



*Dr. Estevan Raef-Gálvez*

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Successful senior executive, skilled in leading cultural and educational institutions at national non-profit organizations and government agencies. A passionate and inspirational leader experienced in developing and realizing strategic initiatives, motivating staff and stakeholders, and implementing transformative frameworks and practices. A creative innovator accomplished in public engagement, collaboration, diplomacy, finance and fundraising, and board development. A public scholar dedicated to critical thinking, research, and writing, as well as their applications to propel change in the world. Motivated by an unwavering belief in the importance of inspiring creativity, building community, and raising consciousness.

### **Education**

- Ph.D. University of Michigan, American Cultures Program (2002). Training grounded in Cultural Anthropology, History and Literature; Dissertation: "Identifying Captivity and Capturing Identity: Narratives of American Indian Slavery in New Mexico and Colorado 1776-1934," a focus on the meanings of American Indian Slavery and a unique legacy and identity in New Mexico and Colorado; an award-winning dissertation (see honors below)
- M.A. University of Michigan, American Cultures Program, University of Michigan (1996)
- B.A. University of California, Berkeley, Department of English (1991)

### **Academic Honors & Fellowships (abbreviated)**

- 2000-2001 Ford Foundation Dissertation Fellowship, The National Academies, Ford Foundation, Washington, DC
- 1999-2000 Katrin H. Lamon Residential Fellowship, School of American Research, Santa Fe, NM
- 1999 Dissertation Fellowship, Huntington Library and Archive, San Marino, CA

### **Professional Experience (abbreviated)**

- 2015-Present **Creative Strategist.** Independent consultant focused on visioning and strategic planning for non-profits and governmental agencies, as well as developing and realizing innovative and transformative frameworks, practices and initiatives.
- Scheduled Sept. 2016 City of Newport, RI. "Catalyzing Newport" a statewide Rhode Island collaborative that utilizes visiting "catalysts" to engage local communities in meaningful exchanges to address local and national challenges related to digital culture, cultural entrepreneurship, urban growth and economy, and diversity and prosperity – all to offer a new vision for Newport's cultural sector, rich in culture, civic life, and economic opportunities. <http://catalyzingnewport.org/>
- 2016 City of Santa Fe, NM. *Culture Connects Santa Fe - A Cultural Cartography.* