Veterans have always clung to artifacts; a few select items — a shirt, a helmet, or some such — that evoke vividly with a single glance a bygone period of their lives; one characterized by intense experiences... These are the artifacts meaningful to me that still remind. I am happy to share them with the hope that they can speak to others as well.

—Artifact lender, Jim Kearney

Cassette tape, 1971. The cassette tape on which U.S. medic, Jim Kearney, recorded the machine gun fire attack on his helicopter during the Vietnam War.
Vietnam
(wounded)
On the cover of this FY 2021 annual report is an image of a battered cassette tape, one that literally went to war and like its owner, thankfully, survived to return to Texas.

It speaks to us literally and figuratively. It could easily have been lost, or forgotten, even while the personal history it represents remained in memory. The foundation of a Bullock Museum Texas Story Project podcast and display at the museum, it has transformed from a simple tape into an “artifact” shared with the public, along with hundreds of other artifacts that were on view this year, and continues to reveal our collective, connected history. This artifact does not glitter with gold or silver. Its appearance is not enhanced by size, or color, or even uniqueness — visually it is a familiar object to anyone who grew up in the 1960s and 70s. The recording of voices and sounds stored on its magnetic tape however, represents a deep history of this country
and those of thousands of Texans entwined in an monumental event that shaped us collectively and continues to influence us today — here is the experience of one man in the context of a larger story, a singular moment captured and shared. This sharing is at the heart of the Bullock’s mission. In the second year of a world-wide pandemic where uncertainty abounded, stories like this grounded and transformed our listeners and visitors, transporting them into history — increasing understanding and awareness of the Texan experience. Throughout these pages, readers will see how the Bullock team continued to weave together the past and the present for meaningful, accurate, and thoughtful experiences for all ages.

MARGARET KOCH
Director
Bullock Texas State History Museum

“Being able to visually and physically interact with Texas History was an incredible addition to our lessons about Texas State History.”

East Austin College Prep
The Bullock Museum’s mission provides the guiding principles for all the Museum does:

The Bob Bullock Texas State History Museum engages the broadest possible audience to interpret the continually unfolding Story of Texas through meaningful educational experiences. This is accomplished through core values of

LEADERSHIP
EXCELLENCE
ACCESSIBILITY
DIVERSITY
ENGAGEMENT
RELEVANCE
TEXAS STATE PRESERVATION BOARD

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TOUR GUIDES

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LEGAL
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HUMAN RESOURCES
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CAPITOL FIRE MARSHAL
INDEPENDENT AUDITOR

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VISITORS CENTER GIFT SHOP
BULLOCK MUSEUM STORE

MAINTENANCE
HOUSEKEEPING & GROUNDS
RISK MANAGEMENT

INFORMATION TECHNOLOGY

STATE CEMETERY

BULLOCK MUSEUM
BULLOCK BY THE NUMBERS

113,366 patrons from 75 Texas counties visited the Museum.

22,935 students participated in distance learning in 497 sessions throughout the year.

2,688 schoolchildren, teachers, and chaperones visited between September 2020 and early March 2021.

*Visitation remained lower than normal during the Coronavirus pandemic.*
24,194 Bullock Museum moviegoers watched features and documentaries.

4,085 attended 585 specially crafted virtual and on-site education programs.
ENGAGEMENT
AND IMPACT
GUITAR: The Instrument that Rocked the World, appealed to music lovers of all ages and continued the Bullock’s efforts to honor Texas’ outstanding music legacy. Organized by the National Guitar Museum, the exhibition and related programming explored the science, sound, history, and pop culture while on view May through October 2021.
Booked in advance of COVID and the activism of 2020, *Black Citizenship in the Age of Jim Crow* took a deep and accurate look into the laws and long-standing ramifications of the Jim Crow era, the backlash against civil rights progress made by African Americans following the Civil War.
NOT ALONE

