ANNUAL ASSESSMENT REPORT
AND
STRATEGIC PLANNING UPDATE
Year: 2004

Area or Unit Name: NATIONAL RANCHING HERITAGE CENTER
Area or Unit Leader: Jim Pfluger Email: jim.pfluger@ttu.edu
Phone Number: (806) 742 - 0500 Ext: 232
Mail Stop: 3200

Section 1. Goals and Accomplishments

Goal 1: Access and Diversity: Assist Texas Tech University in recruiting future students.
   • NRHC staff provided a stimulating educational environment for K-12 students associating learning with Texas Tech. More than 4,447 students and 750 adults accompanying the students in 144 scheduled tours visited NRHC in 2004.
   • NRHC education department hosted a one-week summer camp for 67 participants of ages 7 through 12. The camp utilized 10 instructors and 9 student assistants to provide historically based, interactive educational activities about Texas history, ranching, music, preservation, art and the NRHC.
   • NRHC education department maintains a special young members organization for ages 5 to 12 and provides quarterly, interactive educational programs based in history, music, natural sciences and art.

   • NRHC received a historically significant collection of 16 equine bits depicting excellence in the craft by Western artisans of the late 19th and early 20th centuries. The collection has a value of $32,900.
   • NRHC acquired two historic ranch structures from New Mexico and continued to expand its interpretive and research mission beyond Texas.
   • A third historic ranch structure, built in the 19th century in Texas, was obtained in 2004 and is scheduled to be relocated and restored at the NRHC in 2005. The donor of the structure also gave $200,000 for the restoration and permanent care and continuing research of the building and a previously donated historic structure.
   • NRHC staff hosted 333 students and 16 faculty from TTU and other universities and colleges to meet their academic and research requirements.
   • Staff members of NRHC and Museum of Texas Tech in 2004 identified 7,685 objects, images, archeological specimens and architectural samples in the collections of the Museum to designate for transfer to the NRHC. A final list of items to be transferred will be completed by August 2005. Physical transfer of artifacts will begin in 2006 after the NRHC Christine DeVitt Wing is built.
   • The exhibit "Playas ... Gems of the Plains" increased the visibility of the NRHC to a new audience interested in ecology, natural sciences and art.
   • The NRHC and members of its staff continued to maintain memberships in professional museum and history organizations, and the NRHC holds a life membership in the Texas Historical Foundation.

Goal 3: Engagement: Create community connections that enhance quality of life, attract diverse cultural and ethnic audiences, and build external support.
   • NRHC exhibit of Comanche chief Quanah Parker’s artifacts increased the Heritage Center visibility and reputation with a different ethnic and non-ranching audience and demonstrated the ethnic diversity of the American ranching heritage.
   • With a $37,000 grant from a San Angelo-based foundation, the NRHC staff began production and installation of interpretive signs at the structures, which provide a brief history of each structure in English and Spanish.
   • Historical training for NRHC living history volunteers, known as Ranch Hosts and drawn from the community, was enhanced to increase their level of competence in presenting accurate historical interpretation to visitors.
   • Ranch Hosts and special event volunteers provided more than 20,200 hours in 2004
as living history participants at Heritage Center special events, meetings and training sessions; as tour guides; and in other educational activities as representatives of the Heritage Center.

- NRHC staff and community volunteers continued popular and educational events such as Ranch Day, Candlelight at the Ranch and two Lady's Day Out events and hosted 388 adults in 16 scheduled tours. Travelers from nearly all states in the USA and more than 500 international visitors came to the NRHC in 2004.
- NRHC staff members assisted in marketing efforts to increase the membership of Ranching Heritage Association, the external support organization; and Ranch Hosts, the volunteer living history entity supporting the NRHC.

**Goal 4:** Technology: Maximize the use of technology in Heritage Center operations, research, and marketing.

- NRHC's Web site continued to be expanded and updated to increase the Heritage Center's visibility to its electronic visitors.
- Public school educators were provided NRHC-developed educational material through its Web site links.
- Informative announcements about NRHC events and newsworthy information with images were sent to some 600 e-mail addresses including RHA members and media outlets throughout the region.
- All text and images for the Ranch Record magazine are digitally provided to the magazine designer.
- Minutes of board and committee meetings of NRHC support organizations are disseminated electronically.
- A wireless internet system was installed in the DeVitt-Mallet Museum Building.
- NRHC's wireless security system was upgraded to provide more reliable signals to the University's security system.
- Selected foundation grant proposals are submitted via e-mail to increase turnaround of correspondence.

