

# NEH Application Cover sheet (GE-280520)

## Exhibitions: Planning

### PROJECT DIRECTOR

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Dr. Michelle Cuellar Everidge  
Chief of Strategic Initiatives  
3801 Broadway  
San Antonio, TX 78209-6309  
USA

**E-mail:** michelleeveridge@wittemuseum.org

**Phone:** 210-357-1888

**Fax:**

**Field of expertise:** History, General

### INSTITUTION

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Witte Museum  
San Antonio, TX 78209-6309

### APPLICATION INFORMATION

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**Title:** *Reinterpreting Texas at the Witte Museum, Where Nature, Science and Culture Meet*

**Grant period:** From 2021-09-01 to 2022-08-31

**Project field(s):** History, General; Public History; U.S. Regional Studies

**Description of project:** The Witte Museum seeks a \$75,000 Public Humanities Projects Planning Grant to support the reinterpretation, reimagining, planning and concept design for a new permanent exhibition, Tejas to Texas, a presentation on what we now call Texas. The current exhibition, A Wild and Vivid Land: Stories of South Texas, prototyped in 2006 and opened in 2012, is the permanent exhibition for the Robert J. and Helen C. Kleberg South Texas Heritage Center. Since then, the Witte's award-winning South Texas Heritage Center has welcomed over 2.5 million visitors. As the Witte prepares for the Center's 10th anniversary, the museum has embarked on a reexamination of the central exhibition, armed with goals for reinterpretation derived from community conversations and new scholarship.

### BUDGET

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<b>Outright Request</b>	75,000.00	<b>Cost Sharing</b>	128,675.00
<b>Matching Request</b>	0.00	<b>Total Budget</b>	203,675.00
<b>Total NEH</b>	75,000.00		

### GRANT ADMINISTRATOR

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Ms. Heather Welder Russo  
3801 Broadway  
San Antonio, TX 78209-6309  
USA

**E-mail:** heatherrusso@wittemuseum.org

**Phone:** 210-357-1851

**Fax:**

## NATURE OF THE REQUEST

The Witte Museum seeks a \$75,000 Public Humanities Projects Planning Grant to support the reinterpretation, reimagining, planning and concept design for a new permanent exhibition, *Tejas to Texas*, a presentation on what we now call Texas. The current exhibition, *A Wild and Vivid Land: Stories of South Texas*, prototyped in 2006 and opened in 2012, is the permanent exhibition for the Robert J. and Helen C. Kleberg South Texas Heritage Center (Center). Since then, the Witte's award-winning South Texas Heritage Center has welcomed over 2.5 million visitors. As the Witte prepares for the Center's 10th anniversary, the museum has embarked on a reexamination of the central exhibition, armed with goals for reinterpretation derived from community conversations and new scholarship. Conversations about the reinterpretation began during planning sessions for two exhibitions commemorating San Antonio's Tricentennial in 2018. Community members, scholars from six universities, archivists from the City of San Antonio and Bexar County, and multi-generational families provided new illuminations for historical epochs that will form the basis of reinterpretation and become infused in the new exhibition, *Tejas to Texas*. Although the current exhibition includes sections of Spanish and Tejano origins, with a Tejano Freighter as the opening narrator and the Spanish "plan of the city" as its setting, the broader story of thousands of years of indigenous people living from the land, the impact of the Spanish on their lives, and their movement north to Tejas after centuries of living in what is now Mexico, must be infused in the new narrative. Without understanding that small Indian bands (not tribes) encountered missionaries and master builders known as *maestros*, many of whom were from mixed heritage, including African and Indian, visitors cannot comprehend the character of the region's culture. Without acknowledging that sedentary living and building the first vertical structures that became the Missions, and the construction of vast *acequias* that fed the first farms was a seismic change in the way people lived, it is difficult to understand the culturally dense and bountiful communities throughout Texas. From the 1600s and for centuries that followed, San Antonio was the center of what was called the *Frontera* by the Spanish of the south, and the Frontier by the Americans to the east. Reshaping the history of Texas must take the view from the south, a reinterpretation of the textbook narrative of Americans "settling" Texas from the east. Journeys up river from the south followed trails that indigenous people traversed over thousands of years and became the Caminos Reales of the Spanish and the highways of today. When Americans did come from the east, they brought their families and enslaved people, establishing slavery in the Texas Republic and as a southern state, also a history in need of amplifying in the new exhibition, particularly with a close examination of underlying reasons for the Battle of Alamo. With this reconstruction of the exhibition, the Witte has a renewed commitment to expand the voices of the indigenous people who met the Spanish, but also those who came in waves from then on to form what is now Texas. The Interpretive Plan for *Tejas to Texas* will expand the exhibition's geographic and temporal reach beyond the borders of Texas, especially given that Tejas included what is now northern Mexico as well as the western United States. The proposed new and expanded themes are: **Gathering at the Waters; Rivers, Trails and Trade; Conflict and Confluence; Dignity of Work; and Shaping Texas**. *Tejas to Texas* will include a stories of indigenous life and what attracted people to the region; shifting norms from the Spanish; the origins of the state; the institution of slavery and the Civil War; merciless cultural conflict and periods of confluence; the making of vast ranches; the transformation of the land from rural to urban, from an economy of cattle to the monetization of oil and gas; and always with an infusion of culinary and cultural traditions as the simmering and foundational character of what we now call Texas. An investment by NEH in the Witte's research, curatorial, and concept design associated with *Tejas to Texas* will ensure the project is at the highest level of excellence that the Witte's growing visitor base has come to expect. Since reopening the expanded museum in 2017 after a \$100 million renovation, the Witte experienced a surge in attendance prior to the pandemic. Moving forward, we are excited by the many possibilities that *Tejas to Texas* will offer visitors and the community.

## **HUMANITIES CONTEXT**

The planning grant will allow the Witte Museum to reinterpret its permanent Texas exhibition to reflect multiple perspectives. The Witte will maintain the aesthetic of the gallery itself, which is located near the bank of the San Antonio River and 1719 *acequia madre*, with dioramas, interactive stations, and objects. The goals are 1) to present stories and artifacts from people and cultures under-represented in the current exhibition and to ensure that the museum's diverse visitors "see themselves" in Texas history; 2) to provide multiple levels of interpretation that will encourage visitors to delve deeper and more broadly into the story of Texas relative to the consequences of conflict and confluence; 3) to reveal the contemporary relevance of this history and demonstrate how the impact of historic events, forces, and developments shape life in Texas today; 4) to make the gallery welcoming and accessible to new audiences, including the thousands of school-age children who visit each year.

### ***Significance and Relevance to the Public***

*Tejas to Texas* will be significant to the diverse Texas community the Witte serves and will enrich American historical narratives about the region now known as Texas. The development of Texas is critically different from many other states, as Spanish colonists arrived from Mexico from the south versus an east to west colonization found elsewhere. *Tejas to Texas* will contribute to the study of what historians call "vast early America," which expands the narrative of early American history to incorporate other lands, people, and cultures that did not begin on the eastern seaboard of the now continental United States. Indigenous people have long lived in the region now known as Texas, well before Spanish and French explorers first came to Texas in the early 16<sup>th</sup> century. Cabeza de Vaca famously shipwrecked in the Gulf of Mexico in the mid-1500s and traveled in partial enslavement with small bands of indigenous people for over four years. His memoir, *La Relation*, records the first encounters with people on their journey to trade, to harvest pecans and prickly pear tuna, and to heal using the natural environment. With the founding of San Antonio in 1718, Spanish missionaries began to establish Catholic missions across the state, from the south, and more European American settlers soon followed, from the east.

The infusion of indigenous, Spanish, Mexican, African, French and German cultures, often through marriage and progeny, continue to shape Texas into the diverse state that it is today with the combination of cultures reinventing the region. Spanish colonists, enslaved and free people of African descent, and various tribes, bands, and family groups of indigenous people representing more than one hundred distinct groups from Payaya, Karankawa, Toya to Comanche, Apache and Kiowa., and many more, amalgamated through generations came to forge a new culture well prior to the 19<sup>th</sup> century arrival of European-Americans emigrating from the eastern states and territories. The exhibition narrative will continue through the stories of families, ranching, farming, irrigation, and survival as Texans from all cultures saw the sovereignty of their lands change three times between 1821 and 1846, less than thirty years. Many of the same Tejano citizens who witnessed the violence and atrocities at the 1813 Battle of Medina, the bloodiest battle in Texas history, volunteered to fight Mexican rule at the 1836 Battle of the Alamo. The actual site of the Battle of Medina had been lost to history but recent research and scholarship by Dr. Amy Porter and Dr. Francis Galan, among others, pinpointed the location, roughly eighteen miles southwest of San Antonio's center city and reformulated the critical impact of the battle on families who lost sons, brothers, and fathers. Women and children of San Antonio, enslaved by the Spanish military, suffered greatly, eventually rising to fight the Mexican army a generation later at the Battle of the Alamo.

European-American settlement from eastern states, including those slave-holding and non-slaveholding families, would precipitate further shifts in the Texas story. With continued violence

through the next nine years, the Republic of Texas subsumed itself to become the twenty-eighth state in the Union. Texas would secede only sixteen years later as the Civil War tested the meaning of freedom and the institution of slavery. Texas became one of the last states to surrender, at Galveston on June 19, 1865, with news of emancipation coming to the region only after Union General Gordon Granger read General Order 3 declaring all enslaved people in Texas free, today celebrated as Juneteenth. After Reconstruction, the industries of Texas grew to include truck farming and cotton became a cash crop, moreover, the cattle became increasingly valuable as a food source. Great cattle drives to lucrative markets in the eastern United States via markets in Kansas gave birth to a new industry and iconic lifestyle many still associate with Texas. With the spread of electricity, telephones, and other innovations, Texas cities saw rapid growth into the 20<sup>th</sup> century. At the same time, oil and gas exploration changed the economy of not only Texas but the nation. With these changes came the rise of a popular, if not romantic, narrative, about conquering the West, about the Frontier, as if no one lived here prior to its “closure,” about the Cattle Kings and Oil Barons, but little about the influential Chili Queens nor about the indigenous origins of the people of Texas, gathering for thousands of years, along headwaters and rivers that shaped the land. Today, the developed land of Texas shapes water, a resource that is more a commodity than a lifeway. Living off the land is no longer viable and that change alone dictates a new historical narrative on the politics of water, as Dr. Char Miller and Dr. Andres Tijerina reveal in *On the Edge: Water, Immigration and Politics in the Southwest* and *Tejano Empire: Life on the South Texas Ranchos* through critically important primary sources.

Indeed, historic conversations are taking on new political significance as the Alamo mission site, located just three miles south of the Witte, historically connected sites via the 1719 *Acequia Madre*, is being reimaged to focus specifically on the 1836 battle between the Texians and Tejanos against Mexico rather than on the 300 years that the mission served as the city center. We know there is much more to say about the establishment of the mission San Antonio de Valero than just the thirteen-day-siege depicted in popular culture. In 1718, Spanish priests located on the south bank of the lower Rio Grande experienced drought and hardships as their water well went dry. The padres determined to relocate their mission to central south Texas where water was plentiful. In doing so, they created not only the mission San Antonio de Valero, also known as the Alamo, but a small community where the site became the heart, vital to the life of the settlers and resultant generations for over a century before the Battle of the Alamo. How this mission, and indeed, the entire mission system forged the community in demonstrable ways that are seen today will be traced in *Tejas to Texas*, since these actions and responses influenced the way the state developed.

### ***A Wild and Vivid Land, Current Exhibition***

The Witte’s Robert J. and Helen C. Kleberg South Texas Heritage Center is San Antonio’s only major center committed to the history of Texas. Eager to have a dedicated space in which to tell the stories of the region, the Witte embarked on the creation of the Center utilizing its collection of historic textiles, artisan ware, saddles, spurs, branding irons, land deeds, art, and firearms in addition to other artifacts that provide cherished links to understanding this place. First, the Witte developed and exhibited the prototype exhibit *A Wild and Vivid Land: Stories of South Texas*, curated by Bruce M. Shackelford, with help from more than 20 scholars and dozens of historic families, which revealed the relevance and need for real-life stories of South Texans told in new and compelling ways. After years of study and consideration, the South Texas Heritage Center in its current state includes the ongoing encounters among different groups resulting in a *mestizaje*, the racial mix of indigenous and Spanish (European) settlers. Termed a “wild and vivid land” by two generations of historians, South Texas was also the place of origin for the Texas cattle industry, the vaquero and cowboy. The Center incorporates a historic building, Pioneer Hall, which was built in 1936 with federal funding in honor of the 100<sup>th</sup>

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anniversary of the Republic of Texas as well as a 10,000 square foot, two story addition along the San Antonio River. In addition to the exhibition *A Wild and Vivid Land: Stories of South Texas*, the Center includes changing exhibitions in the Russell Hill Rogers Texas Art Gallery, the first permanent gallery at the Witte dedicated to its seminal early Texas Art collection, and the George West Trail Drivers Gallery, dedicated to those who helped rebuild Texas after the Civil War through the Cattle Industry. The Witte places the collection in historical context, pairing these objects with technology, using Gallery Theater theatrical presentations, multi-media presentations, indoor and outdoor demonstrations, and living history to present the history of South Texas and San Antonio.

The permanent exhibition, *A Wild and Vivid Land*, is separated into two major areas, the City Story and the Land Story, in thematic and chronological galleries. The exhibition opens with a cine-robot of Tejano freighter Juan Gutierrez, a composite character based on historical records of the lives of freighters. The introductory theme, **The Crossroads of the Frontier**, centers Tejano freighters who formed a lifeline between San Antonio and the rest of Texas and Mexico, as well as the Southwest, from New Orleans to California, providing visitors with a sense of the vast and varied landscapes of the land we call Texas. The display is augmented with an ox drawn cart or *carreta* from the 1850's filled with period appropriate artifacts and reproductions of goods. Visitors then enter an immersive exhibit of San Antonio's Main Plaza as it would have been found in 1848, post statehood. The **Cultural Mix of Main Plaza** gallery introduces visitors to the multi-cultural history of Texas with stories about the cultural mix of peoples and cultures in South Texas, the establishment of the Spanish missions, and early commerce. Main Plaza was the center of San Antonio in the commercial hub of Texas. Founded in 1718, San Antonio was the largest city in Texas for more than 100 years. Throughout the 1800s, conflicts depicted in **Clash of Cultures** among the Plains tribes of Comanche, Kiowa, Apache and Cheyenne, as well as the Americans and Europeans, fractured Texas. Artifacts and stories from American, Texan, and Plains Indian participants in these conflicts evoke their differing perspectives and interests. The Land Story features artifacts, interactive components, and murals that depict ranching, farming, and horse culture, and ending with 20<sup>th</sup> century components on the early beginnings of the oil and gas industry and connecting the state with farm to market roads. The **Open Range** theme explores how early people read the environment to find food and water and survive on the land we now call South Texas. The land was unfenced, and ownership was not clearly defined. Wildlife and ranch animals roamed free until the 1880s, when large, fenced pastures began to take shape. Spanish missionaries and soldiers brought **Ranching** and Spanish culture to Texas. They also brought cattle, sheep, goats, horses, and the skills needed to care for the animals. Other immigrants to Texas brought their own stock raising traditions and added their skills to those of the Spanish to create the Texas ranches of today. The exhibit area includes a heritage breed longhorn and interactives based on trail drives, branding and ranching. The section **Controlling Conflict** traces the development of law enforcement in South Texas after the Battle of the Alamo in 1836. Law, order, and protection from Indian raids were enforced by regiments of civilians organized by the new Republic of Texas. These men were called Rangers, and later called Texas Rangers. Towns and counties installed sheriffs and police departments. The sheriffs worked for the counties and the police worked for the cities. Military forts were built along the state's western frontier to stop Indian raiders, invasion from Mexico, and civilian problems. There were a number of different enforcers along the Texas-Mexican border, including U.S. border agents, tax agents, soldiers, and their Mexican counterparts. In addition, Texas Rangers enforced laws along the border. The **Horse Culture** thematic area examines how the ways of handling cattle developed and the tools changed from their Spanish precedents. Horses were trained in the centuries old Spanish methods in Mexico and the borderlands. Some skills and tools continue to be used today in Texas and Mexico. In the **Transforming Landscapes** section of the exhibition, a video of a travelling journalist describes how Texas has changed since becoming a state. He describes who

he has met during his travels, from legislators, ranchers, land speculators, cowboys, and Chili Queens on the Military Plaza; the "Red River Wars" against the Comanche tribe resulting in their forced relocation to the reservation; the rise of the cattle industry and how millions of cattle and horses were trailed to railheads hundreds of miles away. The journalist narrator also describes improvements in water collecting and the use of windmills, the invention of barbed wire, and how railroads connected the state to others. A Pepper's Ghost Theater allows visitors to explore the history of **Oil and Gas** exploration from the perspective of three individuals: O. Scott Petty, whose company's inventions changed the methods of locating oil and gas worldwide, with many patents still used today; a Mexican Oil Worker; and a Rancher, whose land is transformed from cattle raising to oil supply. **The Cultural Mix Theater** is a scripted audio and artifact theater that offers eye witness accounts from diverse Texans and their perspectives. The theater includes the stories and artifacts of: José Francisco Ruiz, one of two Tejano signers of the Texas Declaration of Independence and a lifelong diplomat and educator; David Crockett, the famous adventurer who defended the Alamo; Mary Maverick, a mother and rancher who documented her life in Texas in a published journal; John Twohig, an Irish merchant known as the "breadline banker" and one of San Antonio's first philanthropists; Wenzel Friedrich, a Bohemian cabinet maker known for his innovative horn furniture; and Hiram Wilson, a formerly enslaved artisan who opened the first African-American enterprise making pottery in Texas and was a spiritual leader to the black community in the 1880s.

*A Wild and Vivid Land* has "good bones" and already strives to tell diverse stories through interactive exhibition components and artifacts to reflect the multi-cultural and complex history of Texas from different perspectives. What is missing and is therefore the plan for this reinterpretation is the messier work of weaving not only these stories, but new stories recently uncovered, into the exhibition's historical narrative to enrich the cultural context already presented. Most important, it is acknowledging that Texas was shaped from the south and not the east, with centuries of indigenous and Spanish people creating new ways of living before the United States was even formed.

### ***Integration of Humanities Scholarship***

The Witte Museum Team prides itself in its Program Process, a phased system of project management for exhibitions and programs that integrates community responses throughout the ideation, design, and implementation stages and is reflected in the Work Plan. The Interpretive Plan (Concept Plan) for the exhibition will rely on humanities scholarship through intentional incorporation of community and scholarly input throughout the process. Toward this end, there are several ways in which scholarship will be shared and incorporated. Planning for *Tejas to Texas* will draw on previous work completed during the museum's expansion (2017), community planning from the Tricentennial exhibitions (2018), and evaluations and feedback from the existing exhibition since 2012. New and advancing historical scholarship will be integrated by working closely with a team of scholars, many of whom have worked with the Witte as guest curators and scholars for decades, and through the annual Conference on Texas. An NEH Planning Grant will enable the Witte Team to compile and consolidate lessons learned since 2012, engage humanities scholars in visioning and content development for the new exhibition, and commission an Interpretive Plan (Concept Plan) from Gallagher & Associates, the exhibition design firm that worked shoulder-to-shoulder with the Witte Team to complete the 2017 expansion.

### **Previous Work**

In 2017, the Witte Museum completed a \$100 million capital expansion and in so doing reclaimed its historic role as a museum for all of Texas, shifting its focus from South Texas to the broader region. The Witte Museum is proud of to honor the history and natural history of Texas with a Texas Deep

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Time interpretive strategy that explores the state from a geological narrative encompassing 115 million years of history, from millions of years ago when dinosaurs roamed what is now Texas, to thousands of years ago, when hunter-gatherers lived in this region, to hundreds of years ago, when the history of this legendary land that is Texas was being shaped and reshaped, to today, when issues that make the state unique are being considered in new and important ways. The reinterpretation of the Texas history permanent exhibition is a natural extension of this narrative, as it will create a bold context for the complex flourishing of Texas. The complicated facets that make up Texas' history hold important lessons, ones from which we have much to learn. As San Antonio's widely recognized resource for such educational opportunities, the Witte Museum is an ideal venue for this discussion. Further, the Witte's location, near the headwaters of the San Antonio River, has been a gathering place for thousands of years and where modern Texas first began, symbolically with the building of the 1719 Acequia Madre, the first water development project in Texas. Calling on the Witte Museum's vast collection of over 320,000 artifacts and sources in other institutions including foundational documents both from secular and the non-secular, maps, records, and ephemera, the museum will chart a new plan for this expansion of the narrative.