Working Together in the Fight against Human Trafficking
Inspired by the Governor’s Be the One initiative fighting human trafficking in Texas, this groundbreaking exhibition provides crucial, easy to understand information for teen and adult viewers so they can take care of themselves and others. The exhibition was transformed in 2022 as a traveling exhibition, with bookings into 2025 across Texas.
The Statehood Gallery received an update in early 2021 to provide bilingual content. The gallery continues to focus on the major themes of Texas’s early decades as the 28th state: the war and treaties that shaped its borders, its 19th century reliance on enslaved labor to support its cotton economy, its population increase due to immigrations, and the impact the state’s growth had on indigenous people.
Through online and onsite events throughout FY 2021, the Bullock Museum continued to have a positive impact for teachers and children of all ages throughout Texas, even reaching audiences in other states. Lessons learned will help the Museum continue to grow its distance learning live and on-demand programs into the future.
Every morning brought a new vista — a reminder that how we tell our story changes over time as our understanding of that story changes.

FY 2021 saw immense progress on the new Capitol Mall, which will expand the outdoor learning potential for museum-goers when completed in the Summer of 2022.
FINANCIAL STATEMENTS
<table>
<thead>
<tr>
<th>REVENUE BY TYPE</th>
<th>FY 2021</th>
<th>FY 2020</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADMISSIONS</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>General Admissions</td>
<td>648,396.28</td>
<td>711,364.04</td>
<td>1,402,699.36</td>
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<td>IMAX® Theatre</td>
<td>177,715.68</td>
<td>396,700.97</td>
<td>951,838.67</td>
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<td>Texas Spirit Theater</td>
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<td>136,154.99</td>
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<tr>
<td><strong>GRANTS AND CONTRIBUTIONS</strong></td>
<td>2,651,092.65</td>
<td>606,297.50</td>
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<tr>
<td><strong>STATE APPROPRIATIONS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Texas History Education Program †</td>
<td>340,275.44</td>
<td>402,619.09</td>
<td>467,339.27</td>
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<tr>
<td>Operating Expenses</td>
<td>1,184,862.02</td>
<td>1,195,605.57</td>
<td>460,318.86</td>
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<tr>
<td><strong>FACILITY RENTALS</strong></td>
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<td>254,929.50</td>
<td>535,181.60</td>
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<td><strong>PARKING FEES</strong></td>
<td>384,280.76</td>
<td>413,931.15</td>
<td>802,796.11</td>
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<td><strong>MERCHANDISE SALES</strong></td>
<td>421,269.06</td>
<td>340,418.14</td>
<td>930,906.86</td>
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<tr>
<td><strong>MEMBERSHIP FEES</strong></td>
<td>172,204.50</td>
<td>249,870.00</td>
<td>326,387.00</td>
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<td><strong>THEATER CONCESSIONS</strong></td>
<td>44,008.44</td>
<td>67,771.12</td>
<td>178,029.24</td>
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<tr>
<td><strong>CAFE COMMISSIONS/OTHER</strong></td>
<td>93,958.13</td>
<td>191,023.65</td>
<td>126,627.76</td>
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<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>6,182,994.59</strong></td>
<td><strong>4,966,685.72</strong></td>
<td><strong>8,849,913.20</strong></td>
</tr>
</tbody>
</table>

* Includes $116,346 for FY 2021 Temporary Exhibits and Educational Programming.
### EXPENSES BY DEPARTMENT/PROJECT

<table>
<thead>
<tr>
<th>Department/Project</th>
<th>FY 2021</th>
<th>FY 2020</th>
<th>FY 2019</th>
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<tbody>
<tr>
<td>Films and Theaters</td>
<td>485,865.80</td>
<td>704,878.78</td>
<td>1,137,488.46</td>
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<tr>
<td>Texas History Education Program</td>
<td>340,275.44</td>
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<td>467,339.27</td>
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<tr>
<td>Exhibitions *</td>
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<td>1,237,145.67</td>
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<td>Visitor Services</td>
<td>735,832.2</td>
<td>837,841.72</td>
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<td>Administration</td>
<td>618,017.59</td>
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<td>Marketing</td>
<td>246,586.08</td>
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<td>Education and Programs</td>
<td>180,955.42</td>
<td>407,222.70</td>
<td>571,744.40</td>
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<tr>
<td>Housekeeping</td>
<td>273,025.74</td>
<td>295,781.40</td>
<td>364,139.57</td>
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<td>Museum Store</td>
<td>305,090.77</td>
<td>296,016.60</td>
<td>745,474.29</td>
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<td>Facilities Maintenance</td>
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<td>146,025.20</td>
<td>187,044.96</td>
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<tr>
<td>Facility Rentals</td>
<td>159,957.61</td>
<td>194,951.86</td>
<td>221,053.97</td>
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<td>Membership</td>
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<td>182,613.62</td>
<td>183,934.05</td>
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<tr>
<td>Creative Services</td>
<td>209,806.78</td>
<td>214,135.75</td>
<td>150,329.79</td>
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</tbody>
</table>

**TOTAL EXPENSES**

|               | **4,458,946.30** | **5,991,495.71** | **9,735,285.45** |

*Exhibition costs were higher in FY 2019 due to the renovation of the first floor gallery, *Becoming Texas*, featuring *La Belle.*
<table>
<thead>
<tr>
<th>ATTENDANCE</th>
<th>FY 2021</th>
<th>FY 2020</th>
<th>FY 2019</th>
</tr>
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<tbody>
<tr>
<td>GENERAL ATTENDANCE</td>
<td>113,366</td>
<td>108,064</td>
<td>219,794</td>
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<tr>
<td>THEATERS *</td>
<td>24,194</td>
<td>73,628</td>
<td>171,146</td>
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<tr>
<td>EDUCATIONAL PROGRAMS AND FACILITY RENTALS †</td>
<td>29,605</td>
<td>63,843</td>
<td>97,219</td>
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<td><strong>TOTAL</strong></td>
<td><strong>138,640</strong></td>
<td><strong>245,535</strong></td>
<td><strong>488,159</strong></td>
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<tr>
<td>K-12 STUDENTS/TEACHERS</td>
<td>2,259</td>
<td>33,786</td>
<td>78,305</td>
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</tbody>
</table>

* Theater attendance includes feature films, documentaries, and Spirit Theater
† Educational programs include 22,935 distance learning program attendees in FY 2021
REVENUE BY TYPE

OPERATING REVENUE
$2,006,573.67

GRANTS AND CONTRIBUTIONS
$2,651,283.46

STATE APPROPRIATIONS
$1,525,137.46

REVENUE BY TYPE

- Federal Grants 92.1%
- TSHM Foundation Grants 3.2%
- Other Grants 4.7%
- Expenditure Admissions 32.3%
- Merchandise Sales 21%
- Parking Fees 19.2%
- Facilities Rentals 1.8%
- Concessions 2.2%
- Cafe Commissions & Other 4.7%
- IMAX Theatre Admissions 8.9%
- Spirit Theater Admissions 1.4%
- Exhibitions Admissions 32.3%
- Other Operating Expenses 78%
- Texas History Education Program 22%

GRANTS AND CONTRIBUTIONS

- Foundation Grants 3.2%
- Federal Grants 92.1%

OPERATING REVENUE

- Foundation Grants 3.2%
- Federal Grants 92.1%
- Other Grants 4.7%
The financial contributions of Museum visitors, members, sponsors, and government entities made possible the Museum’s ability to meet its mission in a year in which the institution’s primary revenue sources suffered a 51% loss due to the pandemic closures.