**Goal 5:** Partnership: Create alliances with external entities that support the mission of the National Ranching Heritage Center.

- Texas Tech University continued its agreement with Ranching Heritage Association for financial and fund-raising support from RHA to NRHC.
- Through an agreement with Texas Tech University Press, the NRHC book "Pitchfork Country" continued to be marketed to retail outlets throughout the United States.
- Several of NRHC's Native American artifacts of historical and ethnic significance continued on loan through the summer of 2004 to the Comanche Nation in Oklahoma for exhibition and interpretation. This cooperative effort increased NRHC's visibility and reputation with a different ethnic audience.

**Goal 6:** Human Resources and Infrastructure: Expand facilities and increase and maintain a qualified work force.

- Architectural plans for a 16,000 square-foot wing to be added to the DeVitt-Mallet Museum Building were completed and a general contractor was chosen. Construction of the wing will begin in early 2005 and be completed one year later. The wing will add much needed artifact research and storage area, administrative space to accommodate current and future staff, education classroom and exhibit gallery.
- An experienced, museum-trained individual was hired for the new position of Curator of Historic Structures.
- Several preservation projects were completed in 2004, including the complete restoration of Ropes Depot (built 1918); exterior restoration of Harrell House (1883, 1900, 1917), Barton House (1909) and Renderbrook-Spade Blacksmith Shop (1917); restoration of the Eclipse Windmill (1898) to working condition to pump water for irrigation and supply water to JA Milk and Meat Cooler (c. 1880).
- Construction of Pitchfork Pavilion and McLaughlin Arbor were completed, providing more public space for educational programs and special events.
- Lights were installed at the Fourth Street main entrance to increase NRHC's visibility and assist visitors attending night-time activities.
- Shaded rest stop for visitors was added to the historical park and trees planted throughout the park.
- NRHC staff attended University-sponsored and external training relevant to their professional development.
Goal 7: Tradition and Pride: Establish an international image for the National Ranching Heritage Center.

- NRHC staff began plans for the world premiere of the exhibit "Gardians of the Camargue: The French Buckaroo Tradition," scheduled to open in 2005. "Gardians" continued the NRHC series of international exhibits about the stock-raising culture and tradition outside the United States.
- NRHC- and RHA-sponsored book "Across Time & Territory: A Walk Through the NRHC" was published in 2004 and well received by media, visitors, historians and book designers as a popular history about the NRHC historic structures. It is used as the textbook by Heritage Center living history interpreters. Three grants totaling $101,758 were received to fund the publication of the book.
- The award-winning quarterly magazine Ranch Record continued its popularity with readers providing interesting articles about ranching and the American West and NRHC activities. A $90,000, three-year grant was awarded by a Dallas-based foundation to produce the Ranch Record.
- A 2004 exhibit "Stirrups: Bentwood to Brass Slippers" highlighted the acquisition of an internationally based collection of stirrups donated by a collector from Austin, Texas.
- Members of the NRHC National Advisory Board, many of whom are Texas Tech graduates, continued to create a positive and professional image for the NRHC and assisted in the acquisition of funds for Heritage Center projects and artifacts and art for its collections.
- Lubbock Advertising Federation awarded four Gold ADDY and one Silver Award of Merit awards for NRHC's Four Sixes Ranch exhibit and gallery guide and the Ranch Record magazine for excellence in graphic design.
- NRHC was either featured or mentioned in some three dozen newspaper or magazine articles highlighting the NRHC's exhibits or historical and tourism value.

Goal 8: Financial Stability: Increase capability of NRHC to sustain its mission.

