

# 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.



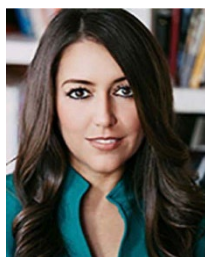
### **Charlie Lockwood**

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