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  SAFE
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  Museum
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  for Women

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Society Texas
Space Center Houston
Stars and Science Austin
Steve Huey
Texas A&M Commerce
Texas Archeological Research Laboratory
Texas Association of Museums
Texas Bar Foundation
Texas City Museum
Texas Commission on the Arts
Texas Department of Transportation
Texas DPS Historical Museum & Research Center
Texas Film Commission
Texas Historical Commission
Texas State Historical Association
Texas State Library and Archives Commission
Texas Tech Vietnam Center and Archives
The Gault School of Archaeological Research
Tonkawa Tribe
Union Pacific
University of Texas Astronomy Students Association
University of Texas, Walker Department of Mechanical Engineering
UT Press
Wichita and Affiliated Tribes
William Osborn
WIT – Whatever It Takes
Youth Art Month

CREDITS

GUITAR: The Instrument That Rocked The World is a Touring Exhibition of the National GUITAR Museum. Sponsored by The Albert and Ethel Herzstein Hall Fund.

Black Citizenship in the Age of Jim Crow was organized by the New-York Historical Society. Lead support for the exhibition provided by the National Endowment for the Humanities: Exploring the human endeavor. Major support provided by the Ford Foundation and Crystal McCrary and Raymond J. McGuire.

NOT ALONE: Lead Sponsorship by Nancy Ann and Ray L. Hunt. Major funding from the Texas Bar Foundation.

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Field Trips: School Field Trips presented by The John M. O’Quinn Foundation.

Texas History Tuesday: Texas History Tuesdays are sponsored by The Albert and Ethel Herzstein Charitable Foundation.

Blue Star: Blue Star Museums at the Bullock Museum sponsored by Lisa and Clay Cooley.

ReWriting History: ReWriting History is co-presented with the Writers’ League of Texas.

High Noon Talk: Diverse yet Divided, Jim Crow Texas: This program is made possible in part by a grant from Humanities Texas, the state affiliate of the National Endowment for the Humanities. Any views, findings, conclusions or recommendations expressed in the program do not necessarily represent those of the National Endowment for the Humanities.

Film Programs: Promotional support for film programs provided by the Texas Film Commission.

* Any views, findings, conclusions or recommendations expressed in these programs do not necessarily represent those of the National Endowment for the Humanities.
Since its inception in 1999, the Texas State History Museum Foundation has raised over $34 million to support a variety of educational programs that currently benefit more than 152,000 visitors a year.

In addition, the foundation has provided an additional $1 million from its endowment to support programs such as school tour scholarships to more than 5,000 students annually from economically-challenged schools. Dedicated Trustees from across the state and two staff members implement the Foundation’s mission.

Trustees were pleased to make a significant investment in the endowment in FY 2021 to help ensure the long-term viability of the Museum. The Foundation also offers planned giving options so that donors can support the museum’s programs in a more significant way than might otherwise be possible. Legacy gifts can be made by adding a sentence to a will and other simple options, and ensure that the Museum’s exhibition and programs can inspire, inform, and delight generations to come. Generous
donors who make a planned gift to support the Museum are invited to join the Texas Legacy Society and receive invitations to VIP events, a special commemorative gift, and recognition at the Museum and in print materials. Details are found at www.tshmf.org.

At its annual *Texas Independence Day Dinner*, the Foundation presents exemplary Texans with the prestigious History-Making Texan award, which honors living Texas legends whose contributions to the state and the nation have been truly historic and exceptional in scope. Karen and Karl Rove of Austin chaired a dinner held on April 20, 2021 that honored Texas legends Ben Crenshaw and Tom Kite as *History-Making Texans*. The Foundation greatly appreciates the generosity of its underwriters and the gala committee’s diligent efforts to raise the proceeds to benefit the many educational programs of the Bullock Museum.
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Strake Foundation
University of Texas at Austin, Office of the President and Texas Athletics
The Dian Graves Owen Foundation
Individuals, Corporations and Foundations provide essential support to the Museum, including for the renovations of permanent galleries, special exhibitions, educational programming, scholarships for student field trips, and free admission programs. The Texas State History Museum Foundation gratefully acknowledges the following major donors for their generous support received from September 1, 2020 to August 31, 2021.