The Witte will incorporate scholarship and primary source material that surfaced during the Witte Museum's groundbreaking exhibitions commemorating the Tricentennial of San Antonio, *Gathering at the Waters: 12,000 Years of People* and *Confluence and Culture: 300 Years of San Antonio History* to forge a more comprehensive and inclusive Texas history exhibition. The exhibitions were experienced by more than 250,000 visitors in 2018 providing the museum team with evaluations from visitors and two years of planning meetings with challenges and opportunities memorialized. After listening to the community, we know that we have work to do to reinterpret what Texas history is and when and why this place became "Texas." Even in the earliest community meetings, the bifurcation of the two exhibitions as "prehistoric" and "historic" became uncomfortable. Community meetings included scholars from six universities, archivists from the City of San Antonio and Bexar County and most important, community families that spoke of their ancestors of thousands of years ago, families that traced their lineage to the Canary Islands, families that are both from Mexico and Texas still, and families that hitched their wagons pre-and-post Civil War to claim vast lands for trade and for ranching. The City all of these families encountered was a Spanish City, oriented with a central Plaza, spanning outward from the Church along the River to the five Missions. At the Witte Museum, we are ever mindful of the originating structures: On the museum's campus is the origin point of the 1719 Acequia Madre, a massive water way, engineered by Spanish priests and built by indigenous people, probably the Payaya, Pamaya and Jarame, with water diverted from the bountiful San Antonio River to feed the small farms and gardens along the way to Mission de Valero, which eventually became the Alamo. The Witte education team orients hundreds of thousands of school children by the Acequia Madre and the San Antonio River, with the ancient bald cypress trees as reminders of the natural dam structures used centuries ago.

The South Texas Heritage Center was the first Center in a phased \$100 million campus expansion of the Witte Museum. After ten years open to the public, the Witte has gathered feedback from school children, teachers, scholars, ancestral and legacy families, triggering a rethinking of the predominantly post-encounter narrative found in textbooks, stories from the east rather than from the original people of what is now Texas and families from the South, of Spanish and Mexican origins. The past decade has evoked the need to reevaluate and reinterpret elements of the exhibition to reflect changing historical scholarship and the call from the community to experience a more layered history. Just as in the previous iteration of the exhibition, the Witte will integrate public programs, especially for school children in 4th and 7th grades, whose history classes center Texas History in those years. The Witte's

inquiry based curriculum assures alignment with the Texas Essential Knowledge and Skills, but also veers from the traditional text book information. Primary source materials, including artifacts and archives, evoke a sense of place and purpose for all people, under the theme of “The Dignity of Work.” These themes will now expand with new scholarship and community stories. The new reinterpreted exhibition must respond to these challenges: Do K-12 children who visit the Witte Museum see themselves? How do we ensure visitors experience the connections, visualizations, and understand the experiences of the past, when the people living in this region lived along rivers without dams, lived without stone blocks, and traded with natural materials? Unlike across much of what would become the United States, the indigenous people were not only tribal, but also small family groups. Critically important, the reimagined exhibition will reflect a way of life that acknowledges cultural infusion and exchange over hundreds and even thousands of years.

### New Scholarship

Over the past eight years since the Center’s opening, the Witte has continued to research and collect artifacts of historical importance. Much of this work culminated in the 2018 Tricentennial exhibitions. Praised for its innovative telling of San Antonio’s 300 years of history, *Confluence and Culture: 300 Years of San Antonio History*, co-curated by Dr. Andres Tijerina and Bruce Shackelford, and produced by the Witte Museum team, was the only exhibition in San Antonio to offer a comprehensive history of the city during the Tricentennial year. *Texas Monthly* called the exhibition “impressive,” and critics and visitors alike commented on the layered approach to history that engages all the senses. Only at the Witte could visitors see authentic artifacts, meet lively characters in gallery theater presentations and demonstrations, “build” the Spanish city, experience the thirteen-day siege of the Alamo through augmented reality, and share their stories of San Antonio. The exhibition featured the latest in historical scholarship but also allowed visitors to learn at their own pace, reminding them that there is no one way to study history. As Mayor Ron Nirenberg said in his Facebook Live broadcast from the Witte: “There is no better place to learn about our evolution as a city than at the Witte Museum.” The 2018 exhibitions shifted much of the Witte Team’s thinking regarding the educational needs of the community and the Witte has realized that the current *A Wild and Vivid Land* does not fully cover the historical origins and complexity of the state.

In addition to the overarching re-interpreted narrative, the Witte team has identified gaps in the historical accounting, which are itemized below within the proposed themes:

- I. Gathering at the Waters**
  - a. Who Met the Spanish: Encounters in San Antonio
  - b. Cabeza de Vaca near Galveston (1527)
  - c. La Salle at Matagorda Bay (1685)
- II. Rivers, Trails and Trade**
  - a. The Spanish Imperial System (1573 – 1793)
    - i. Mission, Presidio, Pueblo
    - ii. Laws of the Indies (1573)
  - b. Role of the Catholic Church – in colonization, secularization
  - c. Water diversion and engineering projects, including the 1719 Acequia Madre
  - d. Relationships to Payaya, Lipan Apache, Comanche, other indigenous groups
  - e. The Alamo
    - i. Antonio de Olivarez decision to move from the lower Rio Grande to the Valley of Bejar to create San Antonio de Valero (1718)
    - ii. Its meaning to the San Antonio community.
  - f. Missions



- i. East Texas missions, why they failed.
- ii. San Antonio missions
- g. Jose de Escandón secular establishment of the towns along the lower Rio Grande, including Laredo, Mier, Camargo, and Reynosa (1748).

### **III. Conflict and Confluence**

- a. Independence Movements
  - i. Battle of Medina (1813)
  - ii. Mexican Independence (1821)
- b. Empresarios and the arrival of Anglo-American Settlers (1821)
- c. Slavery in Texas, including Mexican abolition of slavery (1829)
- d. Texas Revolution (1835 – 1836)
- e. The Republic of Texas (1836 – 1845)
  - i. Violence from Mexico in Runaway scrape, Lipantitlan, Grass War, Battle of Mier that convinced Texians of Statehood
- f. U.S. Statehood (1845)
  - i. Boundary surveys by Berlandier (1827) and Emory (1844, 1848)
  - ii. Bourland Miller Commission to verify Spanish colonial lands (derechos) (1850)

### **IV. Dignity of Work**

- a. Additional work on trail drives, ranching, vaqueros and cowboys
  - i. Black Cowboys and their legacy
  - ii. Women ranchers, many of whom saw sovereignty of their properties change three times in less than thirty years (1821-1849)
- b. Slavery in Texas, including Tejano slave holders and the end of slavery in Texas
- c. Civil War in Texas
  - i. The Cotton Bureau (1863-1865)
  - ii. Last Battle of the Civil War at Palmito Ranch, Cameron County (May 13, 1865), which occurred over six weeks after Lee's surrender of the Army of Northern Virginia
- d. The Grange and Cotton Culture
- e. Banco Nacional de Tejas (1822), the first bank in Texas in San Antonio
  - i. Printing first paper money in Texas based on Mexican government specie
  - ii. Only lasted eight years
- f. Additional work on Spindletop and first oil wells, how oil and gas have changed the Texas economy
- g. Labor movements including the Pecan Sheller's Strike, Emma Tenayuca

### **V. Shaping Texas**

- a. Modern Texas (1865 – present) sections from Tricentennial exhibitions, including German Builders, urbanization
- b. San Antonio as Military City, U.S.A. from Mexican-American War through Civil War, WWI, WWII
- c. Black life in Texas during and after Reconstruction
  - i. Black political actors and movements
  - ii. Juneteenth (1865)
  - iii. Jim Crow and segregation
- d. The arrival of the railroad in San Antonio (1877) bringing increased commerce and tourism
- e. More work on modern Texas politics

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- i. Populism, Progressivism, the New Deal in Texas
- ii. Civil Rights Movements, including LULAC
- f. Hemisfair (1968)

*Tejas to Texas* will provide interactive experiences and encounters that will address Texas came to be the complex, vibrant state of confluence that remains to this day. The Witte Team will work closely with humanities scholars that have long contributed to the Witte's exhibitions and programs, including the current exhibition *A Wild and Vivid Land* and the Tricentennial exhibitions. Bruce Shackelford, Curator of the Witte's South Texas Heritage Center and other members of the Witte team are working closely with Dr. Francis Galan, Dr. Amy Porter, both of Texas A&M San Antonio, along with consulting historian, Dr. Andrés Tijerina, Ramon Vasquez, Executive Director of the Tap Pilam, Indians of Texas, and other experts to vividly illuminate the history of Texas.

The Witte Team will seek new humanities scholarship through a highly successful annual humanities conference, The Conference on Texas, generously supported by Humanities Texas. Since 2018, The Conference on Texas has introduced new humanities scholarship to a wide audience. Drawing on fresh interpretations, the *2021 Conference on Texas: From Tejas to Texas* scheduled for May 13 and 14, 2021, will reexamine the historical canon and cultural confluences that formed the state. Regional associations created by immigration and trade left lasting change with international implications that continue to current times. Wars and innovations often caused breathtaking change in various regions, as settlement patterns changed. Natural resources, governmental rulings (and their dearth), agricultural practices, and urban centers led to the state we know now.

The Witte Museum will also collaborate with local universities, including with the Mellon Scholars program of the Department of Mexican-American Studies at the University of Texas at San Antonio, to research various facets of Mexican and Texas history. Between fifteen to twenty Mellon Scholars will identify untold or underrepresented stories and prepare a research paper on the topic. Their work will inform the work of curators as they develop the script for this exhibition. Through another partnership with scholars and students at Texas A&M University – San Antonio, the Witte Team will examine people's relationships to the land with a special focus on lifeways, planting, and sustainable food supplies with a special emphasis on women and children and resiliency, a major component of the sense of community through the lens of history.

## **PROJECT FORMAT AND RESOURCES**

The Witte Museum has an engaged audience of hundreds of thousands of multi-generational visitors who rely on the museum as a safe haven for public discourse and a trusted resource on critical issues in nature, science, and culture. The beloved Witte Museum, founded in 1926, has long been known for innovation and inclusivity in a historically diverse cultural city and state. With a 94 year history of successful exhibitions, the Witte Museum is poised to use new scholarship that affirms the museum's core values and tells an expansive story as bold and grand as Texas. Using art, artifacts, interactive and hands-on experiences, such as augmented reality, and encounters with historical personas, this layered exhibit will explore the complex, vibrant history. The museum's history and art collection has more than 320,000 artifacts from which to choose, including: trade goods exchanged by indigenous people, including the Karankawa from the Gulf Coast, the Payaya and Toya from areas along the San Antonio River, Spanish Colonial, 19th century paintings, multicultural textiles, items from enslaved people, keys to the Alamo, Davy Crockett's fiddle, the centuries long Tejano era, the Mexican Revolution, and the German building period in the early 20th century.

Given the enormity of the topic, *Tejas to Texas* will be a permanent exhibition and will incorporate artifacts, art, documents, dioramas, hands-on interactive exhibition components and technologies, and a theatre to immerse visitors in the history of Texas. The Witte Museum will commission Gallagher & Associates to design the exhibition experience. Gallagher & Associates previously contracted on the New Witte phase of the Witte campus expansion, providing exhibition design and installation for the Naylor Family Dinosaur Gallery, the McLean Family Texas Wild Gallery and the Kittie West Nelson Ferguson People of the Pecos Gallery, among others.

Artifacts available to the Witte Museum for the reinterpretation of the exhibition include highlights from the current exhibition, including: sandals worn by the People of the Pecos 8,100-4,900 BCE, a mission branding iron from the 1700s, an espada ancha or short sword from the 1700s, the first president of the Republic Sam Houston's battle sash, a Bowie knife from the Battle of San Jacinto in 1836, a 1870s wagon, and the 1878-1879 Menger Hotel Register, which includes signatures of famous Texans and visitors from locations as far away as Africa. The exhibition features the eagle feather war bonnet of Comanche Chief Tabanica, merchandising items for Texas beef from the 1800s, barbed wire samples, sheep shears from the 1870s, paint and acid brands, a chuck box, farrier's tools and tools for animal care, a portable jail from the 1880s, a Colt Model 1851 Navy Revolver and holster, Winchester Model 1873 Carbine, Ithaca Double-Barreled Shotgun used the Wells Fargo Express Co., 1880s, handcuffs and badges, a straw sombrero from the early 1900s, Chihuahua spurs from the late 1800s, *Botinas* worn by horsemen in Mexico, men's and women's tall boots, spurs, felt cowboy hats, a Northern Mexico style saddle from the 1870s and a Yorktown Mother Hubbard Saddle from the 1870s, a surveying compass from the 1840s, an Eastman-Kodak Aerial Camera from the 1920s, the personal flight log from the 1920s of Edgar Tobin of Tobin Aerial Surveys, an irrigation gate from the 1950s, a submersible geophone from the 1930s, and other geological tools and models from the 1920s – 1950s. Large scale artifacts include the King Ranch Wagon, which was originally used as a mail coach between San Antonio and Corpus Christi in the 1870s, a 1949 Ford Pickup Truck, a ceramic tank float from the 1930s and a Windmill Salesman's Sample Model from the 1890s.

The Witte Museum is known as the museum where Nature, Science and Culture meets, through the lens of Texas Deep Time and the themes of land, sky and water. The environmental frame differentiates the Witte from our esteemed partner, the Bullock Museum of Texas History, located in Austin, the Texas Capital. The Witte and the Bullock reveal complementary stories of Texas, with the Witte's centered on the environmental and the Bullock on a chronological history of Texas, all critical for a comprehensive understanding of Texas.

## **PROJECT HISTORY**

*Tejas to Texas* will draw on decades of research, community feedback and prototype exhibitions. In the fall of 2004, a Steering Committee met to organize the South Texas Heritage Conference to discuss the future South Texas Heritage Center at the Witte Museum. The day-long conference held on January 28, 2005 brought together scholars, legacy families and key constituents. The conference solidified the intent of the Witte Museum to move forward with the development of a prototype exhibit and development of the South Texas Heritage Center. Among the goals disseminated from the South Texas Heritage Conference attendees were that the STHC would explore San Antonio's role as the hub of ranching life in South Texas, from early Spanish cattle raising ventures in the mid-18th century to the cattle ranching empires of the Kings and Klebergs. The STHC would reveal the impact of San Antonio and South Texas as trail head, railroad center, and land development center. Spanish settlement, Mexican relations/trade, the Texas Republic and the impact of the Civil War will all be part of this early story. The Witte Museum would focus on South Texas Heritage from the environmental point of

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view; i.e., San Antonio is what environmental historians call “an environmental border town,” on the edge of the Great Plains or Edwards Plateau and the northern edge of the Gulf Coastal Plain. South Texas ranges from the Texas Hill Country to the Coastal Plains. Overlapping zones of soil, topography, vegetation and hydrology provide historical challenge: dry one day, floods the next. The STHC would include hands-on history areas, Gallery Theater, a Pioneer Village, a trail driver’s breakfast experience, Chili Queens at night, a Tejano freighter, and other historic personas. The Witte Museum would display its renowned authentic collections of historic South Texas artifacts and art. Ranching, for example, will include working gear (boots, saddles, chaps, bits, bridles, spurs, ropes, and branding irons), firearms, and musical instruments. Stories of ranching families, trail drivers, leather goods salesmen, and other historic personas would enhance the western ambience.

On October 5, 2005, scholars from throughout the country were invited to help develop the concept plan for the prototype exhibit, *A Wild and Vivid Land: Stories of South Texas*. The prototype exhibition opened to the public in June 2006 with the following content areas identified by the scholars: San Antonio Plaza (1840s); Cultural Mix (Mestizo, Tejano, Euromerican, Spanish, Mexican); Ranching (Cattle, Sheep, Goats); Agriculture (Cotton, Citrus, Beans, Corn); Changing Borders (Spain, Mexico, Texas Republic, and U.S.); Transforming Landscape (Railroads, Oil, Gas, Roads).

In 2009, the Witte Museum Board of Trustees requested that Ford Powell Carson develop a South Texas Heritage Plan that incorporated the goals of history and art and the original goals of the historic Pioneer Hall to create a South Texas Heritage Center. The South Texas Heritage Center incorporated all the original goals of the Witte Board of Trustees and donors to the project: A dramatic opening narrative hall with the legendary story, room for the 7,500 square foot exhibit *A Wild and Vivid Land: Stories of South Texas* (plus additions for Oil and Gas exhibitions), a Texas Art Gallery and a Texas History and Art Classroom.

In 2010, armed with feedback from museum visitors and the Steering Committee, the Witte Museum began the concept design followed by schematic design for the *A Wild and Vivid Land: Stories of South Texas* exhibit in the South Texas Heritage Center. In addition to the key concepts identified in the prototype, this exhibit’s key content areas would be divided between two main interpretive areas, San Antonio’s Main Plaza, a hub of urban activity on the frontier and the story of the land and the people who made their living from the land. Exhibit spaces would be immersive through the use of the built environment, sound, light, and murals. The ranching story would be expanded to include working cattle with cutting horses and the creation of a new figure on horseback based on Helen Kleberg Groves on her cutting horse. The oil and gas story and its impact on the transformation of the Texas landscape would be expanded. There would be a way for visitors to contribute their personal stories of South Texas Heritage. Gallery Theater and live demonstrations would be integrated into the overall experience. Educational programming would incorporate real artifacts and would focus on the dignity of work. On May 26, 2012 the South Texas Heritage Center opened to the public and has since welcomed more than 2.5 million visitors.

In 2016 and 2017, the Witte hosted two community meetings of scholars, including public and academic archivists, primary and secondary school teachers, multi-generational families from indigenous, Tejano, Spanish and German ancestry, and interdisciplinary museum professionals to plan for the 2018 San Antonio Tricentennial exhibitions and programs. The meetings focused on a series of queries regarding the critical issues forming two exhibitions. Out of those meetings came the Concept Plan and Titles for the exhibitions: *Gathering at the Waters: 12,000 Years of People* and *Confluence and Culture: 300 Years of San Antonio History*. The exhibitions and programs were critically

acclaimed. The Witte raised \$535,000 to ensure that all 4<sup>th</sup> grade students in San Antonio experienced the exhibitions and programs for free, including transportation. The Witte Team tracked and analyzed the most transformational and engaging aspects of the exhibition to inject into the re-interpretation of the permanent Texas exhibit in the South Texas Heritage Center. Armed with this new information and feedback, the Witte is ready to tackle the expansion of the Center's narrative.

### **AUDIENCE, MARKETING AND PROMOTION**

Situated in the 7<sup>th</sup> largest city in the US, the Witte Museum serves a wide range of constituents. The Witte Museum sees an average of 350,000 visitors a year, including 150,000 school aged children (pre-COVID). Approximately 60% of the museum's visitors come from Bexar County and the surrounding areas. Bexar County visitors come equally from all 10 city council districts, signifying the Witte's commitment to diversity and highlighting its reputation as the "People's Museum." Forty percent of visitors to the Witte are from out of area, including visitors from around the world, all 50 states, and over 230 of the 254 counties in Texas. San Antonio's reputation as a tourism and convention destination provides the Witte with the opportunity to expand its audience from elsewhere. We anticipate that once this project is completed in 2024 and in a hopefully post-pandemic travel environment that approximately 400,000-450,000 visitors will experience *Tejas to Texas*.

#### ***Educational Impact***

An expanded interpretation of the history of Texas is significant in San Antonio and Texas for school children, universities and institutions, and the general public to understand how history has shaped the present and future of our region. Students between K-12, especially those studying Texas history in grades four and seven, will find *Tejas to Texas* particularly engaging as the Witte Museum seeks to add another layer to their learning experience. Following the Texas Essential Knowledge and Skills (TEKS) guidelines, the Witte Museum's public programs team will engage the students in exploring their history through the exhibition. The museum also relies on input and feedback from educators to complement classroom activities. A major goal of the exhibition will be to ensure that all students can see themselves and their families as part of their experience. Moreover, the Witte established the "Every Fourth Grader" initiative in 2013 to provide all fourth grade students with free access to the Witte so that they may experience the South Texas Heritage Center exhibitions and programs, which enhance their Texas History Curriculum mandated by the state.

