITTEE CHAIRS



#### Sabrina Casas-Avila

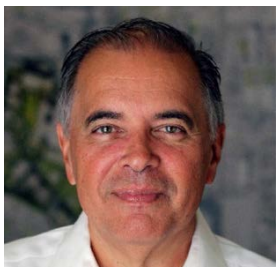
Sabrina Avila is the founder of Brand Panacea Enterprise. She started the company in 2002 to help start-ups and small businesses with little or no budgets reach success, applying her knowledge of business operations, marketing, advertising, and branding. In addition to owning her own company, she is 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.

## STEERING COMMITTEE MEMBERS



### 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.



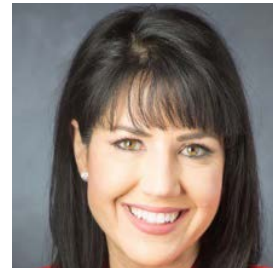
### Johnny Hernandez

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.



### 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.



### 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.



### 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.



### 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.



### 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.



### 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.



## STEERING COMMITTEE MEMBERS



### 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.



### 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.



### 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.



### 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.



### Randy Smith

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

## 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
- 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 reimaged 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	Core Standard on Mission and Planning	Core Standard on Leadership and Organizational Structure
<ul style="list-style-type: none"> <li>• The museum is a good steward of its resources held in the public trust.</li> <li>• The museum identifies the communities it serves, and makes appropriate decisions in how it serves them.</li> <li>• Regardless of its self-identified communities, the museum strives to be a good neighbor in its geographic area.</li> <li>• The museum strives to be inclusive and offers opportunities for diverse participation.</li> <li>• The museum asserts its public service role and places education at the center of that role.</li> <li>• The museum demonstrates a commitment to providing the public with physical and intellectual access to the museum and its resources.</li> <li>• The museum is committed to public accountability and is transparent in its mission and its operations.</li> <li>• The museum complies with local, state, and federal laws, codes, and regulations applicable to its facilities, operations, and administration.</li> </ul>	<ul style="list-style-type: none"> <li>• The museum has a clear understanding of its mission and communicates why it exists and who benefits as a result of its efforts.</li> <li>• All aspects of the museum's operations are integrated and focused on meeting its mission.</li> <li>• The museum's governing authority and staff think and act strategically to acquire, develop, and allocate resources to advance the mission of the museum.</li> <li>• The museum engages in ongoing and reflective institutional planning that includes involvement of its audiences and community.</li> <li>• The museum establishes measures of success and uses them to evaluate and adjust its activities.</li> </ul>	<ul style="list-style-type: none"> <li>• The governance, staff and volunteer structures and processes effectively advance the museum's mission.</li> <li>• The governing authority, staff and volunteers have a clear and shared understanding of their roles and responsibilities.</li> <li>• The governing authority, staff, and volunteers legally, ethically, and effectively carry out their responsibilities.</li> <li>• The composition, qualifications, and diversity of the museum's leadership, staff, and volunteers enable it to carry out the museum's mission and goals.</li> <li>• 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.</li> </ul>

## AMERICAN ALLIANCE OF MUSEUMS (AAM) CORE STANDARDS FOR MUSEUMS (CONT'D)

Core Standard on Collections Stewardship	Core Standard on Education and Interpretation	Core Standard on Financial Stability	Core Standard on Facilities and Risk Management
<ul style="list-style-type: none"> <li>• The museum owns, exhibits, or uses collections that are appropriate to its mission.</li> <li>• The museum legally, ethically, and effectively manages, documents, cares for, and uses the collections.</li> <li>• The museum’s collections-related research is conducted according to appropriate scholarly standards.</li> <li>• The museum strategically plans for the use and development of its collections.</li> <li>• Guided by its mission, the museum provides public access to its collections while ensuring their preservation.</li> </ul>	<ul style="list-style-type: none"> <li>• The museum clearly states its overall educational goals, philosophy, and messages, and demonstrates that its activities are in alignment with them.</li> <li>• The museum understands the characteristics and needs of its existing and potential audiences and uses this understanding to inform its interpretation.</li> <li>• The museum’s interpretive content is based on appropriate research.</li> <li>• Museums conducting primary research do so according to scholarly standards.</li> <li>• The museum uses techniques, technologies, and methods appropriate to its educational goals, content, audiences, and resources.</li> <li>• The museum presents accurate and appropriate content for each of its audiences.</li> <li>• The museum demonstrates consistent high quality in its interpretive activities.</li> <li>• The museum assesses the effectiveness of its interpretive activities and uses those results to plan and improve its activities.</li> </ul>	<ul style="list-style-type: none"> <li>• The museum legally, ethically, and responsibly acquires, manages, and allocates its financial resources in a way that advances its mission.</li> <li>• The museum operates in a fiscally responsible manner that promotes its long-term sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>• The museum allocates its space and uses its facilities to meet the needs of the collections, audience, and staff.</li> <li>• 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.</li> <li>• The museum has an effective program for the care and long-term maintenance of its facilities.</li> <li>• The museum is clean and well-maintained, and provides for the visitors’ needs.</li> <li>• The museum takes appropriate measures to protect itself against potential risk and loss.</li> </ul>