$50,000 TO $99,999
H-E-B
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$25,000 TO $49,999
THE MARIE M. AND JAMES H. GALLOWAY FOUNDATION

$10,000 TO $24,999
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EOG RESOURCES, INC.
THE HONORABLE KENT R. HANCE
THE WILLIAM STAMPS FARISH FUND

Foundation
Trustee Karl Rove and President Carla Moran.
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<tr>
<th>TEXAS STATE HISTORY MUSEUM FOUNDATION BOARD OF TRUSTEES 2020–2021</th>
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<tr>
<td><strong>CARLA MORAN</strong>&lt;br&gt;President&lt;br&gt;LUBBOCK</td>
<td><strong>TIM CROWLEY</strong>&lt;br&gt;AUSTIN</td>
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<td><strong>MARGARET PERKINS</strong>&lt;br&gt;President-Elect&lt;br&gt;TYLER</td>
<td><strong>SCOTT DUESER</strong>&lt;br&gt;ABILENE</td>
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<td><strong>DAN BRANCH</strong>&lt;br&gt;Vice President&lt;br&gt;DALLAS</td>
<td><strong>LOUISE GRIFFETH</strong>&lt;br&gt;DALLAS</td>
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<td><strong>WM. CHRISTOPHER BUSH</strong>&lt;br&gt;Treasurer&lt;br&gt;GOLIAD</td>
<td><strong>KENT HANCE</strong>&lt;br&gt;AUSTIN</td>
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<td><strong>JULIE JONES OLES</strong>&lt;br&gt;Secretary&lt;br&gt;AUSTIN</td>
<td><strong>JACK HARPER</strong>&lt;br&gt;ARMSTRONG</td>
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<td><strong>ROBERT BARNES</strong>&lt;br&gt;AUSTIN</td>
<td><strong>DAVID KILLAM</strong>&lt;br&gt;LAREDO</td>
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<td><strong>JANE BARNHILL</strong>&lt;br&gt;BRENHAM</td>
<td><strong>TRUETT LATIMER</strong>&lt;br&gt;HOUSTON</td>
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<td><strong>MARK BENSON</strong>&lt;br&gt;HOUSTON, TX/NEWPORT BEACH, CA</td>
<td><strong>RICHARD LESHIN</strong>&lt;br&gt;CORPUS CHRISTI</td>
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<td><strong>LYNN MCBEE</strong>&lt;br&gt;DALLAS</td>
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<td><strong>JEFF BONHAM</strong>&lt;br&gt;AUSTIN</td>
<td><strong>DEMETRIUS MCDANIEL</strong>&lt;br&gt;AUSTIN</td>
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<td><strong>MICHELLE K. BROCK</strong>&lt;br&gt;MIDLAND</td>
<td><strong>MARSHALL MILLER</strong>&lt;br&gt;SAN ANTONIO</td>
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<td><strong>JAN FELTS BULLOCK</strong>&lt;br&gt;AUSTIN</td>
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<td><strong>S. BENTON CANTEY V</strong>&lt;br&gt;FORT WORTH</td>
<td><strong>KARL ROVE</strong>&lt;br&gt;AUSTIN</td>
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<td><strong>LISA COOLEY</strong>&lt;br&gt;DALLAS</td>
<td><strong>KAREN URBAN</strong>&lt;br&gt;CORPUS CHRISTI</td>
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<td><strong>MARGARET KOCH</strong>&lt;br&gt;Museum Director, Bullock Texas State History Museum</td>
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<td><strong>ROD WELSH</strong>&lt;br&gt;Executive Director, State Preservation Board</td>
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<td><strong>JACQUI SCHRAAD</strong>&lt;br&gt;Executive Director, Texas State History Museum Foundation</td>
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Texan Award Recipient, Tom Kite.

Texan Award Recipient, Ben Crenshaw.
WE ARE NOT MAKERS OF HISTORY. WE ARE MADE BY HISTORY.

—Martin Luther King, Jr.
Photographs by U.S. medic Jim Kearney, captured during the Vietnam War.