The Witte Museum reaches all demographic segments of the community including individuals, families, school-age children, students, and educators and are meeting their specific needs. Success in accomplishing the mission of the Witte Museum and the Center is evident in record-breaking attendance, critical acclaim- locally to internationally - and glowing feedback from the American Alliance of Museums Accreditation Commission. Public feedback and attendance measures, including increasing demand for the museum's Every Fourth Grader Initiative that underwrites 100% of field trip costs to immerse students in Texas history at the Witte, reflect that the museum is an indispensable resource for area educators and multigenerational visitors who rely on the Witte's vibrant exhibitions and educational programs which are unduplicated and unmatched by any other museums in the region.

#### ***Publicity Plan***

The Witte Museum will create a campaign that will be innovative, putting the Witte's mission and unique narrative, at the forefront. Although there will be a heavier use of digital marketing, a multi-tiered approach using mediums like billboards and print ads and incorporating local and state wide influencers, will help reach a wider audience. This varied campaign will work with a robust social media plan to reach out to a wider audience and increase visitation through organic and paid posts and

stories. The Witte regularly communicates with area educators through the a digital *Connections*, a web-based Educator's Guide that disseminates information regarding exhibitions and school programming to approximately 26,000 educators in the Region 20 Educational Service Center and surrounding areas. The Communications Team will coordinate inclusion of *Tejas to Texas* materials in the Witte Member Magazine *Tracks*, Witte website, e-news, social media and other vehicles. For example, the Witte Facebook page has 60,000 followers who regularly engage with information posted on social media.

The Witte Museum also works in tandem with the City of San Antonio, Bexar County and local school districts to ensure that all aspects of the City and County have access to the Museum. For any communities that do not have financial means to access the exhibit will be provided access through the Museum's esteemed Free Tuesday program, Bank of America Free Weekends and Museums for All. The Witte Museum will continue to work with the Mayor and City Councilwomen and men to reach out to each district on an awareness campaigns and discounts.

### **EVALUATION OF THE PROJECT'S IMPACT**

During the planning process, the Witte Museum will evaluate the exhibition experience in three ways. First, the Witte will conduct a summative evaluation of the current exhibition, *A Wild and Vivid Land*, to understand visitor interest in specific areas of the exhibition. Although the exhibition has consistently garnered above 90% approval ratings from visitors, qualitative feedback has indicated that the public would appreciate expanding the narrative to tell more inclusive stories. The Witte values the feedback of K-12 schoolteachers, in particular, and looks forward to a thorough assessment of the educational benefits of the exhibition as well as learning what teachers find missing and would benefit social studies and history instruction. The Witte continuously evaluates visitor experience throughout the museum through surveys and interviews to capture quantitative and qualitative metrics about visitor experience. The Witte will utilize those visitor survey responses to understand which areas of the museum and specifically which interactive technologies best support visitor engagement in the museum. Gallagher & Associates will be asked to integrate exhibitry that yields high visitor engagement into the South Texas Heritage Center exhibitions. Finally, the Witte will plan an evaluation of the reinterpreted exhibition experience once it is open to the public.

### **ORGANIZATIONAL PROFILE**

The mission of the Witte Museum is to inspire people to shape the future of Texas through transformative and relevant experiences in nature, science and culture. The Mission statement was adopted by the Board of Trustees on November 14, 2018. The Witte Museum's focus on Texas Deep Time reveals the layers of what is now called Texas from millions of years ago to the present. The Witte Vision is to stand as a bold, cultural leader engaging people in transforming San Antonio to shape the future of Texas through education and powerful partnerships empowering all people to create an extraordinary life. Core values of inclusivity, lifelong learning, quality programming and exhibitions, fiscal stability, collections and environmental stewardship, professional ethics, and the museum serving as a welcoming environment and safe haven shape the programmatic processes and strategic plan.

The Witte earned its reputation as "the People's Museum" because visitor socio-economic demographics parallel those of the San Antonio and central/south Texas culturally diverse region and because of the Witte's commitment to making lifelong learning accessible to all. The Witte has a devoted multi-generational community following most recently evidenced by a \$100 million museum campus renovation and expansion, predominantly privately funded. Visitors come to the Witte from

around the world, all 50 states, 220 Texas counties and almost equally from 10 city council districts in San Antonio. One hundred percent of the school districts in San Antonio send students to the Witte and roughly 95% of those students receive underwriting support for program fees and buses. The Witte Museum is in a minority-majority census tract, where 47% identify as Latinx/Hispanic, 4% as African American, 2% as Asian American. The Witte's visitors identify as 49% Latinx/Hispanic, 5% African American and 2% from other ethnicities, including Asian, American Indian, or multiple ethnicities. The total number of historically underrepresented visitors, students and adults, to the Witte Museum is 56% or approximately 224,000 people in the 2019 fiscal year.

The Witte Museum opened a transformed museum campus, the "New Witte," in March of 2017 to critical acclaim, locally to internationally. The \$100 million expansion ushered in a new generation of students and families from Texas and beyond who are empowered to discover nature, science and culture through immersive, interactive, eyes-on experiences in new galleries, labs and riverside habitats. The beloved Witte Museum, founded in 1926, has long been known for innovation and inclusivity in a historically diverse cultural city and state. The Witte's transformation ignited change along the historic Broadway and San Antonio Riverside corridor, leading the way for catalytic growth in retail, museum, gardens and parks. Post-COVID-19, the community has emerged to safely and gratefully use the expansive linear, riverside parks in the City, including the Witte's riverside amphitheaters and walk through layered historic sites, most notably, the 1719 historic acequia madre and massive dam built by indigenous people and Spanish missionaries that the Witte uncovered through archeological excavations and interpreted for the community. The Witte is well known for its Gallery Theater programs featuring performances by authentically dressed InterActors that immerse visitors in the stories of this region, both in the past and the present. A 33,000-square-foot collections repository houses the 320,000 artifacts, with specimens and artifacts ranging from fossil material to Fiesta gowns, each area equipped with associated labs for ongoing research and conservation. In 2018, the Witte Museum was reaccredited by the American Alliance of Museums (AAM) and was bolstered by the high level of praise from museum peers, who declared: "the museum is great at thinking big and then delivering on those big ideas." The Witte has been continuously accredited by the AAM since 1974.

## **PROJECT TEAM**

Marise McDermott, MFA, President and CEO: The Witte Museum is led by Marise McDermott, MFA, President and CEO, who has more than 30 years of public humanities experience with more than 20 years at the Witte. McDermott is an Accreditation Commissioner for the American Alliance of Museums. McDermott is an advocate for integrating community-driven primary source evidence into museum programming to keep museums relevant and of service to their communities. McDermott led the team through the decade-long \$100 million transformation of the Witte, shepherding numerous publications, exhibitions and community summits along the way, and will continue to lead the integrated community, scholarly, Witte mission work of "shaping the future of Texas" through relevant exhibitions and programs.

Michelle Cuellar Everidge, PhD, Chief of Strategic Initiatives brings together the histories of race, ethnicity, gender and sexuality with American material culture. Her manuscript-in-progress, "Home Away From Home: Displaced Families and Federal Domesticity," explores issues of migration and settlement among displaced families in the twentieth century. She holds a PhD in History from the University of Delaware. Dr. Everidge serves as Vice President for Programs for the Texas Association of Museums and as an Education Advisor for the Smithsonian Latino Center in the development of the Molina Family Latino Gallery. Dr. Everidge will serve as this NEH Project Director for *Tejas to Texas*

and will facilitate the integration of scholarship, community voices, and interpretive planning for the exhibition experience.

The curatorial team for *Tejas to Texas* will develop the content for the Interpretive Plan within their specialties. They are:

Amy Fulkerson, MA, Chief Curator, a leading voice in the history of Texas Art. She serves on the Board of Directors for the Center for the Advancement and Study of Early Texas Art (CASETA) and is a contributing author to an upcoming publication about the women of Texas Art. She holds an M.A. in History from the University of Texas at San Antonio and has over 22 years of experience with the curatorial and collection resources of the Witte Museum.

Harry Shafer, PhD, Curator of Archaeology is professor emeritus at Texas A&M University. Dr. Shafer received a PhD in Anthropology in 1973 from The University of Texas at Austin, and has been active in archaeological research for the past 60 years. Dr. Shafer's main research interests are Texas prehistory, and American Southwest. He has authored or co-authored over 300 articles, book chapters, and monographs, including the Witte's *Art and Archeology: People of the Lower Pecos Canyonlands*. Dr. Shafer was the Curator for the Witte's two major exhibitions on Texas indigenous people, including the 1980s *Ancient Texans* and the 2017 *People of the Pecos*.

Mary Margaret McAllen, MA, Director of Special Projects (contractor) is a historian focused on the history of the Southwest and Mexico. Her three books include the award-winning and best-selling *I Would Rather Sleep in Texas*, *A Brave Boy and a Good Soldier: John C. C. Hill and the Texas Expedition to Mier* and *Maximilian and Carlota: Europe's Last Empire in Mexico*, soon to be a television film series. After earning her MA in History, she taught as a professor of history at the University of Texas at San Antonio and currently serves as President of the Texas State Historical Association. McAllen has led the Witte Museum's Conference on Texas since its inception in 2018.

Bruce Shackelford, MFA, Curator of Texas History (contractor) was the lead curator on *A Wild and Vivid Land* and has curated exhibitions for the Witte Museum since 1989. Shackelford's curatorial work focuses on American Indian cultures, the history of horsemanship and the cattle industry in North America. He has written two monographs with the Witte Museum, *Photography on the South Texas Frontier: Images from the Witte Museum Collection* and *The Wests of Texas: Cattle Ranching Entrepreneurs*, and has contributed to *Black Cowboys of Texas* and *Texas Women on the Cattle Trails*.

Katherine Nelson Hall, Curator of Texas Heritage (contractor) has served as a curator, researcher, and project manager for the Witte Museum for five years. Nelson Hall specializes in family history and genealogy as well as the military history of San Antonio and Texas. She contributed two essays on San Antonio's development as an early military settlement and on the Eisenhower years to *300 Years of San Antonio & Bexar*, a compendium of San Antonio's history developed during the Tricentennial year.

Beth Stricker, MFA, Vice President of Exhibitions is an exhibit developer and designer with more than a decade of experience in private firms, as a contractor, and in museum settings, including Smithsonian Sites. Her background is in exhibition creation for historic sites and natural history museums with a focus on multisensory learning experiences for families. Stricker has a BA in Classical Civilizations and an MFA in Museum Exhibition Planning and Design. She will work closely with Gallagher & Associates to develop the Interpretive Plan.



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Heather Russo, Chief of Advancement, is the lead narrator for the Witte Museum's case making, particularly serving the Witte Forever Campaign. She serves as the museum's advancement leader. As part of a legacy ranch family, Heather will make a case for *Tejas to Texas* with her extensive knowledge of multi-generational Texas families. Russo was instrumental in capturing the stories of legacy families for the South Texas Heritage Center and shares her deep knowledge of Texas land earned through personal and professional connections to the ranching communities of South Texas. Russo holds a BS in Business and European History from Washington & Lee University.

Samantha Rendon, Director of Communications, will promote the exhibition and manage the web-development process. Rendon holds a BA in Bilingual Communications and leads the Witte's social and digital media campaigns.

The public programs and museum engagement team will focus on engaging K-12 students. The team will ensure that the Interpretive Plan meets the needs of students and will meet Texas Essential Knowledge and Skills (TEKS) requirements for teachers. They will also develop a full slate of educational programs for adults, families and children. They are:

Helen Holdsworth, MS, Chief of Engagement, leads the public programs and engagement team with more than twenty years of experience in environmental and wildlife education. Holdsworth ensures that all exhibitions and programs are inclusive, engaging and grounded in scholarship and works closely with curators and community groups to develop, promote and refine the museum's programs. She previously served as the Witte's Curator of Texas Wild in which capacity she led the team in the development of the McLean Texas Wild Gallery, a permanent gallery in the New Witte, working closely with Gallagher & Associates. She holds a MS in Environmental Science and a Certificate in Ranch Management.

Colleen Ferguson, MA, Director of Public Programs brings six years as an informal science educator to her role directing educational programming at the Witte Museum, having served as an educator using live animals at SeaWorld San Antonio and the San Diego Zoo. Ferguson holds an MA in Biology with a focus in Conservation Education.

Cassandra Santillan, MA, MAT, Texas History Program Manager will write the curricular content for school and camp programs and facilitate programming in ancient and historic Texas for *Tejas to Texas*. She is particularly interested in historic foodways. She holds an MA in Educational Leadership and an MAT in Museum Education.

Joshua Segovia, Special Programs and Gallery Theater Manager holds a BFA in Theater from Texas State University. Segovia has been involved with Young Ambassadors Program for the Smithsonian Latino Center since 2009. Segovia creates Adult, Family and Community Programs to foster a welcoming and engaging environment centered on lifelong learning. Segovia will create new Gallery Theater programming and personas throughout the *Tejas to Texas* exhibition, training InterActors and expanding gallery offerings to create immersive, no-touch experiences.

Jeremy Bilbo, InterActor will perform as an authentically-costumed, historic persona in the gallery each day.

Brady Haynes, MAG, PMP, Chief of Operations will oversee the facilities and security impact of the new exhibition. Haynes holds a MA in Geography, Resource and Environmental Studies and a Project Management Professional certification.

## **HUMANITIES SCHOLARS AND CONSULTANTS**

### ***Humanities Scholars***

Francisco Guajardo, PhD, Museum of South Texas History is the CEO of the Museum of South Texas History and formerly Professor and C. Bascom Slemph Endowed Chair in Education at the University of Texas Rio Grande Valley. Dr. Guajardo specializes in infusing culturally relevant pedagogies into teaching and research, particularly through place-based frameworks centered on the Rio Grande Valley. He is currently at work developing oral history workshops at the Museum of South Texas History.

Amy Porter, PhD, Texas A&M University - San Antonio is Associate Professor of History at Texas A&M University – San Antonio with specialties in early America, women, Texas, the Spanish Borderlands, and the American West. Her book, *Their Lives, Their Wills: Women in the Borderlands, 1750-1846*, uses Spanish and Mexican-era wills to examine women's economic and social roles in their families and communities. Dr. Porter has been a humanities scholar and advisor to the Witte Museum on *Confluence and Culture: 300 Years of San Antonio History* and will work with the Witte Team on a collaborative project to interpret the campus of TAMU-SA through an historic lens.

Jerry Thompson, PhD, Texas A&M International University – Laredo is Regents Professor of History at Texas A&M International University in Laredo, Texas. Dr. Thompson researches and writes on the American Civil War as well as the history of Texas and the Southwest. A prolific writer, he has authored numerous books and articles on historical subjects, including *Warm Weather and Bad Whiskey: The 1886 Laredo Election Riot* (1991), *A Wild and Vivid Land: An Illustrated History of the South Texas Border* (1997), *Civil War and Revolution on Rio Grande Frontier: A Narrative and Photographic History* (2004), and *A Civil War History of the New Mexico Volunteers and Militia* (2015). He was named TAMIU Provost and Vice President for Academic Affairs in 2002.

Ramon Vasquez, Executive Director, American Indians in Texas is an expert and spokesperson on the history of the Coahuiltecan tribes that inhabited the areas now known as San Antonio. He is the Co-Founder and Vice President of the Land Heritage Institute Foundation, Co-Founder of the American Indians in Texas Institute, and Co-Founder of the National Urban Indian Family Coalition. Vasquez traces his lineage through the Tap Pilam Coahuiltecan Nation to early Spanish baptismal records. American Indians in Texas works for the preservation and protection of the culture and traditions of the Native American tribes and other indigenous people who resided in the Spanish colonial missions.

### ***Consultants***

Gallagher & Associates, Exhibition Designers, is an internationally-recognized exhibition design firm whose award-winning museum projects include the Witte Museum, the U.S. Olympic and Paralympic Museum, the International Spy Museum, and the National World War II Museum. Gallagher & Associates worked closely with the Witte Museum team to create the Interpretive Plan for the New Witte, which opened to wide acclaim in 2017. For *Tejas to Texas*, the Witte Museum again looks forward to working with Gallagher & Associates to develop a vision for the exhibition and to integrate the exhibition and media design techniques with interpretive content and educational goals.

## **WORK PLAN**

A planning grant from the NEH will allow the Witte to integrate previous work from community meetings, evaluations, interpretive strategies, educational programs and The Conference on Texas;

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convene humanities scholars for additional visioning sessions; and commission Gallagher & Associates to create an Interpretive Plan.

Prior to the grant period, the Witte Museum will continue to develop the concept for the reinterpreted *Tejas to Texas* exhibition, conduct a donor feasibility study and begin donor solicitation, which will continue through the grant period. The Director of Special Projects will invite scholars to participate in the 2021 Conference on Texas with the goal of introducing new historical scholarship to a wide audience and including these scholars and their work in content development for the exhibition. The curatorial team will likewise continue artifact and image research to link artifacts and photographs to the narratives proposed for *Tejas to Texas*.

Beginning in September 2021, the Project Team will assess and revise the work plan, revisit the steering committee and stakeholders from the community and invite them to participate in the Initial Visioning Workshop. The Chief of Strategic Initiatives will prepare the Witte Team and Consultants for the Initial Visioning Workshop by compiling a brief on previous work and evaluations for *A Wild and Vivid Land: Stories of South Texas*, the current exhibition. In October 2021, the Business and Communications teams at the Witte will begin market research, which will run concurrently with the Interpretive Plan process. Gallagher & Associates will begin their work with the Witte Team by leading an Initial Visioning Workshop. The Visioning Workshop will also provide an opportunity for the entire Project Team, including humanities scholars and consultants and members of the community, to meet and discuss project goals and discussions to date, with brainstorming for visitor experience, themes, objectives, educational opportunities, and audiences. Gallagher & Associates will follow up with conference calls and one progress meeting during January 2022. From these opening sessions, the Project Team will continue to work alongside Gallagher & Associates to create a preliminary Interpretive Plan by developing the big ideas and sub-themes, elements of the exhibition experience, media and audiovisual components, and curriculum. A progress meeting and work session in March 2022 will help the team to finalize the components for the Initial Interpretive Plan. Gallagher & Associates will present the Initial Interpretive Plan in April 2022 and the Witte Team will meet to provide feedback in the same month. Gallagher & Associates will continue to work with the Project Team and their feedback as they develop the final Interpretive Plan in May and June 2022 with a progress meeting of the team to be held in June and a final presentation delivered in July 2022. At the end of the grant period in August 2022, the team will meet again to plan for the next phase of design development.



## **Resumes and Letters of Commitment**

### Project Team

Marise McDermott (President and CEO, Witte Museum)  
Michelle Cuellar Everidge (Chief of Strategic Initiatives, Witte Museum)  
Amy Fulkerson (Chief Curator, Witte Museum)  
Harry Shafer (Curator of Archaeology, Witte Museum)  
Mary Margaret McAllen (Director of Special Projects, Witte Museum - Contractor)  
Bruce M. Shackelford (Curator of Texas History, Witte Museum - Contractor)  
Katherine Nelson Hall (Curator of Texas Heritage, Witte Museum - Contractor)  
Beth Stricker (Vice President of Exhibitions, Witte Museum)  
Heather Welder Russo (Chief of Advancement, Witte Museum)  
Samantha Rendon (Director of Communications, Witte Museum)  
Helen Holdsworth (Chief of Engagement, Witte Museum)  
Colleen Ferguson (Director of Public Programs, Witte Museum)  
Cassandra Santillan (Texas History Program Manager, Witte Museum)  
Joshua Segovia (Special Programs and Gallery Theater Manager, Witte Museum)  
Jeremy Bilbo (InterActor, Witte Museum)  
Brady Haynes (Chief of Operations, Witte Museum)

### Humanities Scholars & Consultants

Francisco Guajardo (CEO, Museum of South Texas History)  
Amy Porter (History, Texas A&M University – San Antonio)  
Jerry Thompson (History, Texas A&M International University – Laredo)  
Ramon Vasquez (Executive Director, American Indians in Texas)  
Gallagher & Associates (Exhibition Designers)

### Letters of Support

The Honorable Joaquin Castro (TX-020)  
The Honorable Lloyd Doggett (TX-035)

## **Marise McDermott**

President and CEO  
Witte Museum

**BIO: Marise McDermott has more than 30 years of experience in cultural arts, most recently as President and CEO of the Witte Museum, since 2004. McDermott serves as a Commissioner on the Accreditation Commission for the American Alliance of Museums and as Director on the Visit San Antonio Board of Directors, among other boards. McDermott has served as TriChair of the Alamo Advisory Committee, Founding Chair of Luminaria, Chair of the San Antonio Convention and Visitors Bureau, among other community leadership roles. McDermott was named 2013 Executive Woman of the Year by the San Antonio Greater Chamber of Commerce, the 2015 Texas Patriot Award by the Daughters of the Republic of Texas, Alamo Mission Chapter, Texas State University Liberal Arts Alumni of the Year in 2016, 2017 Business Person of the Year by the San Antonio Business Journal and the 2018 Star Award for the San Antonio Women’s Chamber of Commerce.**

### **Professional:**

**President and CEO, Witte Museum, 2004-current. Responsible for leading premiere, award-winning**

**Witte Museum, where Nature, Science and Culture meet, through the lens of Texas Deep Time and the themes of land, sky and water. The Witte Museum is accredited by the American Alliance of Museums and is a Smithsonian Affiliate, with more than 200,000 square-feet and about 320,000 artifacts. The Witte Museum recently completed a \$100 million transformation called “New Witte” that opened March 4, 2017 with award-winning new grand entrance, three new major galleries, Dinosaurs, Texas Wild and People of the Pecos, along with seven associated labs and multimedia theaters. New Witte also includes earlier transformations: Robert J. and Helen C. Kleberg South Texas Heritage Center (2012), B. Naylor Morton Research and Collections Center (2014) and H-E-B Body Adventure (2014). With 30 Trustees, 100 employees, and 400,000 annual visitors.**

Vice President, Research and Planning, Witte Museum, 2002-3. Responsible for leading development of Strategic Initiatives; Witte campus expansion strategic plan and special projects.