### 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.

## **SCENARIO ONE**

Relocate Outside of the Hemisfair District

## 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 ONE**

#### **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:

## SCENARIO ONE

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 up to full replacement	Distributed Model
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*

**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

*\*Must meet criteria for selection*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.



## SCENARIO ONE

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 up to full replacement	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*

**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.”

*\*Must meet criteria for selection*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO ONE

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 up to full replacement	Distributed Model
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*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO ONE

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 up to full replacement	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*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO ONE

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 up to full replacement	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*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO ONE

### AAM CORE STANDARD Financial Stability

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.

	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 up to full replacement	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*

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

*\*Must meet criteria for selection*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## **SCENARIO ONE**

### **AAM CORE STANDARD**

#### **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.”

## SCENARIO ONE

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 up to full replacement	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

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

*\*Must meet criteria for selection*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

### 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 TWO**

Relocate from the Texas Pavilion,  
but remain in Hemisfair District



## **SCENARIO TWO**

### **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:

## SCENARIO TWO

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 up to full replacement	Distributed Model
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*

**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

*\*Must meet criteria for selection*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO TWO

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 up to full replacement	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*

**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.”

*\*Must meet criteria for selection*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO TWO

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 up to full replacement	Distributed Model
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*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO TWO

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 up to full replacement	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*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO TWO

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 up to full replacement	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*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO TWO

### AAM CORE STANDARD Financial Stability

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.

	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 up to full replacement	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*

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

*\*Must meet criteria for selection*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO TWO

### AAM CORE STANDARD

#### 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.
- It creates an opportunity to further build out a new cultural corridor in Hemisfair District and downtown San Antonio.

##### DISADVANTAGES

- Relocating outside of the Texas Pavilion would take away from the existing facility’s 50-year history and presence in Hemisfair District.
- Relocating outside of the Texas Pavilion may create additional cost, risk and time factors for the institute.
- Relocating outside of the Texas Pavilion may also create uncertainties for existing festivals and events that are accustomed to hosting at the Texas Pavilion and its surrounding property.
- Relocating outside of the Texas Pavilion into an existing building in Hemisfair District may also not allow for the new institute to guarantee preservation needs and accessibility for archives; an existing building in Hemisfair District would have to be evaluated to meet these needs and those of the AAM’s Core Standards.

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



## SCENARIO TWO

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 up to full replacement	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

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

*\*Must meet criteria for selection*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

### CONCLUDING REMARKS

Scenario Two 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 Two is a feasible option for UTSA to consider as a path forward for the next phase of the evaluative process.

## **SCENARIO THREE**

Remain in the Texas Pavilion

## **SCENARIO THREE**

### **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:

## SCENARIO THREE

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 up to full replacement	Distributed Model
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*

**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

*\*Must meet criteria for selection*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO THREE

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 up to full replacement	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*

**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.”

*\*Must meet criteria for selection*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO THREE

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 up to full replacement	Distributed Model
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*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

### SCENARIO THREE

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 up to full replacement	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*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO THREE

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 up to full replacement	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*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.



## SCENARIO THREE

### AAM CORE STANDARD Financial Stability

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.

	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 up to full replacement	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*

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

*\*Must meet criteria for selection*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

## SCENARIO THREE

### AAM CORE STANDARD

#### 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.

## SCENARIO THREE

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 up to full replacement	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

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

*\*Must meet criteria for selection*

This graph reflects the decisions of the Steering Committee regarding whether this scenario meets the criteria for this Core Standard.

### 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.

## Final Thoughts

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

- 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. Community Conversation #1
- VIII. Community Conversation #2
- IX. Community Conversation #3