- To meet needs for expansion of facilities, exhibits, historical preservation, operating expenses and pay increases, NRHC and RHA staff and more than 50 volunteers of the National Advisory Board and Board of RHA devoted time to advance development efforts for the NRHC and its endowments. More than $2,181,000 was received in 2004 for the NRHC Heritage Campaign.
- Donations received from external sources totaling more than $48,600 funded exhibits and special events in 2004, thereby allowing NRHC to utilize internal accounts for funding mandated pay increases and administrative and operational expenses.
- The RHA Executive Committee approved in its FY 2005 budget an allocation of $50,000 for preservation maintenance of structures in the historical park and the creation of a fund for future preservation costs.

Goal 9: Accountability: Increase capability of NRHC to meet public accountability.

- NRHC staff have created a reputation as professionally competent historical park managers and historical and cultural interpreters of ranching history. NRHC staff were contacted about acquisition of five ranch structures. Three structures were acquired, a fourth is waiting funding for relocation to NRHC and the fifth, with NRHC staff assisting in the negotiations, was acquired by an individual who will maintain the structure's historical integrity on its original site.
- NRHC staff have served as consultants to researchers producing programs for The History Channel, thus increasing the visibility of the NRHC and professionalism of the staff.
Section 2. Universal Quantitative Data

There are no Universal Quantitative Data for this area/unit.
## NATIONAL RANCHING HERITAGE CENTER

### Area/Unit Specific Information

#### Section 3a. Quantitative Information

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>NRHC Annual Attendance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Visitors</td>
<td>63,779</td>
<td>72,007</td>
<td>67,563</td>
<td>68,516</td>
<td>57,366</td>
<td>51,001</td>
</tr>
<tr>
<td>Total adult group tours</td>
<td></td>
<td></td>
<td></td>
<td>22</td>
<td>30</td>
<td>16</td>
</tr>
<tr>
<td>Total student group tours</td>
<td></td>
<td></td>
<td>267</td>
<td>164</td>
<td>159</td>
<td></td>
</tr>
<tr>
<td>Total students in tours</td>
<td></td>
<td></td>
<td></td>
<td>9,307</td>
<td>5,849</td>
<td>4,780</td>
</tr>
<tr>
<td>Events sponsored by NRHC</td>
<td></td>
<td></td>
<td></td>
<td>35</td>
<td>27</td>
<td>45</td>
</tr>
<tr>
<td>Total attending events</td>
<td></td>
<td></td>
<td></td>
<td>13,685</td>
<td>12,527</td>
<td>10,452</td>
</tr>
<tr>
<td>Total rentals to groups</td>
<td></td>
<td></td>
<td></td>
<td>74</td>
<td>42</td>
<td>36</td>
</tr>
<tr>
<td>Total rental attendance</td>
<td></td>
<td></td>
<td></td>
<td>4,682</td>
<td>3,115</td>
<td>3,528</td>
</tr>
<tr>
<td>Historical Acquisitions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Historic Structures Obtained</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Artifacts Obtained</td>
<td></td>
<td></td>
<td></td>
<td>1,525</td>
<td>325</td>
<td>29</td>
</tr>
<tr>
<td>Exhibitions</td>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Volunteer Participation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Hours Provided by Volunteers</td>
<td></td>
<td></td>
<td></td>
<td>2,911</td>
<td>5,607</td>
<td>20,227</td>
</tr>
</tbody>
</table>
There is No Area Specific Data in Fall Section.
There is No Area Specific Data in Fiscal Year Section.
Section 3b. Qualitative Information.

- As a historical park, attendance at the NRHC was influenced by several factors including weather, exhibits offered, historic restoration and construction projects and facilities available for rentals. For example, one all-day, outdoor event experienced rain during the entire day. Although 420 visitors attended, some 3,500 were expected in good weather. Inclement weather and colder months of the year discouraged visitors and entities wishing to rent the outdoor facilities.

- Consideration of historic structures and artifacts for acquisition followed strict guidelines including their historic significance to ranching. Due to limited space and to prevent duplication, many objects offered are declined. Historic structures also must be adequately funded to be considered for acquisition.

- Volunteers continued to be vital to the success of the NRHC by assisting in fundraising, serving as living history interpreters and educating visitors to the significance of the historic buildings and their inhabitants. Volunteer hours increased more than 360 percent from 2003 to 2004. The increase in memberships of the volunteer organizations and their service at special events reflected in the commitment and total number of hours spent at the NRHC.
Section 4. Strategic Planning Update.

Goal: Current strategic plan requires no modifications.