### **Executive Director, The History Center, Cedar Rapids, Iowa. 1999-2002**

Supervised all aspects of The History Center, including FY budget, team management and implementation of exhibits, education programs and collections procedures. Project Director, TimeQuest, virtual 3-D real-time simulation environment of Cedar Rapids 100 years ago, a collaborative corridor project with the University of Iowa and Digital Artefacts. Headed project team of more than 50, including curators, humanities scholars, researchers, computer scientists, volunteers, engineers, designers, fabricators, and student interns. This project was debuted at the Smithsonian summer of 2002.

Project Director and Chief Curator for the core exhibits gallery, “Living Along the Tributaries”; heading a team of curators, exhibit designers, fabricators, and volunteers.

Designed, implemented (with education team) interactive educational programming

**Director, Humanities and Science Center**, The Witte Museum, 1989-96.

Supervised History and Anthropology curators, Curatorial Archivist/Researcher, Elderhostel Coordinator, Education associate, part-time scholar/instructors, clerical staff and volunteers. Designed and implemented humanities exhibits, lectures, presentations; colloquia/symposia: community and corporate-linked education programs. Project Director (or co-project director) of numerous National Endowment for the Humanities and Texas Committee for the Humanities sponsored exhibits and presentations, including a colloquium, CD-Rom and Internet site on Cabeza de Vaca and city-wide collaboration on "Moral Courage in Post-Holocaust Times."

**Editor, "The Texas Experience,"** a series of 52 articles published in Texas newspapers

Each week of the Texas Sesquicentennial year (1986) for the Associated Press and Texas Committee for the Humanities.

**Editor, *The Texas Humanist: Ideas, History and Culture***, 1983-1986 (Also known as *The Texas Journal*), statewide magazine. Thematic award-winning bimonthly magazine (publications for the Texas Committee for the Humanities) to provide public access to humanities scholarship. Included photography/art illustrations; book and cultural reviews.

**Journalist** for *San Antonio Light*, *Austin American Statesman*, and *San Angelo Standard Times*.

**Education:**

- Southwest Texas State University (now Texas State University), M.F.A., 1996. Creative thesis: *Museum Pieces*, collection focusing on and inspired by the collections of the Witte Museum.
- Queens College, City University of New York, B.A., 1976.

**Boards and Volunteer:**

Commissioner, American Alliance of Museum Accreditation Commission

Director, Board of Visit San Antonio

Mayor Appointed Founding Chair, "Luminaria: Arts Night in San Antonio" (2008, Co-Chair, 2009)

San Antonio Tourism Council Board

Director, Midtown TIRZ Board

**Professional Associations:**

American Association of Museums, Peer Reviewer, Accreditation

Texas Association of Museums

American Association for State and Local History

ASTC

**Personal:**

Full legal name: Marise McDermott-Grizzard

Married to Hollis O. Grizzard, since 1980

Two children: (b) (6)

Contact: W: 210-357-1924

(b) (6)

(b) (6)

# MICHELLE EVERIDGE, PH.D.

3801 Broadway | San Antonio, TX 78209

michelleeveridge@wittemuseum.org

## EDUCATION

### **University of Delaware**

PhD, American Civilization Program, Department of History (2019)

Dissertation: "Home Away From Home: Displaced Families and Federal Domesticity, 1933-1945"

Exam Fields: Early American History; Modern American History; Sexualities, Families, and Communities; American Material Culture

MA, History (2014)

### **Parsons School of Design and Cooper Hewitt, Smithsonian Design Museum**

MA, History of Decorative Arts and Design (2006)

### **Princeton University**

AB, *summa cum laude*, Art and Archeology, Certificate in Women and Gender Studies (2004)

## MUSEUM EXPERIENCE

### **Witte Museum, San Antonio, TX**

*Chief of Strategic Initiatives* (October 2019 – present)

Lead a team of curators, educators, exhibition designers, and collections professionals in strategic, integrated content development for the Witte Museum. Chart a path for the future of the museum through research, strategic and program planning, fund development, and the creation of community partnerships.

*Director of Strategic Initiatives* (January 2018 – September 2019)

Contributed to idea generation for education, curatorial, collections, library, evaluation and exhibitions. Researched, wrote, and edited institutional narratives for grants and special projects. Secured funding from and established partnerships with corporations, foundations and government entities. Compiled and synthesized research and news related to museum best practices, community needs, and related trends.

*Cataloger, Texas Artists Collection* (Summer 2013)

Cataloged works on paper in a variety of media. Assessed condition and rehoused objects as necessary. Taught collections volunteers cataloging and object handling.

*Grants and Sponsorships Coordinator* (February 2009 – July 2012)

Researched and identified funding sources for corporate, foundation, and government support. Created comprehensive grant calendar, maintained deadline schedules. Wrote high-quality, competitive proposals for exhibitions, programs, and operational projects. Served on exhibition project teams to plan and fund traveling and in-house exhibitions.

### **Cooper Hewitt, Smithsonian Design Museum, New York, NY**

*Curatorial Fellow* (September 2004 – May 2006)

Provided extensive administrative and research support for *Extreme Textiles: Design for High Performance*, *Design Life Now: National Design Triennial*, *Solos: Matali Crasset*, including composition of contracts and correspondence, loan agreements, checklist; acquisition and cataloging of textile objects; maintenance of collection, slide library, imaging.

## SELECTED FELLOWSHIPS, GRANTS & AWARDS

Munroe Graduate Student Teaching Award, University of Delaware (Spring 2018)

Short-Term Research Fellowship, Winterthur Museum, Garden & Library (Summer 2017)



Center for Material Culture Studies Graduate Research Award, University of Delaware (Summer 2017)  
Jean B. Whyte Fellowship, University of Delaware (Summer 2017)  
Roosevelt Institute Research Grant, Franklin D. Roosevelt Presidential Library (Spring 2016)  
Collections-Based Research Grant, University of Delaware (Spring 2016)  
Digital Pedagogy Lab Delaware, University of Delaware (Spring 2016)  
University Graduate Scholar Award, University of Delaware (2015 – 2017)  
Delaware Public Humanities Institute Fellowship (Summer 2015)  
E. Lyman Stewart Fellowship in History, University of Delaware (Fall 2014)  
Goldfus Memorial Award for Excellence as a Teaching Assistant, University of Delaware (2014)  
Summer Institute, Winterthur Program in American Material Culture (Summer 2013)  
Dean's Scholarship, Parsons School of Design (2004 – 2006)  
University Scholars Award, Parsons School of Design (2004-2006)  
Master's Program Fellowship, Parsons School of Design (2004-2006)  
Stella and Rensselaer W. Lee Prize in the Theory of Art, Princeton University (2004)

### **SELECTED PUBLICATIONS & PRESENTATIONS**

“Americanization through Interior Decoration: Identity, Material Culture, and Citizenship at Manzanar,”  
Organization of American Historians Annual Meeting, Philadelphia, Pennsylvania (April 4-6,  
2019).

“Desolation in Crowded Spaces: Reconstructing the Material Culture of Internment,” *Fugitive Archives*,  
ed. Martin Brückner and Sandy Isenstadt, eds. Newark, DE: University of Delaware Press, 2020.

“‘A Barrack Becomes a Home’: Interior Decoration and Americanization at Manzanar,” Design and  
Displacement, Design History Society Annual Conference, New York, New York  
(September 6-8, 2018)

“Reading Objects, Writing Histories: Material Culture in Current Historical Practice” Roundtable,  
Western Association of Women Historians, Davis, California (April 26-28, 2018)

“‘Housing is More Than Shelter’: The Material Culture of Migration in the United States,” The Refuge of  
Objects/Objects of Refuge, Johannes Gutenberg-Universität, Germany (December 14, 2016).

“Happy Families for Efficient Workmen: Federal Standards for Defense Housing during World War II,”  
Material Culture Caucus: American Outsiders and the Material Culture of Home, American  
Studies Association Annual Meeting, Denver, Colorado (November 17, 2016)

“Chicanos and Corn Chips: How the Frito Bandito Changed Ethnic Marketing,” *Invisible Designs: New  
Perspectives on Race and American Consumer Capitalism*, University of Chicago (October 24-  
25, 2013)

### **SERVICE**

Councilor-at-Large, Texas Association of Museums Council (2020 – 2022)  
Grant Evaluator, Arts Respond, Texas Commission on the Arts (2020)  
Education Advisor, Molina Family Latino Gallery, Smithsonian National Museum of American History  
(2019 – present)

Peer Reviewer, Arts Funding, City of San Antonio Department of Arts & Culture (2018)  
Co-Founder and Co-Convener, Methods in Material Culture Graduate Student Working Group, Center for  
Material Culture Studies, University of Delaware (2017)

Material Culture Symposium for Emerging Scholars, University of Delaware and Winterthur  
Museum, Garden & Library

- Co-Chair, *Very Bad Things: Material Culture and Disobedience* (2015)
- Fundraising Committee Chair (2014)
- Student Vetting Committee, Publicity Committee (2013)

### **PROFESSIONAL MEMBERSHIPS**

American Historical Association | American Studies Association | Organization of American Historians  
Texas State Historical Association | Western Association of Women Historians

# Amy M. Fulkerson

(b) (6)



(b) (6)



(b) (6)



www.linkedin.com/in/AmyMarieFulkerson 

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22 years museum experience in content development, programs, exhibitions and design

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## Career Highlights

Collaborated with architects, designers and contractors during design, construction, and implementation of the 174,000 square foot renovation and expansion of the New Witte (2017), 10,000 square foot Mays Family Center (2016) and the 20,000 square foot Robert J. and Helen C. Kleberg South Texas Heritage Center (2012).

Responsible for the safety and preservation of the collection during construction, renovation, and installation of exhibition galleries with emphasis on environmental monitoring, lighting, mount making and safe handling procedures.

Team lead and project manager for the successful pack and move the Witte Museum's collection in 2014-2015. More than 320,000 artifacts and 5,000 linear feet of library and archives were packed and moved to a new offsite collections facility in preparation for the renovation of the 90 year old facility.

Developed an interpretive strategy and design for visible storage with consultants from Lord Cultural Resources for the B. Naylor Morton Research and Collections Center that opened in 2014. The project included developing a new thematic and visitor-centered framework for categorizing the museum's collection.

Led the Collections Committee comprised of Board of Trustee members, community representatives, and staff to develop and update the museum's first comprehensive Collection Plan (2007/2017/2019) and Conservation Plan (2019).

A leader in developing workshops and professional training opportunities as a member of the Center for the Advancement and Study of Early Texas Art Board, the Texas Association of Museums, and American Alliance of Museums.

A mentor and advocate for volunteers, interns, and new and emerging museum professionals to foster strong and diverse leaders within the museum and in the profession.

## **Work Experience**

### *Chief Curator/Curator of Collections, August 2010 - Present*

Witte Museum, 3801 Broadway, San Antonio, Texas 78209

#### Leadership

- Provides leadership with emphasis on creating transformative and relevant experiences of the nature, science and culture of Texas.
- Serves as the primary staff liaison for the Collections Committee and Board of Trustees
- Represents the museum through community partnerships, presentations and service on advisory boards.
- Member of the Senior Management Team and Chiefs Team

#### Curatorial

- Collaborates in the development, design and implementation of museum experiences for diverse audiences by providing content expertise and creating connections to the museum's collection.
- Collaborates with museum educators in the development of educational programming and the use of primary source material from the collection in programs.
- Conducts or assists with the research, artifact and image selection, script writing, and digital/media production for exhibitions.

#### Collections

- Develops, implements and enforces policies and procedures for the development and stewardship of the collection including, but not limited to, the Collection Plan, Collection Policy, Conservation Plan and Disaster Preparedness and Recovery Plan.
- Ensures institutional compliance with all applicable laws, treaties and international conventions ratified by the State of Texas or the United States of America in relationship to the museum's collection.
- Oversees the stewardship of the collection by insuring the proper care, preservation, conservation and security of the collection while maintaining museum best practices.
- Works collaboratively with collections and curatorial staff to review and evaluate all proposals for new research involving the collection.
- Serves as the primary museum contact for NAGPRA.
- Manages all rights and reproductions requests for the museum's collection and intellectual property for use in publications, television, film, internet, exhibition or marketing.

### *Registrar / Associate Registrar / Assistant Registrar, July 1998 – August 1, 2010*

Witte Museum, 3801 Broadway, San Antonio, Texas 78209

## **Education**

Master of Arts in History, December 1998  
The University of Texas at San Antonio

Bachelor of Arts in History, May 1994  
Our Lady of the Lake University, San Antonio, Texas

**Harry J. Shafer** is currently Curator of Archaeology at the Witte Museum since 2013. He is professor emeritus at Texas A&M University. Dr. Shafer received in PhD in Anthropology in 1973 from The University of Texas at Austin, and has been actively in archaeological research for the past 60 years. His main research interests are Texas prehistory, American Southwest (Mimbres and Jornada Mogollon), and Lowland Maya stone technology. He has written, *Mimbres Archaeology at the NAN Ranch Ruin*. He has co-authored *Field Methods in Archaeology* and *Maya Stone Tools*, and edited two books, *Ancient Texans: Rockart and Lifeways of the Lower Pecos* and *Painters in Prehistory: Archeology and Art of the Lower Pecos Canyonlands*, both award winning. He has authored or co-authored over 300 articles in scientific journals, book chapters, and monographs. He is the curator archaeology at the Witte Museum and the Pecos Kittie West Nelson Ferguson Gallery.

Dr. Shafer has conducted archaeological research across Texas and in all time periods. He directed a National Science Foundation/National Geographic funded Hinds Cave project in the lower Pecos region, the long-term research National Geographic Society funded NAN Ranch project in the Mimbres Mogollon area of southwest New Mexico, and at the ancient Maya stone tool industrial site of Colha, Belize funded by the Centro Studi e Ricerche Ligabue, Venezia, and National Endowment of the Humanities. He specializes in prehistoric technologies, particularly stone and ceramic. Dr. Shafer retired from Texas A&M University in 2002 and joined the Witte Museum in 2011 as Curator of Archaeology. He curated the Kittie West Nelson Ferguson People of the Pecos Gallery, the exhibit Gathering and the Waters, and has participated the Witte museum programs regarding archaeology. He also serves the Witte Museum in matters requiring archaeological expertise.

Prior to coming to the Witte Museum, Dr. Shafer participated in in the Ancient Texans think tank at the Witte Museum in 1985, assisted with the installation of the Ancient Texans gallery, and edited the book *Ancient Texans: Rockart and Lifeways of the Lower Pecos*. Also, while at Texas A&M University, he curated the exhibits at the Wayne

Starke Gallery, *Two Worlds of the Mimbres* and two traveling exhibits, *Rock Art of the Lower Pecos and Craftsmen of the Kings: Chipped Stone Industry at Colha Belize*.

Dr. Shafer's publication record is extensive. In addition to the books listed above, his publications number in the hundreds, including peer-reviewed articles in leading professional journals, book chapters, and research monographs.

Dr. Shafer has received numerous awards from archaeological societies, including Archeologist of the Year, Texas Historical Commission in 1994, Fellow, Texas Archeological Society in 1987, Fellow, Texas Archeological Society in 1988, Society for American Archaeology Lithic Technology Award 1994, Texas Archeological Society Lifetime Achievement Award, 2012, Lifetime Archeological Contribution Award, Southern Texas Archeological Society, 2013.

Regarding committee service, Dr. Shafer has also served five years on the City of San Antonio Historic Design and Review Commission for five years, as a Board Member and President of the King William Association, the neighborhood association for the historic King William.

**Mary Margaret McAllen  
Curriculum Vitae**

January 5, 2021

**Books in the Works:** (b) (4)

**Latest Publications:**

M. M. McAllen, “**Life Lived Along the Lower Rio Grande during the Civil War,**” in Roseanne Bacha-Garza, Christopher L. Miller, Russel Skowronek, *Civil War on the Rio Grande 1846-1876* (College Station: Texas A & M Press, 2019).

*Maximilian and Carlota: Europe’s Last Empire in Mexico.* March 2014. Trinity University Press, February 2014. Hardbound. Electronic book. Research in Vienna, Austria; Brussels, Belgium; Mexico City, D.F., Mexico; Paris, France; and in numerous American repositories including Austin, Houston, New Haven, New York, Los Angeles, Tucson, Washington, D.C., Carlisle, PA., Indianapolis, IN.; and various private collections.

October 2014 – **Texas Book Festival, Austin, Texas.**

November 2014 -- **St. Johannes Club, Vienna, Austria.**

March 2015 – **Tucson Book Festival, Tucson, Arizona.**

April 2019 – **Maximilian and Carlota optioned for a television film series by Griffin Park Films and Cinelande, Montreal, Quebec, Canada.**

January 2020 – **PEN International, San Miguel de Allende, Querétaro, Mexico.** Centro Cultural at the invitation of author Sandra Cisneros.

**Recent Articles and Interviews:**

“Chapultepec, the Mexican Castle That Drove a Belgian Princess to Madness and an Austrian Archduke to the Firing Squad,” *The Daily Beast*, May 27, 2018.

<https://www.thedailybeast.com/chapultepec-the-mexican-castle-that-drove-a-belgian-princess-to-madness-and-an-austrian-archduke-to-the-firing-squad>

“Excavating Mexican History in Modern-Day Vienna: A Transcontinental Journey in the Footsteps of the Last Emperor of Mexico,” *Zócalo Public Square*, January 27, 2015.

<http://www.zocalopublicsquare.org/2015/01/27/excavating-mexican-history-in-modern-day-vienna/ideas/nexus/#.VMfSg2ReaJo.email>

**Prior Books and Publications**

“**Better to Die on Our Feet, than to Live on Our Knees: United Farm Workers and Strikes in the Lower Rio Grande Valley, 1967 – 1981,**” Bruce Glasrud and James C. Maroney, in *Texas Labor History*. Texas A & M University Press, 2013.

*A Brave Boy and A Good Soldier: John C. C. Hill and the Texas Expedition to Mier.* Texas State Historical Association, March 2006. Hardbound, paperback, curriculum guide.

**Awards for A Brave Boy and A Good Soldier –**

Presidio de la Bahia Award, Sons of the Republic of Texas, Houston, Texas (November 2006); San Antonio Conservation Society Book Award (March 2007).

Finalist: Friends of the Austin Public Library Award for Best Children's Book -- Texas Institute of Letters Award (April 2007).

***I Would Rather Sleep in Texas: A History of the Lower Rio Grande Valley and the People of the Santa Anita Land Grant.*** Texas State Historical Association, 2003, and in paperback (2008) and electronic book (2013).

**Awards for *I Would Rather Sleep in Texas*:**

Texas Book Festival, Austin, (2003); San Antonio Conservation Society Book Award (2004)

**Television (appearance and consulting):**

- ***Maximilian and Carlota: Europe's Last Empire in Mexico*** – Television series option under contract to Cinelande and Griffin Park Films, Montreal, Quebec, Canada.
- “Who Do You Think You Are,” Wall to Wall Productions, London, England. June 2015.
- “Faces of America,” with Henry Louis Gates, Jr., Eva Longoria episode, Ark Media, Summer 2009.
- Texas Rangers Episode, Research, Oxford Film and Television, Summer 2008.
- “The Chisholm Trail,” *History Detectives*, first episode, Public Broadcasting System (Portland: Oregon Public Television; London: Lion Television), Summer/Fall 2006.

**Employment:**

**Witte Museum, San Antonio: Director of Special Projects in History**

**University of Texas at San Antonio** – 2016: Adjunct Professor of History

- Texas History and World War 1

**Activities & Associations:**

- President, 2020 - 2021
- Second Vice President, 2018
- Secretary, 2012
- Texas State Historical Association, Austin, Texas: Board, since March 2003.

**Other groups and affiliations:**

- Western History Association 2016 – current
- Southern Historical Association 2017 - current
- The Author's Guild, Inc., New York – current
- American Historical Association – 2007 – current

**Education:**

M.A. in History, University of Texas at San Antonio.

Member: Omicron Delta Kappa Honors Society; Phi Alpha Theta.

B.A. in English, University of Texas at Austin.

History Studies, Oxford University, St. John's College.

# Bruce M. Shackelford, B.F.A., M.F.A.

## TEXAS HISTORY CURATOR – WITTE MUSEUM

***Bruce Shackelford is an independent curator, researcher, and writer focusing on the history of the American West and North American Indian ethnography and culture.***

### Selected Published works:

- *A Vision*, Chapter 2, *Art of King Ranch*, edited by William Reaves, Texas A & M University Press, pub. date 09/2021.
- *Making the Texas Cowboy and the Tools of the Endeavor*, Museum of Fine Arts Houston, Warren Symposium papers 2018.
- *Wests of Texas- Cattle Ranching Entrepreneurs*, Texas State Historical Association 2015
- *Photography on the South Texas Frontier: Images from the Witte Museum Collection*, Maverick Publishing Company 2010
- *Lucinda Elizabeth (Betty) Matthews Reynolds, Texas Women on the Cattle Trail*, edited by Sara Massey, Texas A & M University Press 2006
- *Bose Ikard: Splendid Behaviour*, Chapter 10, *Black Cowboys of Texas*, edited by Sara Massey, Texas A&M University Press 2000
- *First Contact*, Chapter 1, *Navajo Saddle Blankets: Textiles to Ride in the American West*, edited by Lane Coulter, Museums of New Mexico Press 2002
- *American Indian Artists: The Avery Collection and the McNay Permanent Collection*, Marion Koogler McNay Art Museum 1990
- Articles published in *Journal of South Texas*, *Antiques Insider*, and *Southwest Art Magazine*, newspapers and other publications.

### Experience:

- Texas History Curator, Witte Museum, San Antonio 2006-2020
- On-screen Appraiser on *Antiques Roadshow*, Public Broadcasting Service, WGBH Harvard, Boston, MA 1996-2020
- Independent Project Consultant and Curator 1989-present
- Manager of a 750+ acre cattle ranching and 75 acre pecan orchard operation, DeWitt County, Texas 1984-1988
- Director of The Creek Council House in Okmulgee, OK, National Landmark 1978-1983

### Selected Exhibits:

- *Confluence and Culture: 300 Years of San Antonio History*, Witte Museum, March through December 2018.
- *Connecting Texas: 300 years of Trail, Rails and Roads*, Witte Museum February – September 2018 (in partnership with the Texas General Land Office).
- *Splendor on the Range: American Indians and the Horse*, March – August 2016.



# Bruce M. Shackelford, B.F.A., M.F.A.

## TEXAS HISTORY CURATOR – WITTE MUSEUM

- *Mapping Texas: From Frontier to Lone Star State*, Witte Museum, Houston Museum of Science and History 2016-2017 (in partnership with the Texas General Land Office)
- *The Wests of Texas*, Witte Museum 2015
- *Juan Salinas: Tio Cowboy*, Witte Museum 2014
- *The World Through Magic Lanterns*, Witte Museum 2013
- *A Wild and Vivid Land: Stories of South Texas*, Witte Museum 2010
- *Circus Folk: Secrets Behind the Big Top*, Witte Museum 2009-2010
- *Lonesome Dove: Photographs by Bill Wittliff*, Witte Museum 2009-2010 (20<sup>th</sup> Anniversary of Lonesome Dove, the series)
- *Wild Wild West: True Stories and the Arena*, Witte Museum 2008-2009
- *Lens on South Texas: Historic Photography from the Witte Museum*, Witte Museum 2007-2008
- *Thundering Hooves: Five Centuries of Horsepower in the American West*, Witte Museum, 1992-1997 (National traveling exhibition)

### Consulting:

- Texas Historical Commission Chisholm Trail Corridor project, 2016
- The Buckhorn Saloon and Museum - San Antonio, TX., 1996
- Kenneth S. "Bud" Adams, Jr. – Houston, TX (collector and owner of the Tennessee Titans football team) 1994-2012
- Frontier Texas Museum - Abilene, Texas, 1994-1995

### Programs and Presentations

- Over 100 presentations in the last 10 years including Houston Museum of Fine Arts Bayou Bend Collection, The National Cowboy and Western Heritage Museum; community groups and association presentations. The subjects range from exhibit and book presentations to the history of the cattle industry and western artifacts as well as American Indian material culture.

### Education:

- Pecan Orchard Management course, Texas A&M University 1985
- Winedale Seminars on Museum Administration and Interpretation, Winedale Historical Center, Texas 1980
- Smithsonian Resources for Tribal Museums, Oklahoma City, OK, 1979
- MFA- Studio Art, The University of Oklahoma, Norman 1978
- Graduate Studies, Studio Art, The University of Texas, Austin 1975
- BFA- Studio Art, The University of Texas, Austin, grad. 1975

## Katherine Nelson Hall

B. A. Art History; American Arts Course Graduate Program  
Texas Heritage Curator, The Witte Museum

### Positions held at The Witte Museum: 2008- 2021

Texas Heritage Curator: 2018-Present

Researcher: 2014-2018; 2008-2012

Curatorial and Exhibits Project Coordinator: 2012-2013

### WITTE MUSEUM, EXHIBITIONS, CURATORIAL EXPERIENCE, AND PRESENTATIONS

- ❖ Participated in exhibition development of **48+ exhibitions**; from preliminary proposals, to initial conceiving, through entire process to installation. Provided Witte collections and artifact research and historical context, sourced and utilized additional historical photographic images, films, and documents; assisted with curatorial label writing and overall editing.
- ❖ ***How the West Was Fun: Circus, Saddles and the Silver Screen***, 2019-2020 Curator. Gallery Talks and Tours conducted throughout exhibition.
- ❖ ***Confluence and Culture: 300 Years of San Antonio History***, 2018-2019 Co-Curator responsible for *Military Gallery* and *Between the Wars* Media Display. Presentations: Preservation Fort Sam, San Antonio Council of Presidents, Texas Retired Teachers Association, Couriers Chapter, Daughters of the Republic of Texas, TSHA Annual Meeting, Military Unit Reunions.
- ❖ ***Your Country Calls Art to Win World War I***, Co-Curator. 2017-2018 November 11, 2017 Armistice Day/Veterans Day Program: Curatorial Gallery Tour and Talk, Guest Speaker: Lt. Col., Ret. U.S. Army Larry W. Lockett on The Horse and the Mule: Forgotten American Heroes of WWI.

### WITTE MUSEUM PROGRAMS: SELECTED LECTURES AND ONLINE PRESENTATIONS

- ❖ ***Ask a Curator Day at the Witte on Facebook Live***, September 16, 2020
- ❖ ***Meet the Witte Curators: Texas Heritage Curator***, Website, August, 2020
- ❖ ***My Favorite Artifact: Cicada Perfumer, Witte Where You Are***, Website, 2020
- ❖ ***Keep it in the Family: Preserving Personal Archival Materials***, 2016
- ❖ ***Calling All Collectors: The ABC's of Collecting***, 2011

### RECENT SCHOLARSHIP PUBLICATION PROJECTS

- ❖ ***Art of King Ranch***, edited by William Reaves, Texas A & M University Press, "A Vision," Chapter 2, Researcher. Publication date: September 2021
- ❖ ***First Families of Bexar County: Descendant Lineages of Residents of Béxar, San Antonio, and Bexar County prior to 1850***; San Antonio Genealogical and Historical Society, 2019. Contributing author and research committee member.  
San Antonio Conservation Society Publication Award 2021
- ❖ ***300 Years of San Antonio & Bexar***, Editor Claudia R. Guerra  
2 KNH Essays in Part Four, Global City:  
"San Antonio, Military City: Early Military Settlement"; "I Like Ike."  
Published by Maverick Books, Trinity University Press, 2018

- ❖ Texas State Genealogical Society Writing Competition 2017;  
1<sup>st</sup> Place Book Award: “**The Nelson Family in WWI,**” Manuscript, published in San Antonio Genealogical and Historical Society, *Our Heritage*. 2017
- ❖ ***The Wests of Texas: Cattle Ranching Entrepreneurs,*** Researcher. 2016  
San Antonio Conservation Society Publication Award. 2017

#### COMMUNITY ENGAGEMENT: ADVISORY BOARD MEMBER

- ❖ ***Arbol de La Vida: Memorias y Voces de Tierra,*** a community public art sculpture for the Mission de San Francisco de la Espada Portal by Margareta Cabrera commissioned by the San Antonio River Foundation and supported by Ramona and Lee Bass. 2018-2019
- ❖ ***Alcaldes de Bexar*** Genealogical history, research and education project.

#### ADDITIONAL RELEVANT EXPERTISE

- ❖ **FAMILY HISTORIAN, GENEALOGIST, MILITARY RESEARCH SPECIALIST**  
Internet and On-site Research, Writing and Documentation. Collaborate with a network of highly knowledgeable local and national military historians. Provided extensive family tree work-ups for multiple museum projects, including artifact location for exhibits and advancement purposes.

#### OTHER SELECTED MUSEUM, ART, AND CULTURAL HERITAGE EXPERIENCE

##### Current

##### ***PBS Antiques Roadshow, WGBH Boston: 2001-Present***

Antiques Roadshow has received 16 Emmy Nominations.

- ❖ **Still Photographer:** April 2019-Present
- ❖ **Assistant to Still Photographer:** 2005-2017
- ❖ **Assistant to Consulting Producer Dan Farrell:** 2018; 2001-2004

##### Previous Professional Positions

- ❖ ***Katherine Nelson Hall Fine & Decorative Arts Advisor:*** Consultant.
- ❖ ***Northwest Bank Antiques Show:*** Manager.
- ❖ ***Artist Trust, Washington State Arts Commission: Heirloom Birth Certificate***
- ❖ ***The Weatherford Gallery, Seattle:*** Curator.
- ❖ ***Sotheby's, Inc. Seattle, WA and New York, NY***
  - ❖ ***American Indian Art Department Cataloger,*** New York, NY.
  - ❖ ***Northwest Regional Associate,*** Seattle, WA
- ❖ **Junior League of Seattle Northwest Art Collection:** Committee Chair.

#### EDUCATION

**University of Washington:** Professional Certificate in Public Relations

Professional Certificate in Fundraising Management

**Sotheby's Inc. :** American Arts Course Graduate Program

**New York University:** Certificate in Appraisal Studies in Fine and Decorative Art

**University of Washington:** B. A. in Art History; Post-Graduate Studies

# BETH STRICKER

## PROFESSIONAL PREPARATION

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The University of the Arts	Museum Exhibition Planning & Design	MFA 2010
Hobart & William Smith Colleges	Classical Civilizations, Studio Art	BA 2007

## APPOINTMENTS

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2019 - present	Vice President of Exhibitions, The Witte Museum
2018 - 2019	Director of Exhibit Design and Interpretive Strategy, The Witte Museum
2008 - 2018	Exhibition Development and Design Consultant, Freelance
2017	Project Director, Smithsonian Institution Traveling Exhibition Service
2013 - 2017	Director of Exhibitions, Paleontological Research Institution
2010 - 2013	Exhibitions Manager, Paleontological Research Institution
2009	Graphic Design Assistant, National Constitution Center
2007 - 2008	Exhibits Coordinator, Interpretive Solutions, Inc.

## SPECIAL PROJECTS

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2017	Author, <i>Daring to Dig: Adventures of Women in American Paleontology</i>
2014 - 2017	Community Advisory Board Member, Wharton Studio Museum
2013 - 2017	Hangar Aces Leadership Council Member, Hangar Theatre
2009	StudioNext Developer, The University of the Arts

## PRESENTATIONS

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*Daring to Dig: Women in American Paleontology*, Geological Society of America Annual Meeting, 2016

*Creating Engaging Displays*, Science Communication Course, Cornell University, 2015

*Baby Steps: Natural History Museums and Early Childhood Education*, Geological Society of America Annual Meeting, 2013

*Moving Carbon, Changing Earth: Exhibition Development & Design.* Teacher Resource Day, Paleontological Research Institution, 2013

*The Making of Glaciers: Exhibition Development & Design.* Ithaca/Lansing Rotary Club Meeting, 2013

*Ice, Cold, Animals: What Museum Visitors Think about Glaciers.* Geological Society of America Annual Conference, 2012

*Rural Landowner Perceptions of Climate Change and Implications for Public Outreach.* Geological Society of America Annual Conference, 2012

## AWARDS & GRANTS

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**Lives Unearthed: Women in American Paleontology**, Institute of Museum and Library Services, Museums for America Grant, 2016

**Quirks of Nature**, the Museum Association of New York, Award for Innovation in Interpretation, 2015

**Lives Unearthed: Women in American Paleontology**, National Endowment for the Humanities, Planning Grant, 2014

**Our Changing Earth**, Institute of Museum and Library Services, Museums for America Grant, 2012

**Did Dinosaurs Poop?**, the Museum Association of New York, Award for Innovation in Interpretation, 2012

**Charlestown Township Historic Site Signage**, National Alliance Preservation Commissions Excellence Award (Honorable Mention) for Best Practices in Public Outreach and Advocacy, 2010

## PROFESSIONAL MEMBERSHIPS

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American Association of Museums

National Association for Museum Exhibition

The Phi Beta Kappa Society

The Eta Sigma Phi Society

## HEATHER WELDER RUSSO

(b) (6)

**Experience** **Witte Museum, San Antonio, Texas**  
*Chief of Advancement, September 2017-present*  
*Vice President of Development, January 2013-August 2017*  
*Director of Major Gifts, September 2007-December 2012*

Serves as the museum's lead gift officer and is responsible for designing and implementing comprehensive institutional advancement programs and recruiting and developing talented team members. The advancement function includes responsibility for annual fund; government, corporate and foundation relations; major gifts and gift planning; endowment; capital campaign; membership relations; fundraising events; donor and member stewardship; and advancement services such as database management. Oversees all fundraising activities, with an annual operational fundraising goal of approximately \$5 million each year. Developed and successfully implemented multiple new funding streams, including five separate challenge campaigns, with goals ranging from \$85,000- \$250,000 and all successfully met. Serves as staff liaison for fundraising events, including galas, luncheons, and fun runs. Revenue from gala has exceeded \$1 million raised in past two years. Supervises 7 staff, acts as staff liaison for the Development and Capital Campaign committees, and sits on the Finance, Strategic Planning, Visitor Engagement, and Building Committees, and all event committees. Key team member for the Covid-19 Pandemic Re-opening Task Force and one of a few senior staff member selected to participate in the AAM Facing Change Advancing Museum Board Diversity & Inclusion program 2020.

Led the Witte's \$100 million *It's About Time: The Campaign for the New Witte*, which raised \$101.5 million. Supports the Board of Trustees and Capital Campaign Committee in the cultivation and stewardship of major donors and the solicitation of gifts. The 2007 goal was \$50 million; having exceeded it, the goal expanded to \$100 million. The campaign included the planning, funding and opening of 5 new Centers at the museum, culminating in the opening of the Susan Naylor Center in 2017. Currently, leads the Witte's \$100+ million Witte Forever Campaign, which recently launched and includes fundraising goals for endowment, capital projects, and operational excellence to create a solid foundation for the museum's future as it plans for its 100<sup>th</sup> anniversary in 2026.

**University of the Incarnate Word, San Antonio, Texas**  
*Director of Major Gifts and Planned Giving, March 2006-August 2007.*  
Maintained a successful major gifts portfolio, cultivated relationships with key constituencies and assisted with the implementation of a comprehensive capital campaign. Worked with development and campaign committees, academic leaders and alumni to cultivate, solicit and steward major and planned gifts. Raised approximately \$700,000 for the Endowment Campaign and Nursing Campaign. Knowledgeable in types and marketing of planned giving vehicles, especially will bequests and charitable gift annuities.

**Texas Wildlife Association and the Texas Wildlife Association Foundation, Inc., San Antonio, Texas**  
*Director of Development, August 2004 — February 2006*  
Directed comprehensive Development program for the Association and the Foundation, including major gifts, planned giving, special appeals, upper level memberships, Annual Fund, and special events. Increased income to the Foundation by 20% each year. Oversaw fiscal and operational management of the Foundation, including budgeting and accounting systems. Created and implemented new policies and procedures to ensure proper and transparent management of funds and more effective and efficient use of funds. Developed direct mail pieces, print ads, and other collaterals, including 2004 Annual Report. Wrote monthly magazine articles.

**Witte Museum, San Antonio, Texas**

*Grants and Corporate Contributions Coordinator, August 2003 — August 2004*

Secured grants, sponsorships, and underwriting funds from corporate, foundation, and government sources and for obtaining corporate memberships. Raised over \$500,000 in exhibit and operational funds. Developed project proposals and marketing pitches with Directors of Development and Marketing.

**World Vision Armenia, Yerevan, Armenia**

*Senior Program Officer, May 2001 — March 2003*

Oversaw \$2 million in projects and eighty staff. Coordinated staff and local communities in assessments, project design, and grant proposals, with a focus on major grants and Government donors. Managed the implementation, funding, and monitoring of seven projects in Education, Civil Society Initiatives, Child Sponsorship, Microfinance, Agro-business, Health and Nutrition, and Spiritual Development. As of August 2003, raised over \$5 million in project and operational funds. Familiar with grants from Governments of the United States, United Kingdom, Ireland, Germany, Canada, Australia, and the European Union. Developed National Office Monitoring and Evaluation Strategy, plan and tools, incorporating qualitative and quantitative analyses in procedures. Facilitated National Office 2002 Strategic plan, including developing mission statement and objectives.

**World Vision Small Enterprise Fund(SEF) International, Yerevan, Armenia**

*Program Officer, February 2001 — May 2001*

Assisted the Managing Director in developing and implementing an efficient strategy for project development and consistent fundraising for World Vision's Micro Finance Institution, SEF International, and its projects. Solicited over \$2.2 million in loan capital and operating funds. Devised marketing plans for expansion efforts to open additional satellite and branch offices throughout Armenia.

**Professional Development and Recognition:**

- **Tesoro Fellow**, also known as Holt Development Fellow of San Antonio Area Foundation, Inaugural Class 2017-2018.
- **MD Anderson Cancer Center Advance Team**, Young Executive Board Member, 2014- present.
- **San Antonio Business Journal 40 Under 40**, 2015
- **Fiesta San Antonio Commission PMO Commissioner for the Witte Museum**, 2010-Current. Nominating Committee Member, 2020.
- **Society of Orphaned Armenian Relief**, Board Member, 2020-present.
- **Junior League of San Antonio**, Member 2004-2014. Sustainer Member, 2014-present.
- **Tobin Performing Arts Center Toby Award Program**, Vice-Chair, 2012-2014. Junior League of SA, partnering with the Tobin Performing Arts Center to produce an award program for high school performing arts programs in Bexar County.

- **Metropolitan Opera National Council Committee**, 2008- 2011.

Served as Regional Director of the Metropolitan Opera National Council Southwest Region District and Regional Auditions Committee for a two-day opera audition and finals concert to build the young artist program at the Metropolitan Opera in New York. Also served as District Director in 2010, Publicity Chair in 2009 and Hospitality Chair in 2008.

- **SA Works---Provisional Chair**, 2007-2008.
- **Planned Giving Council of San Antonio**, Member, 2006-present.

PGCSA Board Member, 2008-2010. PGCSA Annual Conference Planning Committee, 2007-2010.

- **Association of Fundraising Professionals**, Member, 2004- present.
- **Alamo Heights Terrell Hills Garden Club**, Member, 2009-present.