Commentary:
The NRHC staff interpreted the cultural, economic, and architectural history of the livestock industry in North America through preservation, research, and education relying on its limited internal resources and many external resources. The NRHC occupies a unique position at the University as a tourism attraction on the campus and as one of the few historical parks in America devoted to the exhibition and interpretation of actual historic ranch structures brought to one site. The staff and volunteers experienced a successful year of advancing the Heritage Center’s goals. Of critical importance was reaching the goal of $3.7 million for the 16,000 square-foot Christine DeVitt Wing. Acquisition of three ranch structures and historically significant artifacts during 2004 provided students and faculty more research opportunities as well as interesting historical interpretation for all NRHC visitors. The educational environment was enhanced through the high-quality quarterly magazine, Ranch Record, and the publication of the popular history book, “Across Time & Territory: A Walk Through the National Ranching Heritage Center.” Increased participation by volunteers, entertaining and informative exhibits throughout the year and an active and successful marketing campaign kept the NRHC highly visible and maintained its positive image that connected the NRHC to the public at local, regional, state and national levels. University-mandated, self-funded pay increases for staff from the NRHC’s FY 2004-2005 state-appropriated budget slowed planned maintenance of historic structures as local fund accounts designated for scheduled historical maintenance were reallocated to support administrative and operational costs. However, priority preservation projects, exhibits and educational programs for K-12 students continued.

Implementation Plan:
The NRHC will experience a transition in 2005 as construction of the new 16,000 square-foot Christine DeVitt Wing continues. In addition to an active year of exhibits, educational opportunities for K-12 and university level students, special events and historic preservation, the staff will prepare to occupy the new wing, which is scheduled to be completed in early 2006. More than 8,500 objects and images have been identified and designated for transfer from the Museum of Texas Tech to the NRHC after the wing is ready for occupancy. To prepare for the physical transfer, a Museum Collections Manager must be added to the staff (salary approximately $35,000) to supervise the creation and continued management of the collection’s data base. A request will be forwarded to the Provost Office to approve the funding of that position in the NRHC FY2006 budget. The addition of this position will support the Heritage Center’s efforts to be accredited by the American Association of Museums and to meet the University’s responsibility to properly document and care for objects donated to its entities. The acquisition of funds for a new maintenance facility adjacent to the historical park will be a primary activity in 2005. The new facility will replace a smaller building located a quarter mile from the NRHC and nearly surrounded by the University’s Administrative Support Center. Creation of this new facility is vital to the effective care of the historical park. Other infrastructure upgrades include a more visible Fourth Street entrance to the Heritage Center; improvements to the main (north) entrance of the DeVitt-Mallet Museum Building; and the expansion of the Campbell Patio on the south side of the DeVitt-Mallet Building. Plans and budgets for these enhancements will be prepared by mid-2005 and non-state funds will be obtained for all upgrades. These enhancements will improve public accessibility to the NRHC. A new position of Museum Educator responsible for development and implementation of adult and secondary programs will be requested of the University in the NRHC FY2006 budget. The amount to be requested is $21,000, which is three-quarters of the estimated salary for a full-time position. An endowment, accepted by the University from a foundation, will supplement the salary and fund program expenses. The educator will establish activities to connect adults to the NRHC and expose high school students to learning opportunities at Texas Tech University. Since 1999, eight historic structures and major landscape features were added to the Heritage Center. The most labor intensive efforts at the NRHC involve maintenance within the historical park. Current level of the preservation staff is one supervisor and three full-time hourly employees responsible for more than three dozen structures and nearly 28 acres. The staff is not adequate to maintain a scheduled annual cycle of preventative maintenance. One additional Historical Maintenance Tech will be requested of the University for FY2006 to increase NRHC’s ability to effectively preserve the integrity of the historic structures and maintain a professional image for the Heritage Center. Amount requested for the position totals $20,488. Completion of the Christine DeVitt Wing will provide professional work space for current and future staff. The challenge will be obtaining the additional staff needed to transform the Heritage Center into a fully functional and accredited historical facility. Continued success in fundraising for specific preservation endeavors and Heritage Campaign projects to upgrade the infrastructure reflects a continued momentum to create the NRHC as a nationally prominent historical park and museum.