Fall Harvest Tour, Harvest Market Co-Chair, 2012-2015. Publicity Chair, Flower Show 2015 - present.

- **World Affairs Council**, Member, 2020-present.
- **Texas Biomedical Foundation Founder's Council**, Member, 2013-2016.
- **Chi Omega Fraternity**, 1997-present.

**Education**

**Washington and Lee University**, Lexington, Virginia, 1996-2000.

Bachelor of Science with Special Attainments in Commerce, Majors in Business Administration and European History, June 2000. Dean's List - 1998-2000.

# SAMANTHA RENDON

(b) (6)

## Professional Summary

Experienced Public Relations and Marketing professional with the ability to manage internal and external communications. Successful history in digital media marketing, promoting and increasing awareness in all markets, and establishing media relationships. Highly talented in creating concept strategies and executing brand building marketing and promotional activities in support of goals. Performs related duties and fulfills responsibilities as required.

## Skills

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- Bilingual written & verbal communication
- Social media expert
- Strategic marketing
- E-mail & direct mail marketing campaigns
- Marketing plan development
- Brand messaging

## Work History

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### **Director of Communications** 10/2019 to Current

#### **Witte Museum** – San Antonio, TX

- Promoted to Director of Communications within seven months of being at the Witte Museum from proven strong work ethic and ability to adjust to pressure.
- Leads Witte Museum public relations efforts, writing and editing press releases, executing press conferences and media announcements.
- Redesigned and relaunched new and improved Witte Museum app reaching 2,000 app downloads in 3 months.
- Lead project manager for new website redesign and content management.
- Lead videographer, content producer and editor for all digital media communications and social media promotions.

### **Digital Media & Marketing Manager** 03/2019 to 10/2019

#### **Witte Museum** – San Antonio, TX

- Recruited to revitalize lagging web presence and social media engagement for business experiencing downward traffic trend.
- Responsible for increasing brand awareness and driving new leads through a variety of digital marketing strategies and approaches including web layout, email, social media marketing, and paid and organic search.
- Increased social media presence and engagement by 75% and website tickets sales from 18 a week to nearly 150 a week.



- Worked with outside marketing agency to launch advertisement campaigns, including budgeting for, creating and publishing advertisements both on a local and national level.

#### **Marketing Specialist** 01/2018 to 3/2019

##### **San Antonio Food Bank** – San Antonio, TX

- Managed eight social media platforms for the San Antonio and New Braunfels Food Bank and achieved the #5 spot amongst 200+ food banks nationwide.
- Developed web-based and social media calendar and content, including calendar listings, department e-newsletters, blogs and others.
- Established strong relationships with members of the media and key stakeholders in the community to proactively communicate mission, culture stories and events.
- Organized media appearances, distributed press releases and requests for coverage and leads as Food Bank representative for Spanish media.
- Headed end of year campaigns surpassing food collection goals of over 1 million lbs. of food to feed families in need.

#### **Account Coordinator** 04/2017 to 10/2017

##### **The 360 Agency** – Culver City, CA

- Created and implemented successful strategic marketing for top telecommunications company, resulting in a surprise and delight concert in 4 cities across the U.S. in 4 days.
- Fulfilled drive to retail campaigns and initiatives including in-store collateral, activated guerrilla teams and site visits to increase sales by 50%.
- Assisted in planning and executing sold out events, such as sourcing and liaising all vendor task, complete training manuals for sellers and staff, travel and set up/ breakdown requirements.

#### **Marketing Communications Specialist** 12/2015 to 04/2017

##### **WoodCo, Ltd.** – San Antonio, TX

- Drafted and managed print, online and social media communications designed to promote company brand, image and values.
- Wrote and edited company specification sheets, product collateral, and blog posts to guarantee content quality.
- Developed and deepened relationships with key customers by closely monitoring projects, providing information and resolving concerns.

**Bachelor of Arts:** Bilingual Communications

May 2011

**University of the Incarnate Word** - San Antonio, TX

Helen Holdsworth  
San Antonio, Texas

### **Current Position**

**Vice President of Public Programs, Witte Museum – January 2019 to present**

As VP of Public Programs, Holdsworth is responsible for ensuring that all exhibitions and programs are inclusive, engaging, and grounded in scholarship and the Texas Essential Skills and Knowledge, working with Curators and Education partnerships. In this regard, the Vice President of Public Programs is responsible for the management and evaluation of all public programs. The Vice President of Public Programs serves as a community resource and liaison with the Witte Museum and education leaders and community groups, promotes the museum's programs, and works with the Witte's communication's team to disseminate publicity information. The Vice President of Public Programs works with the Chief of Engagement to develop and oversee the department's annual budget and metrics, and serves on appropriate museum committees/teams, participates in generating program and exhibition interpretive ideas, and serves on the museum's Senior Management Team.

**Curator, Texas Wild at the Witte Museum – November 2015 to January 2019**

As curator, Holdsworth assisted with the acquisition of animals and other relevant specimens for the Natural History collection. She stewards the Natural History collection not on exhibit. Holdsworth helped design and create the McClean Family Texas Wild Gallery, the SWBC Live Lab, and the East Foundation Land Stewardship Lab. She also worked with the Programs Department on design and execution of youth and adult educational programming for the Witte.

Holdsworth represents the Witte Museum on the board of the Land Heritage Institute, the Alamo Monarch Collaborative, Cities Connecting Children to Nature, and the San Antonio-Texas Children in Nature collaborative. She works with local and state conservation organizations to extend the reach of the museum.

### **Previous Employment**

**Executive Director, Texas Brigades – 2003–2015**

Texas Brigades is a wildlife education and leadership development program for Texas youth. As Executive Director, Holdsworth was responsible for assisting each of the eight camps with commonalities (i.e., recruiting cadets and adult volunteers, marketing, some fundraising) and statewide promotion of Texas Brigades (i.e., news releases, participation in state and national conferences and symposia). She also was responsible for fundraising, grant writing, communicating with Texas Brigade graduates and managing summer employees.

**Director of Conservation Legacy, Texas Wildlife Association (TWA) - 2001-2015**

Holdsworth managed the educational programs of TWA with a staff of 12. She assisted with planning and conducting educational programs for members and non-members, focusing on wildlife and habitat management on private lands, and for youth audiences. Outreach had grown

to 600,000 statewide on an annual basis. Holdsworth also conducted training for educators and assisted with grant writing and fundraising for the program.

Extension Associate-AgriFood Masters, Texas A&M AgriLife Extension Service, 1994-2002

Co-owner, Cattle Brokers, Inc., 1988-1994

Coordinator, Brangus Development Services, International Brangus Breeders Association, 1987-1988

### **Education**

Masters of Science, Environmental Science, University of Texas at San Antonio, 2007

Certificate of Ranch Management, Texas Christian University, 1987

Bachelors of Science, Agricultural Education, Texas A&M University, 1985

# COLLEEN FERGUSON

(b) (6)

ColleenFerguson@WitteMuseum.org  
linkedin.com/in/cferguson064

## EDUCATION

Master of Arts in Biology • Miami University of Ohio  
Degree Focus: Conservation Education  
May 2015 – December 2017  
Advanced Inquiry Program

Bachelor of Science in Marine Biology • Texas A&M University  
August 2007 – December 2010

## EXPERIENCE

**Director of Public Programs • The Witte Museum**                      **November 2019 – Present • San Antonio, TX**

- Facilitate, evaluate and schedule educational programming for school groups visiting the Museum
- Manage a team of Educators to develop and implement Museum programming and outreach
- Collaborate with Museum management and other departments to find new revenue streams, outreach, and educational opportunities that will continue to drive the organization into the future
- Carefully monitor, assess and update the department budget throughout the fiscal year

**Camp & Outreach Manager • The Witte Museum**                      **Feb. 2019 – Nov. 2019 • San Antonio, TX**

- Managed the development and implementation of Witte Museum Camp
- Expanded camp opportunities by creating novel Camp experiences during fall and winter school breaks
- Strengthened partnerships with outside organizations through increased outreach opportunities and exposure within the local community

**Senior Educator • San Diego Zoo**    **May 2014 – Sept. 2018 • San Diego, CA**

- Developed and implemented outreach educational programming, classroom curriculum and activities
- Participated in the planning of conservation education projects in San Diego Zoo Global partner countries
- Provided educational tours and animal presentations for groups of all ages, including high-profile clientele, focusing on wildlife conservation and environmental stewardship
- Led and co-facilitated the teen volunteer program “Zoo Corps,” supervising members ages 13-17 during all volunteer programming

### **Notable Projects with the San Diego Zoo:**

- Developed educational curriculum for the Saiga Conservation Alliance in Central Asia
- Co-led the *Summer Wildlife Academy for Environmental Educators*, a first-of-its-kind teacher workshop in Nukus, Uzbekistan in 2017
- Co-led the second *Summer Wildlife Academy for Environmental Educators* in Liman, Russia in 2018
- Collaboratively wrote and developed multiple grant-funded outreach programs, including a two-part classroom and field program introducing citizen science to 4<sup>th</sup>-8<sup>th</sup> graders

## ADDITIONAL EXPERIENCE

**Animal Trainer • Texas Biomedical Research Institute**                      **Nov. 2012 – April 2014 • San Antonio, TX**

**Animal Ambassador/Educator • SeaWorld San Antonio**                      **May 2008 – Sept. 2012 • San Antonio, TX**

**Marine Mammal Intern • Walt Disney World**                                      **January 2011 – June 2011 • Orlando, FL**

## OTHER HIGHLIGHTS

- 2017 IZE Journal Publication:  
*Teen Volunteers at the Zoo: Education Goes Beyond Conservation*
- Presenter at the Citizen Science Symposium for Conservation in Southern California: *San Diego Zoo's Wildlife Watch: Empowering Students to be Citizen Scientists*

## PROFESSIONAL AFFILIATIONS

- American Alliance of Museums (AAM)
- Texas Association of Environmental Educators (TAAEE)

# Cassandra Santillan

## Experience

**Texas History Education Manager (Witte Museum)** 2016- Present

- Create curriculum for camp and school programs for the Texas History initiative
- Teach camp, school programs, daily demonstrations, and special programs.
- Manage program and camp materials for the Texas History programs
- Participate in outreach and other museum events
- Manage part-time presenters

**Teacher (Mead Elementary School)** 2013-2015

- Facilitated the learning of the state adopted curriculum for fourth grade students
- Maintained communication with parents, students, faculty, and administration
- Ensured morale of students through use of positive reinforcement
- Documented student progress based on state assessment practice tests

**Assistant Principal (San Antonio Preparatory Academy)** 2009-2011

- Maintain a safe and orderly environment for students, employees, and parents
- Assist in the day-to-day operation of the school
- Supervise staff and assist in evaluating faculty
- Federal Grant Manager/Federal Programs Director- Manage Title I grant and ensure all federal guidelines are followed
- District/ Campus Testing Coordinator- Train all test administrators, ensure security and proper administration of state assessments

**Teacher (San Antonio Preparatory Academy)** 2005-2009

- Lead Teacher
- Facilitate the learning of the state adopted curriculum for fifth and sixth grades
- Maintain communication with parents, students, faculty, and administration
- Ensured morale of students as a girl scout troop leader for students
- Incorporated available technology into classroom lessons

**Independent Contractor Smithsonian Center for Latino Initiatives**

- Compiled a database of the center's mailing lists, conference and exhibit participants, and volunteers

## Education

**M.Ed. Educational Leadership and Policy Studies • University of Texas at San Antonio • San Antonio, TX 2012-2013**

As part of my course work in the field of educational leadership I completed 36 hours that covered topics such as research methods, human relations, cultural and linguistic diversity, school and community relations, etc.

**MAT Museum Education George Washington University • Washington, D.C. 2003-2004**

As a part of my course work I completed a semester long internship at the Smithsonian National Air and Space museum where I worked to develop a lesson plan and write a grant for purchasing models for their cart program. I spent an additional semester working with a local classroom to develop a museum experience based on their classroom curriculum.

**BA Archaeology/ Museum Studies Baylor University • Waco, TX**

**1999-2002**

As part of my course work I completed an internship with the Smithsonian Center for Latino Initiatives. I assisted in planning a conference. I worked on the logistics of the conference as well as communicating with conference presenters and participants.

### **Skills**

- Microsoft Office (Word, Excel, PowerPoint)
- Various office equipment (fax machines, scanners, copiers, laminating machines, digital cameras, digital projectors, etc.)

# JOSHUA SEGOVIA

(b) (6)

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**SKILLS** Proficient in Program Development | Educational Interpretation | Budget Creation and Management | Personnel Management on large scale long term projects | Fundraising | Microsoft, Google, and Apple Office Suites | TABC | First Aid Certified | Food Handlers License | I am an Actor, Director, and Choreographer | Highly Collaborative | Texas Master Naturalist of Class 42

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## EXPERIENCE

### THE WITTE MUSEUM

#### Special Programs and Gallery Theater Manager '16

Responsible for researching and learning content for permanent and traveling exhibitions to inform and support the planning and implementation for all special programs. Character and Script development for historical interpretation.

### THE SMITHSONIAN LATINO CENTER

#### Guest Speaker at Post Collegiate Seminar '18

#### Appointed Ambassadorship '09

### THE SAN ANTONIO MUSEUM OF ART

#### Children's Curriculum Developer '09

Responsible for generating arts and craft activities for family days coordinated to museum exhibits

### THE SOUTHWEST SCHOOL OF ART

#### Intern to the Assistant Director of Young Arts Programs '08

Responsible for providing administrative support to Regina Sanders on multiple projects and tasks

#### Artist Teacher '12-'16

In charge of guiding children ages 2-16 through clay model construction during Fiesta

#### Bee Nation Assistant '08

Assistant to Artist Rainey Rodriguez: Head of Bee Nation Teen Art Program

#### Assistant to Artist Cruz Ortiz in Printmaking Studio/Ceramicist Diana Kersey in Clay Studio

### THE CLASSIC THEATRE OF SAN ANTONIO

#### Scenic Artist '16

### TEXAS STATE UNIVERSITY THEATRE

#### Scenic Artist '13

### ECKERD COLLEGE THEATRE

#### Technician '09-'10

### PEACEJAM INTERNATIONAL

#### Appointed Ambassador and Community Outreach Organizer '09

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**EDUCATION** TEXAS STATE UNIVERSITY - Bachelor of Fine Arts in Theatre

THE INTERNATIONAL SCHOOL OF THE AMERICAS (ISA)

THE NORTH EAST SCHOOL OF THE ARTS (NESA)

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**AWARDS** Eagle Scout, Young Ambassador Program '09, Las Casas Scholarship '09, Deans List '11, Community Activist Award '09

# JEREMY BILBO

(b) (6)

SINGER/ACTOR/DANCER

## THEATRE

**THE LITTLE MERMAID (2016), "SEBASTIAN"**

**DIR: JASON MOSHER**

The Woodlawn Theatre, San Antonio TX.

**WATCH YOUR STEP MEN OF EASTWOOD (2017), "LITTLE RICHARD"**

**DIR: DARREN NEWHARDT**

The Renaissance Guild, San Antonio TX.

**GREASE (2017), "JOHNNY CASINO"**

**DIR: TIM HEDGEPEETH**

Northwest Vista College, San Antonio TX.

**JUNIE B. JONES (2017), "MR. SCARY, GLADYS GUTZMAN, THE BUS DRIVER, DAD)  
UNDERSTUDY**

**DIR: HEATHER CURRIE**

Empire Theatre + Magik Theatre, San Antonio TX.

**RIKKI TIKKI TAVI & THE JUST SO STORIES (2017), "THE DJINN, AUNT OSTRICH, THE  
CROCODILE, TEDDY, NAG"**

**DIR: FRANCES LIMONCELLI**

Magik Theatre, San Antonio TX.

**EASTWOOD: A BLUES CONTINUUM (2018), "SIR JEREMY"**

**DIR: DANIELLE KING**

The Renaissance Guild, San Antonio TX.

**MADAGASCAR (2018), "KING JULIAN, THE POLICE OFFICER, THE SHIP CAPTAIN,  
ZOOKEEPER ZEKE, THE CAMERAMAN, THE FOOSA"**

**DIR: HEATHER CURRIE**

Magik Theatre, San Antonio TX.

**Special Skills:** Singing, Tap Dance, Accents, Fight and Dance Choreography



## Brady Haynes

### EDUCATION

#### **M.A. Geography, Resource & Environmental Studies**

Texas State University, San Marcos, TX, 2015

#### **B.A. Business Administration/B.A. Communications**

Trinity University, San Antonio, TX, 2005

#### **Project Management Professional (PMP)**

Project Management Institute, 2015

### MUSEUM EXPERIENCE

#### **The Witte Museum – San Antonio, TX (2017 – present)**

*Project Manager, Project Director, Vice President Operations 2017-2019*

*Chief of Operations 2019-present*

- Leads and oversees the Operations teams including: Information Technology, Safety and Security and facilities and supports the coordination and management of facility management and operations as well as construction projects including concept, planning and execution.
- Provide budgetary oversight and financial management.
- Work with all levels of museum team and outside contractors to organize and implement human, collection and facility safety and oversee operational and construction projects.

#### **San Antonio Water System (SAWS) – San Antonio, TX (2015 – 2017)**

*Finance and Budget Analyst*

- Developed and collaborated on strategic planning and corporate budget process for city-owned water/wastewater utility. Provided variance analysis, modeling, and forecasting services for executive management.
- Researched and consolidated the SAWS Affordability Discount Program's financial information detailing trends and historical changes of the program over the past 13 years resulting in process improvement.
- Developed meter reading resource model to optimize daily personnel and financial resources.
- Analyzed workforce data and successfully provided recommendations on developing a resource plan to enhance the customer service objectives, resulting in lower wait times and increased efficiencies in staff time.

#### **San Antonio River Authority – San Antonio, TX (2009-2015)**

*Project Coordinator and Finance Analyst*

- Developed and managed the annual \$100M General Fund, \$21.5M utility budgets, and individual project budgets. Coordinated with all levels of management to gather, analyze, summarize and prepare recommendations regarding financial plans, new business planning, government requirements and operating forecasts.
- Established utility water and wastewater rates for both wholesale government rates and retail private sector. Presented rates to various city councils and executive management annually.
- Successfully coordinated and managed annual audit and \$175M project funds for City of San Antonio, Bexar County, and the Federal Government.

- Member of team that obtained and administered Texas Water Development Board financial assistance programs resulting in \$1.37M funds being made available.
- Managed utility capital improvement projects in the amount of \$45M resulting in saving \$10M of costs.

**C.L. Browning Ranch, Johnson City, Texas (2007-2009)**

*Assistant Ranch Manager and Project Manager*

- Led environmental land restoration projects and data collection related to wildlife, hydrology, and land management practices for this 1,000-acre ranch. Compiled, catalogued, analyzed trends and processed data for both university studies and operational objectives. Constructed and updated analytical Geographic Information Systems (GIS) database utilized for research and delivering presentations. Supervised two employees and interns; responsible for maintenance, use of heavy equipment, and restoration projects.
- Initiated, created, and implemented ESRI GIS database including files and maps providing information showing the relationship to all vegetation markers and projects for administrative and educational purposes.
- Drafted application and successfully received grant funding from Texas Parks and Wildlife for the clearing of 300 acres of invasive ashe juniper and encouraging native grasslands.

**PROFESSIONAL ORGANIZATIONS**

**Alamo PMI** (2015 – present)

**FRANCISCO GUAJARDO, Ph.D.**

Chief Executive Officer  
Museum of South Texas History  
200 N. Closner  
Edinburg, TX 78539

(b) (6) [fguajardo@mosthistory.org](mailto:fguajardo@mosthistory.org)

**EDUCATION**

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Ph.D. (Interdisciplinary—History/EdAdmin/C&I)	U.T. Austin	2003
M.A. History	U.T. Austin	1989
B.A. English	U.T. Austin	1987
High School	Edcouch-Elsa Edcouch, TX	1983
Doctor of Humane Letters ( <i>honoris causa</i> )	Lewis and Clark, Portland, OR	2009

**PROFESSIONAL EXPERIENCE**

<b>Chief Executive Officer</b>		2019-present
Museum of South Texas History (MOST History)		
<b>Founding Executive Director, B3 Institute</b> (Bilingual, Bicultural, Biliterate)		2016-2019
University-wide initiative: University of Texas Rio Grande Valley (UTRGV)		
<b>Co-Principal Investigator/Program Administrator, “Historias Americanas”</b>		2019-2022
\$2.1 million, UTRGV/K-12 teacher prof development grant, US Dept of Ed		
<b>Co-Principal Investigator, HSI National Science Foundation STEM grant</b>		2018-2023
\$1.5 million, UTRGV College of Science faculty professional development to infuse culturally relevant pedagogies in teaching, research & service		
<b>Co-founder and Founding Director, Center for Bilingual Studies</b>		2012-2015
Inter-college UTPA Research & Community Engagement initiative		
<b>Professor &amp; C. Bascom Slep Endowed Chair in Education</b>		2014-2016
University of Texas Rio Grande Valley (formerly UTPA)		
<b>Professor (tenured)</b>		2014-2019
University of Texas Rio Grande Valley, Dept of Ed Leadership		
<b>Associate Professor (tenured)</b>		2008-2014
University of Texas Pan American (UTPA became UTRGV in 2015) Department of Educational Leadership		
<b>Assistant Professor</b>		2003-2008
University of Texas Pan American, Dept of Ed Leadership		
<b>Teton Science Schools Advisory Council (Jackson Hole, Wyoming)</b>		2016-2020
<b>Founder/ Executive Director (volunteer E.D.)</b>		1997-2016
Llano Grande Center for Research & Development: Edcouch, TX		
<b>Board Chair</b>		2001-2010
The Center for Rural Strategies, Whitesburg, Kentucky		
<b>Member</b>		2010-2018
<b>Board Chair</b>		2009-2016
Rural Supporting Organization, a 509 corporation		

<b>Board Member</b>	Institute for Educational Leadership, DC based organization	2015-2018
<b>Co-Founder</b>	Community Learning Exchange	2007-present
<b>Principal Investigator</b>	Project Lead, Department of Ed Leadership, UT Pan American U.S. Department of Education \$750,000	2006-2009
<b>Chair, Edinburg CISD School Bond Committee</b>	Led effort to pass \$112 million bond to build new schools	2008-2012
<b>Chair, Hidalgo County Drainage Committee</b>	Built public support for \$184 million bond issue for comprehensive drainage improvement plan	2011-2018
<b>Board Member, Vice Chair</b>	Rural School and Community Trust, Arlington, Virginia	2007-2018
<b>Fellow</b>	W.K. Kellogg Foundation, Rural People, Rural Policy	2006-2010
<b>Fellow</b>	W.K. Kellogg Foundation, Kellogg Leadership for Community Change	2003-2008
<b>Director, Llano Grande Center</b>	A place-based curriculum & pedagogy initiative @ Edcouch-Elsa HS	1997-2002
<b>Fellow</b>	Center for Rural Strategies, Bellagio Seminar on Rural Issues, Bellagio, Italy	2003
<b>Faculty</b>	Salzburg Seminar 394, Salzburg, Austria	2001
<b>Classroom Teacher</b>	Edcouch-Elsa High School (E-E H.S.); certified to teach English, English, History, Social Studies	1990-1997

## **GRANTS**

### **Recent Activity at Museum of South Texas History**

U.S. Department of Education grant through University of Texas Rio Grande Valley (January 2021). Oral History workshops at the Museum of South Texas History. \$30,000, awarded.

National Science Foundation grant through University of Texas Rio Grande Valley (January 2021). On culturally relevant ways of teaching through the Museum of South Texas History. Grant approved: \$20,000, awarded.

Smithsonian Institution Learning Lab. (October 2020). Professional development for teachers through the Museum of South Texas History River Legacy Galleries. \$9,000, awarded.

Kleberg Foundation. (October 2020 submitted). Bearing Witness: Building a Collection and Narrative Production of the Pandemic of 2020. \$75,000 request.



January 4, 2021

National Endowment for the Humanities  
400 7<sup>th</sup> St SW  
Washington, DC 20506

Re: NEH Public Humanities Planning Grant for Witte Museum

Dear NEH Colleagues:

It is my pleasure to submit this Letter of Support for the Witte Museum's application for the NEH Public Humanities Planning Grant. As a historian of the heritage of Texas, I support the broadening of the Witte Museum's South Texas Heritage Center to develop exhibitions and programs that expand the history of Texas beyond the 19<sup>th</sup> and early 20<sup>th</sup> century to examine the lived experiences of the people of this vast region. The Witte Museum's collection of historic artifacts helps to tell those stories.

In my work as a historian and researcher, I have seen the need for a fuller story of Texas from its prehistory, the blending of cultures, and the various themes that bring us to the region we have today. The public, students, and avocational historians deserve to see more of the story in the well-respected and notable Witte Museum, now in its 95<sup>th</sup> year as major regional institution.

A Planning Grant from the NEH will ensure that a fuller and broader history of Texas will be told at the Witte Museum through prehistory to the Texas we know today.

Sincerely,

Francisco Guajardo, Ph.D.  
Chief Executive Officer  
Museum of South Texas History

*...preserving and presenting the borderland of South Texas and northeastern Mexico*  
200 N Closner Blvd. • Edinburg, Texas 78541 • 956-383-6911 • [www.mosthistory.org](http://www.mosthistory.org)

**Amy Meschke Porter**  
Texas A&M University-San Antonio  
College of Arts & Sciences  
One University Way  
San Antonio, Texas 78224  
210-784-2208  
[Amy.porter@tamusa.edu](mailto:Amy.porter@tamusa.edu)

## EDUCATION

- 1998-2004 Ph.D., Southern Methodist University
- passed departmental exams with distinction in fields of United States, women's, global/comparative, and Borderlands history in February of 2001
  - defended dissertation entitled "Women's Lives through Women's Wills in the Spanish and Mexican Borderlands, 1750-1846" under the direction of David Weber
- 1998-2001 M.A., Southern Methodist University
- 1994-1998 B.A. with Honors, Austin College, *Summa Cum Laude*, History and Spanish

## TEACHING EXPERIENCE

- 2019-Present Professor of History at Texas A&M University-San Antonio
- 2014-2019 Associate Professor at Texas A&M University-San Antonio
- 2009-2014 Assistant Professor at Texas A&M University-San Antonio
- 2005-2009 Assistant Professor at Georgia Southwestern State University
- 2004-2005 Instructor at Columbus State University
- 2002 Instructor at Southern Methodist University (summer)

## COURSES TAUGHT

United States History to 1865, United States History, 1865 to present, Defining the Southwest: From the Alamo to Hollywood, The United States, 1877-1920, History of American Women, History of American Frontiers, Introduction to Women's Studies, Spain and North America, Civil War and Reconstruction, Texas History, Colonial America, American Revolution and Early Republic, Historical Methods, History of Mexican Americans in the Southwest, History Internship, Writing History

## SELECTED PUBLICATIONS

### BOOKS

- Forthcoming Tijerina, Andrés, Emilio Zamora, Guadalupe San Miguel, Jr., Sonia Hernández, and Amy Porter. *The Mexican American History of Texas and Beyond*. Dubuque, Iowa: Kendall Hunt Publishing Company, forthcoming.
- 2015 Porter, Amy Meschke. *Their Lives, Their Wills: Women in the Borderlands, 1750-1846*. Lubbock, TX: Texas Tech University Press, 2015.

## JOURNAL ARTICLES, BOOK CHAPTERS, CONFERENCE PROCEEDINGS

- 2019 Porter, Amy M. "Tejanas and Ranching: María Calvillo and Her Ranching Enterprises." In *Texas Women and Ranching: On the Range, at the Rodeo, in the*

*Community*, ed. Deborah M. Liles and Cecilia Gutierrez Venable, 9-24. College Station: Texas A&M University Press, 2019.

- 2018 Porter, Amy M. "The Women and Children of Spanish San Antonio: Their Practical and Spiritual Worlds." In *300 Years of San Antonio and Bexar County*, ed. Claudia Guerra. San Antonio, TX: Trinity University Press, 2018.
- 2018 Porter, Amy M. "The Rancho de las Cabras." In *300 Years of San Antonio and Bexar County*, ed. Claudia Guerra. San Antonio, TX: Trinity University Press, 2018.

### **SELECTED AWARDS AND FELLOWSHIPS**

- 2019 Texas A&M University-San Antonio Distinguished Service Award
- 2017 International Black and White Ball Association Educator Award
- 2016 Co-Winner of the Fabiola Cabeza de Baca prize from the Historical Society of New Mexico for *Their Lives, Their Wills*
- 2016 David C. De Boe Memorial Award from the Texas State Historical Association recognizing a Webb Society Chapter Adviser
- 2016 Chancellor's Academy of Teacher Educators Award Recipient for the Texas A&M University System
- 2014 Lou Halsell Rodenberger Book Prize in History, Culture, and Literature from Texas Tech University Press
- 2010 - 2012 Texas A&M University System Teaching Excellence Award
- 2002 Western Association of Women Historians' Founders' Dissertation Fellowship
- 2002 Recipient of a Clements Center Research Fellowship at Southern Methodist University
- 2001 Recipient of a Clements Center Research Fellowship at Southern Methodist University
- 1998-2003 Clements Ph.D. Fellowship at SMU
- 2000 Co-winner of the best paper prize at the Interdisciplinary Symposium in Humanities and Social Science at Southern Methodist University

### **SELECTED SERVICE**

#### **Professional Service**

- 2019-2020 Texas State Historical Association Women in Texas History Luncheon Committee Member
- 2020 Texas State Historical Association Spanish Borderlands Meeting Leader
- 2019 Manuscript Reviewer for University of Oklahoma Press
- 2018 Manuscript Reviewer for University of Arizona Press
- 2018 Texas State Historical Association Program Committee Member
- 2017-2018 Western Historical Association Annual Meeting Local Arrangements Committee Member
- 2017 Manuscript Reviewer for *The Southwestern Historical Quarterly*

#### **Public Service**

- 2017-present Appointed to the Bexar County Historical Commission
- 2018-present Alcaldes de B exar Advisory Board Member



TEXAS A&M UNIVERSITY - SAN ANTONIO

College of Arts & Sciences

Department of Communication, History, and Philosophy

January 4, 2021

National Endowment for the Humanities  
400 7<sup>th</sup> St SW  
Washington, DC 20506

Re: NEH Public Humanities Planning Grant for Witte Museum

Dear NEH Colleagues:

It is my pleasure to submit this Letter of Support for the Witte Museum's application for the NEH Public Humanities Planning Grant. As a historian of the heritage of Texas, I enthusiastically support the broadening of the Witte Museum's South Texas Heritage Center to develop exhibitions and programs that expand the history of Texas beyond the 19<sup>th</sup> and early 20<sup>th</sup> century to examine the lived experiences of the diverse people of this vast region. The Witte Museum's collection of historic artifacts help to tell those stories and to engage broad audiences.

In my work as a historian and researcher, I have seen the need for a fuller story of Texas to include examinations of its prehistory, the blending of cultures, women's histories, and the various themes that bring us to the region we have today. This early history is rich, and the public, students, and avocational historians deserve to see more of the story in the well-respected and notable Witte Museum, now in its 95<sup>th</sup> year as major regional institution.

A Planning Grant from the NEH will ensure that a fuller and broader history of Texas will be told at the Witte Museum through prehistory to the Texas we know today.

Sincerely,

Dr. Amy M. Porter  
Professor of History  
College of Arts and Sciences  
Texas A&M University-San Antonio  
One University Way  
San Antonio, Texas 78224  
210-784-2208  
aporter@tamusa.edu



TEXAS A&M UNIVERSITY  
SAN ANTONIO

Department of Communication, History, and Philosophy  
O: (210) 784-2272 | F: (210) 784-2299  
Central Academic Building, Suite 348  
One University Way, San Antonio, TX 78224



**JERRY D. THOMPSON**  
**LAREDO, TEXAS 78040**  
**Office - 956/326-2635**

## **PROFESSIONAL EXPERIENCE**

- 2002-Present      Regents and Piper Professor of History, Social Science Department, Texas A&M International University
- 1996-2002        Dean, College of Arts and Humanities, Texas A&M International University, Laredo, Texas
- 1991-96            Professor, Department of Political Science, Criminal Justice and History, Texas A&M International University, Laredo, Texas
- 1985-91            Associate Professor, Division of Arts and Sciences, Laredo State University, Laredo, Texas

## **SELECTED ACADEMIC HONORS AND AWARDS**

- 2019                Texas State Historical Association Kate Brooks Bates Award for *Tejano Tiger*
- 2018                Tejano Book Award for *Tejano Tiger*
- Texas Institute of Letters Ramirez Award for *Tejano Tiger*
- Western Writers of America Runner-up Award for *Tejano Tiger*
- Texas State Historical Association Jon and J. P. Bryant Award for Contributions to Texas History
- LULAC Council Tejano Achiever Award
- 2017                A. M. Pate Award by the Fort Worth Civil War Round Table (Best Civil War book on Trans-Mississippi) for *A History of the New Mexico Volunteers and Militia*
- Parish Award by the Webb County Heritage Foundation (Documentation and Publication of Local and Regional History) for *Tejano Tiger: Jose de los Santos Benavides and the Texas-Mexico Borderlands, 1823-1891*
- 2016                Fray Francisco Atanasio Dominguez Award for *A Civil War History of the New Mexico Volunteers and Militia* from the New Mexico Historical Association
- 2011                Elected to the Texas Institute of Letters
- 2010-11-12        Texas A&M University System Teaching Excellence Award
- 2010                Judith Zaffirini Medal for Outstanding Scholarship and Leadership, Texas A&M International University
- 2009                Southwest Book Award by the Border Regional Library Association for *The Reminiscences of Major General Zenas R. Bliss, 1854-1876*.
- 2008                Texas Institute of Letters (Best Non-Fiction Book) for *Cortina: Defending the Mexican Name in Texas*.

- 2007 Tejano Book Award: *Cortina: Defending the Mexican Name in Texas* (Best book on Tejano history).
- Texas Institute of Letters (Best Scholarly Book) for *Civil War to the Bitter End: The Life and Times of Major General Samuel Peter Heintzelman*.
- Citation, *Civil War and Revolution on the Rio Grande Frontier*, San Antonio Conservation Society.
- A. M. Pate Award (Best Civil War book on Trans-Mississippi) for *Civil War and Revolution on the Rio Grande Frontier*.
- 2005 Texas Historical Commission T. R. Fehrenback Award for *Civil War and Revolution on the Rio Grande Frontier*.
- 2005 Texas Historical Association Kate Broocks Bates Award for *Civil War and Revolution on the Rio Grande Frontier* (Best book on Texas history up to 1900).
- 2002 Historical Society of New Mexico Gaspar Perez de Villagra Award for *Civil War in the Southwest* (Outstanding publication by an individual).
- 2001 Regents Professor, Texas A&M University System Board of Regents.
- 2001-02 President, Texas State Historical Association
- 2000 Barry Goldwater Award, Arizona Historical Society (best convention paper)
- 2000-2013 General Editor, Canseco-Keck Series (Texas and Civil War), Texas A&M University Press

## RECENT BOOKS

- 2020 (With Harwood P. Hinton), *Courage Above all Things: General John Ellis Wool and the American Military, 1812-1863*, Norman, University of Oklahoma Press)
- 2019 *Wrecked Lives and Lost Souls; Joe Lynch Davis and the Last of the Oklahoma Outlaws*, Norman, University of Oklahoma Press.
- 2017 *Tejano Tiger: Jose de los Santos Benavides and the Texas-Mexico Borderlands, 1823-1891*, Texas Christian University Press, Fort Worth.
- 2016 *A Civil War History of the New Mexico Militia and Volunteers*, University of New Mexico Press, Albuquerque.
- 2011 Ed., *Tejanos in Gray: The Civil War Letters of Captains Rafael de la Garza and Manuel Yturri*, Texas A&M University Press, College Station.
- 2008 Ed., *New Mexico Territory During the Civil War: Wallen and Evans Inspection Reports, 1862-1863*, University of New Mexico Press, Albuquerque.
- Ed. (With Thomas T. Smith and Robert Wooster), *The Reminiscences of Major General Zenas R. Bliss, 1854-1876*, Texas State Historical Association, Austin.

January 4, 2021

National Endowment for the Humanities  
400 7<sup>th</sup> Street Southwest  
Washington, DC 20506

To Whom It May Concern:

I write in support of the Witte Museum's application for the NEH Public Humanities Planning Grant. Being a historian here at Texas A&M International University in Laredo, I have taught and researched Texas history for the past forty years and I am most familiar with the work of the Witte Museum's South Texas Heritage Center to develop exhibitions and programs that expand the history of Texas beyond the 19<sup>th</sup> and early 20<sup>th</sup> century. As you are well aware, the Witte Museum is one of the most significant in the state, if not the entire Southwest. To examine the lived experiences of the people of this vast region would add greatly to what the museum has already done. The Witte Museum's collection of historic artifacts help to tell those stories.

In my work as a historian and researcher, I have seen the need for a fuller story of Texas from its prehistory, the blending of cultures, and the various themes that bring us to the region we have today. The public, students, and avocational historians deserve to see more of the story in the well-respected and notable Witte Museum, now in its 95<sup>th</sup> year as major regional institution.

There is little doubt that a planning grant from the NEH will ensure that a fuller and broader history of Texas will be told at the Witte Museum through prehistory to the Texas as we know it today.

Sincerely,  
Jerry Thompson

Regent and Piper Professor of History  
Texas A&M International University  
Department of Humanities  
5201 University Blvd.  
Laredo, Texas 78041  
[jthompson@tamiu.edu](mailto:jthompson@tamiu.edu)  
956-326-2635

**RAMON J. VASQUEZ**

(b) (6)

ramonjuanvasquez@aitscm.org

**EDUCATION:**

January 1991

**MILWAUKEE AREA TECHNICAL COLLEGE**

1015 N. 6<sup>th</sup> Street

Milwaukee, WI, 53203

Studies: Liberal Arts and Science

Psychopharmacology

April 1991

**UNIVERSITY OF WISCONSIN-MILWAUKEE**

P.O. Box 413

Milwaukee, WI. 53201

Studies: Gang Recognition and Graffiti

September 1990

**COMMUNITY RELATIONS- SOCIAL DEVELOPMENT COMMISSION**

161 W. Wisconsin Avenue

Milwaukee, WI. 53203

Studies: Alcohol and other Drug Abuse Assessment & Referral Training

**SELECTED EMPLOYMENT:**

September 1999

**American Indians in Texas-Spanish Colonial Missions**

Present

1313 Guadalupe Street, Suite 104

San Antonio, TX 78207

**Executive Director** – As the Executive Director, I am responsible for the management and directing complex administrative projects and activities that require a high degree of specialized knowledge. Conduct staff meetings, makes recommendations and implement solutions to achieve program goals and objectives. Exercise direct supervision over professional and clerical support staff. Negotiates and signs contracts for the operation of the agency within guidelines set by Board of Directors. Specialty focus on working on community mobilization and Community/Academic partnerships. Primarily on the mobilization of men in the areas of domestic violence, promoting positive images on fatherhood and confronting male stereotypes and falsehoods.

September 1994

**Good Samaritan Center**

August 1999

1600 West Saltillo St.

San Antonio, TX 78207

**Youth in Conflict Director** - As the YIC Director, I was responsible for the management of several programs designed to Prevent, Intervene and Divert youth from street gang involvement. I supervised 4 Advance Group workers and several Recreational Aides. I provided individual, group and family counseling services, which included assessments, service plans and crisis intervention. Prevention services were provided for at-risk youth referred by the local schools and by the community agencies. Intervention services were provided for those youth and adults pending adjudication or who have been adjudicated. Further, I assisted the client re-adjust back into the family structure. In addition, case management services were provided for those families as well as follow up services for the ex-offender.

June 1993

**BEXAR COUNTY JUVENILE DETENTION CENTER**

April 1995

600 Mission Road

San Antonio, 78210

**Juvenile Detention Officer** – As a Juvenile Detention Officer, I was responsible for providing primary care and control of the older, more sophisticated children residing in the detention center. I conducted individual and group counseling to enhance positive behavior and interaction among detained children by employing social and/or group dynamic skills. I also maintained proper security of the facility to prevent the introduction of weapons and contraband to the facility to ensure the safety of detained children and staff.

February 1992  
January 1993

**MEXICAN AMERICAN UNITY COUNCIL**  
2300 W. Commerce, Suite 300  
San Antonio, Texas 78207

**Program Director** – As Program Director I was responsible for seeking Grant information for possible funding sources. In addition, I was responsible for the administration of my program, budget and proposal reviews, and ensured that alcohol and drug abuse education/awareness presentations in the community were on going in a consistent manner. I was responsible for the implementation of training programs and other activities related to alcohol and substance abuse education, prevention, and intervention. I reviewed, gathered and revised available training literature, dealing with alcohol/substance abuse. I provided counseling services to program participants, which included families and ex-offenders. I maintained concise documentation in participant/client files to include service plans, progress notes, reports and staffing. In addition, I facilitated the development of support groups.

**CONSULTANT:**

January 2001	Making Connections San Antonio - Victor Azios
December 2005	Making Connection Neighborhood Transformation Initiative
July 2005	University of Texas Health Science Center - Dr. Janna Lesser
December 2010	HIV Prevention for teen Fathers and Mothers Project
July 2005	University of Kansas Missouri - Dr. Pat Kelly
December 2010	Familias En Accion Violence Intervention Project
June 2015	North West Vista College-Rudolfo De La Cruz
Present	Early Texas Archival Project

**CIVIC INVOLVEMENT:**

2014	Mayor Appointee as Spanish Colonial Mission Historian for the Alamo
Present	Plaza Study Committee.
2014	Mayor Appointee as Chairman for My Brothers Keepers-San Antonio
Present	Violence Prevention and Recidivism Reduction Committee.
2016	San Antonio City Council District 3 Representative-
2018	US Department of Justice and SAPD Policies and Practices.

**MEMBERSHIP:**

Enrolled Member	Registered Tribal member of the Tap Pilam Coahuiltecan Nation, San Antonio Texas.
Co-Founder	
Vice-President	Land Heritage Institute Foundation
Co-Founder	
Treasurer	National Urban Indian Family Coalition



## American Indians in Texas at the Spanish Colonial Missions

1313 Guadalupe St. Suite #204 San Antonio, TX 78207

Ph # 210-227-4940 Fax # 210-227-4966

[www.aitscm.org](http://www.aitscm.org)

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December 30, 2020

National Endowment for the Humanities  
Public Humanities Grant  
400 7th Street, SW  
Washington, DC 20506

Dear Humanities Grant Committee,

As the Executive Director of the American Indians of Texas, Spanish Colonial Missions, it is my pleasure to participate as a public scholar in the planning of the future Witte Museum exhibition, *Tejas to Texas*. I have, along with my family and extended community, participated in community meetings at the Witte, with the intention of offering tangible evidence and inclusion of American Indians in Texas. My ancestors were baptized at the San Antonio Missions, and I represent hundreds of families who have similar legacies and cultural stories that must be part of the public narrative, particularly at the Witte, which hosts thousands of multi-generational families each year.

My understanding is that the Witte Museum is seeking a \$75,000 Public Humanities Projects Planning Grant to support the reinterpretation, re-imagining, planning and concept design for a new permanent exhibition, *Tejas to Texas*, a presentation on what we now call Texas. The current exhibition, *A Wild and Vivid Land: Stories of South Texas*, prototyped in 2006 and opened in 2012, begins the Texas story in 1845, as Texas became a state of the United States. And though there are sections of Spanish and Tejano origins, with a Tejano Freighter as the opening narrator and the Spanish “plan of the city” as the geographical setting, the larger story of thousands of years of indigenous people living from the land and rivers, impacted by the Spanish, moving from the south after centuries of living in what is now Mexico, must be the new narrative. Without the context of the lifeways of small Indian bands, not tribes, encountering Missionaries, priests, master builders known as maestros, many of mixed heritage, visitors cannot comprehend the forever altered the region. Without acknowledging that sedentary living was a new way of living, that building the first vertical structures that became the Missions was a seismic change, along with building of vast acequias and aqueducts that fed the first farms, it is difficult to understand the culturally dense and bountiful communities throughout Texas, and particularly in the geographically large city of San Antonio. For centuries, from the 1600s, San Antonio was the center of what was called the *Frontera* by the Spanish of the south, and the Frontier by the Americans to the east. The reshaping of the history of this place must infuse the view from the south as predominant, which is a re-interpretation from the traditional textbook narrative of Americans journeying from the east to settle Texas. Instead, the journeys up rivers from the south followed trails that indigenous people traversed over thousands of years, called the Camino Reals by the Spanish, and are now the highways of today. With this reconstructing of the exhibition narrative, the Witte has a renewed commitment to expand the voices of the indigenous people who met the Spanish for the first time, but also those who came in waves from then on and form what is now Texas.

The call for re-interpretation emanated from the community based planning for the 2018 San Antonio Tricentennial exhibitions, *Gathering at the Waters: 12,000 Years of People* and *Confluence and Culture: 300 Years of San Antonio History*. The exhibits were a result of two years of planning, with a series of robust community meetings, including scholars from six universities, archivists from the City of San Antonio and Bexar County and most important, community families that spoke of their ancestors of thousands of years ago, families that traced their lineage to the Canary Islands, families that are both from Mexico and Texas still, and families that hitched their wagons pre-and-post Civil War to claim vast lands for trade and for ranching. I participated in the planning meetings for the exhibition, *Gathering at the Waters*, and I am currently using a painting that was commissioned for that exhibition by Frank Weir, using the very specific information I provided, along with my colleagues and associates of the American Indians of Texas. We look forward to infusing this kind of interpretive visualization into the new exhibition.

We share the Witte's goals in responding to these questions: Do children see themselves as we speak of the people who lived along the river thousands of years ago and then the people who built the dam and began to farm? How do we ensure the connections, the visualization, the experience of rivers without dams, living without stone blocks, trading with natural materials? Critically important, will the new exhibition reflect a way of life that acknowledges cultural infusion and exchange over hundreds and even thousands of years?

I look forward to embarking on the planning for the new exhibition at the Witte Museum.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ramon Vasquez', with a stylized flourish at the end.

Ramon Vasquez  
Executive Director  
American Indians of Texas  
Spanish Colonial Missions



## Gallagher & Associates

8665 Georgia Avenue

Silver Spring MD 20190

T 301.656.7575 | W gallagherdesign.com

January 4, 2021

National Endowment for the Humanities  
400 7th St SW  
Washington, DC 20506

Re: Witte Museum's Public Humanities Planning Grant

Dear Colleagues,

We are pleased to support the Witte Museum's request for a Public Humanities Projects Planning Grant to support the reinterpretation, re-imagining, planning and concept design for a new permanent exhibition, *Tejas to Texas*. We worked with the Witte Museum as the Exhibition Designers and Directors for "New Witte" renovation and expansion, including the Valero Great Hall, with an orientation theater and dinosaur gallery, as well as the People of the Pecos and Texas Wild galleries, all with associated labs.

We look forward to bringing that expertise and aesthetic to the new renovation and re-interpretation. We are familiar with the current exhibition, *A Wild and Vivid Land: Stories of South Texas*, which was prototyped in 2006 and opened in 2012, as the permanent exhibition for the Robert J. and Helen C. Kleberg South Texas Heritage Center (STHC). We will follow a very similar program process, from community based Interpretive Planning to Implementation, that we followed with the New Witte galleries. We understand that as the Witte prepares for the 10th anniversary of the Center, the museum has embarked on a re-examination of the central exhibition, armed with reinterpretation goals, with input from community conversations and new scholarship. We recognize that the Witte will be infusing a larger into the exhibition, including the stories of thousands of years of indigenous people living from the land and rivers, impacted by the Spanish, moving north to Tejas after centuries of living in what is now Mexico. The interpretive plan for *Tejas to Texas* will expand the exhibition's geographic and temporal reach beyond the borders of what we now call Texas, especially given that Tejas included what is now northern Mexico as well as the western United States. An investment by NEH in the Witte's research, curatorial, and concept design associated with *Tejas to Texas* will ensure the project is at the highest level of excellence that the Witte's growing visitor base has come to expect. Since reopening the expanded museum in 2017 after a \$100 million renovation, the Witte Museum experienced a surge in attendance prior to the pandemic. Moving forward, we know that the great work of the Witte will continue, particularly with a planned new exhibition, *Tejas to Texas*.

We are proud of the work we accomplished at the Witte and look forward to working with the team once again.

Sincerely,

Patrick Gallagher  
President & Founder



JOAQUIN CASTRO  
20TH DISTRICT, TEXAS

HOUSE PERMANENT SELECT  
COMMITTEE ON INTELLIGENCE

COMMITTEE ON FOREIGN AFFAIRS

COMMITTEE ON EDUCATION  
AND LABOR

Congress of the United States  
House of Representatives  
Washington, DC 20515-4320

WASHINGTON OFFICE:  
2241 RAYBURN HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
TEL: (202) 225-3236  
FAX: (202) 225-1915

DISTRICT OFFICE:  
727 E. CESAR E. CHAVEZ BOULEVARD  
SUITE B-128  
SAN ANTONIO, TX 78206  
TEL: (210) 348-8216  
FAX: (210) 979-0737

December 30, 2020

Mr. Jon Parrish Peede  
Chairman  
National Endowment for the Humanities  
400 7th Street, SW  
Washington, DC 20506

Chairman Peede,

I am writing to request your consideration of the Public Humanities Project Planning grant proposal submitted by the Witte Museum to the National Endowment for the Humanities. The Witte Museum has been an incredible educational resource for generations of San Antonians, many of whom are from the Texas 20<sup>th</sup> Congressional District. The Museum is requesting \$75,000 to reinterpret and broaden its permanent exhibition on the history of Texas entitled *From Tejas to Texas*. The Witte's award-winning Robert J. and Helen C. Kleberg South Texas Heritage Center (STHC) opened in 2012 and has welcomed over 2.5 million visitors to learn about Texas history and heritage.

As the Witte prepares for the 10<sup>th</sup> anniversary of the STHC, the museum is reexamining the central exhibition, *A Wild and Vivid Land: Stories of South Texas*. This project for a reinterpreted exhibition experience, *From Tejas to Texas*, will expand the exhibition's initial geographic and temporal reach beyond the borders of South Texas and periodization from 1850 to 1950 to include a more robust story of indigenous life, Spanish Texas, origins of the state, the Civil War and slavery, among others.

With a 94-year history of successful exhibitions, the Witte Museum is poised to expand new scholarship that affirms the museum's core values and tells an expansive story as bold and grand as Texas. *A Wild and Vivid Land* currently covers material from post-statehood in 1845 to the 1950s with only brief mentions of indigenous cultures and the early development of San Antonio for example. By expanding the scope of the exhibition to encompass the history of the entire state, *From Tejas to Texas* will provide a deep examination of the complex and thrilling stories of the history of Texas, beginning with the Spanish meeting indigenous cultures in the 16<sup>th</sup> through 18<sup>th</sup> centuries, and important lessons to be learned from our multi-faceted history. Thank you for your full and fair consideration of the grant proposal submitted by the Witte Museum for this funding opportunity. Please do not hesitate to contact Jasmine Rodriguez, my Grants Coordinator, at (210) 348-8216 or by email at [jasmine.rodriguez@mail.house.gov](mailto:jasmine.rodriguez@mail.house.gov) if you have any questions.

Sincerely,



Joaquin Castro  
United States Congressman

JC/jr

LLOYD DOGGETT  
35TH DISTRICT, TEXAS

COMMITTEE ON WAYS AND MEANS

SUBCOMMITTEE ON HEALTH  
CHAIRMAN

SUBCOMMITTEE ON  
SELECT REVENUE MEASURES

COMMITTEE ON BUDGET

JOINT COMMITTEE ON TAXATION



Congress of the United States  
House of Representatives

January 1, 2020

WASHINGTON OFFICE:  
2307 RAYBURN HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515  
(202) 225-4865

DISTRICT OFFICES:  
217 W TRAVIS  
SAN ANTONIO, TX 78205  
(210) 704-1080

300 EAST 8TH STREET, SUITE 763  
AUSTIN, TX 78701  
(512) 916-5921

The National Endowment for the Humanities  
400 7th Street, SW  
Washington, DC 20506

To whom it may concern,

I am pleased to support the Witte Museum's \$75,000 Public Humanities Projects Planning Grant application to reinterpret and broaden its permanent exhibition on the history of Texas entitled *From Tejas to Texas*. The Witte Museum is Where Nature Science and Culture Meet through the lens of Texas Deep Time and the themes of Land, Water and Sky.

I understand that the Witte's award-winning Robert J. and Helen C. Kleberg South Texas Heritage Center (STHC) opened in 2012 and has welcomed over 2.5 million visitors to learn about Texas history and heritage. As the Witte prepares for the 10th anniversary of the South Texas Heritage Center, the museum is reexamining the central exhibition, *A Wild and Vivid Land: Stories of South Texas*. This project for a reinterpreted exhibition experience, *From Tejas to Texas*, will expand the exhibition's initial geographic and temporal reach beyond the borders of South Texas and periodization from 1850 to 1950 to include a more robust story of indigenous life, Spanish Texas, origins of the state, the Civil War and slavery, among others. The Witte will incorporate new scholarship and primary source material surfaced during the Witte Museum's groundbreaking exhibition celebrating the 2018 Tricentennial of San Antonio, *Confluence and Culture: 300 Years of San Antonio History* into a more comprehensive and inclusive Texas history exhibition.

The Witte Museum has an engaged audience of hundreds of thousands of multi-generational visitors, many who attend free of charge, who rely on the museum as a safe haven for public discourse and a trusted resource on critical issues in nature, science, and culture. The beloved Witte Museum, founded in 1926, has long been known for innovation and inclusivity in a historically diverse cultural city and state. With a 94 year history of successful exhibitions, the Witte Museum is poised to expand use new scholarship that affirms the museum's core values and tells an expansive story as bold and grand as Texas. *A Wild and Vivid Land* currently covers material from post-statehood in 1845 to the 1950s with only brief mentions of indigenous cultures and the early development of San Antonio for example. By expanding the scope of the exhibition to encompass the history of the entire state, *From Tejas to Texas* will provide a deep examination of the complex and thrilling stories of the history of Texas, beginning with the Spanish meeting indigenous cultures in the 16<sup>th</sup> through 18<sup>th</sup> centuries, and important lessons to be learned from our multi-faceted history.

I ask that you please give the Witte Museum you full and fair consideration. Please notify my office of your decision.

Sincerely,

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NEH Public Humanities Planning Grant  
Reinterpreting Texas at the Witte Museum, Where Nature, Science and Culture Meet

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**RESEARCH & RELATED BUDGET - Budget Period 1**

OMB Number: 4040-0001  
Expiration Date: 12/31/2022

**ORGANIZATIONAL DUNS:**

**Enter name of Organization:**

**Budget Type:**  Project  Subaward/Consortium

**Budget Period: 1**    **Start Date:**     **End Date:**

**A. Senior/Key Person**

Prefix	First	Middle	Last	Suffix	Base Salary (\$)	Months			Requested Salary (\$)	Fringe Benefits (\$)	Funds Requested (\$)
						Cal.	Acad.	Sum.			
Dr.	Michelle	Cuellar	Everidge	Ph.D.					0.00	0.00	0.00

**Project Role:**

**Additional Senior Key Persons:**        **Total Funds requested for all Senior Key Persons in the attached file**   
**Total Senior/Key Person**

**B. Other Personnel**

Number of Personnel	Project Role	Months			Requested Salary (\$)	Fringe Benefits (\$)	Funds Requested (\$)	
		Cal.	Acad.	Sum.				
<input type="text"/>	Post Doctoral Associates	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	Graduate Students	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	Undergraduate Students	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	Secretarial/Clerical	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	<b>Total Number Other Personnel</b>						<b>Total Other Personnel</b>	<input type="text"/>
							<b>Total Salary, Wages and Fringe Benefits (A+B)</b>	<input type="text" value="0.00"/>

**C. Equipment Description**

List items and dollar amount for each item exceeding \$5,000

Equipment item	Funds Requested (\$)
<input type="text"/>	<input type="text"/>

**Additional Equipment:**

**Total funds requested for all equipment listed in the attached file**   
**Total Equipment**

**D. Travel****Funds Requested (\$)**

1. Domestic Travel Costs ( Incl. Canada, Mexico and U.S. Possessions)	
2. Foreign Travel Costs	
<b>Total Travel Cost</b>	

**E. Participant/Trainee Support Costs****Funds Requested (\$)**

1. Tuition/Fees/Health Insurance	
2. Stipends	
3. Travel	
4. Subsistence	
5. Other <input type="text"/>	
<input type="text"/> <b>Number of Participants/Trainees</b>	<b>Total Participant/Trainee Support Costs</b>

**F. Other Direct Costs**

**Funds Requested (\$)**

1. Materials and Supplies	
2. Publication Costs	
3. Consultant Services	75,000.00
4. ADP/Computer Services	
5. Subawards/Consortium/Contractual Costs	
6. Equipment or Facility Rental/User Fees	
7. Alterations and Renovations	
8. <input type="text"/>	
9. <input type="text"/>	
10. <input type="text"/>	
<b>Total Other Direct Costs</b>	75,000.00

**G. Direct Costs**

**Funds Requested (\$)**

**Total Direct Costs (A thru F)** 75,000.00

**H. Indirect Costs**

Indirect Cost Type	Indirect Cost Rate (%)	Indirect Cost Base (\$)	Funds Requested (\$)
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<b>Total Indirect Costs</b>			<input type="text"/>

Cognizant Federal Agency  
(Agency Name, POC Name, and  
POC Phone Number)

**I. Total Direct and Indirect Costs**

**Funds Requested (\$)**

**Total Direct and Indirect Institutional Costs (G + H)** 75,000.00

**J. Fee**

**Funds Requested (\$)**

0.00

**K. Total Costs and Fee**

**Funds Requested (\$)**

**Total Costs and Fee (I + J)** 75,000.00

**L. Budget Justification**

(Only attach one file.)

1234-Budget Justification.pdf

Add Attachment

Delete Attachment

View Attachment

**RESEARCH & RELATED BUDGET - Cumulative Budget**

		Totals (\$)
<b>Section A, Senior/Key Person</b>		0.00
<b>Section B, Other Personnel</b>		
Total Number Other Personnel		
<b>Total Salary, Wages and Fringe Benefits (A+B)</b>		0.00
<b>Section C, Equipment</b>		
<b>Section D, Travel</b>		
1. Domestic		
2. Foreign		
<b>Section E, Participant/Trainee Support Costs</b>		
1. Tuition/Fees/Health Insurance		
2. Stipends		
3. Travel		
4. Subsistence		
5. Other		
6. Number of Participants/Trainees		
<b>Section F, Other Direct Costs</b>		75,000.00
1. Materials and Supplies		
2. Publication Costs		
3. Consultant Services	75,000.00	
4. ADP/Computer Services		
5. Subawards/Consortium/Contractual Costs		
6. Equipment or Facility Rental/User Fees		
7. Alterations and Renovations		
8. Other 1		
9. Other 2		
10. Other 3		
<b>Section G, Direct Costs (A thru F)</b>		75,000.00
<b>Section H, Indirect Costs</b>		
<b>Section I, Total Direct and Indirect Costs (G + H)</b>		75,000.00
<b>Section J, Fee</b>		0.00
<b>Section K, Total Costs and Fee (I + J)</b>		75,000.00



### **Budget Justification**

The Witte Museum respectfully requests a \$75,000 NEH Public Humanities Planning Grant to support the reinterpretation, reimagining, planning and concept design for a new permanent exhibition, *Tejas to Texas*. An investment by the NEH will specifically underwrite direct support for Humanities Consultants, Scholars, and Curators.

#### **Consultant Services**

The Witte has received a quote from exhibition designer Gallagher & Associates for \$75,000. NEH grant funds of \$50,000 will be applied to this contract and the Witte Museum will fundraise for the additional \$25,000 among private donors and partners. The remaining \$25,000 of the NEH grant funds will be utilized to partially support curatorial and humanities content work. The consultants supported through NEH funds include:

- Gallagher & Associates, exhibition design, total estimated cost \$75,000, supported in part
- Bruce M. Shackelford, curator, total estimated cost \$19,000, supported in full
- Ramon Vasquez, humanities scholar, total estimated cost \$1,500, supported in full
- Amy Porter, humanities scholar, total estimated cost \$1,500, supported in full
- Francisco Guajardo, humanities scholar, total estimated cost \$1,500, supported in full
- Jerry Thompson, humanities scholar, total estimated cost \$1,500, supported in full

In order to support the planning for *Tejas to Texas*, the Witte Museum will contribute a voluntary cost share in the amount of \$128,675, which represents: \$103,675 to support the Project Team's salaries and benefits, calculated at 10% of annual rates and 21% benefits, during the grant period and \$25,000 for Gallagher & Associates.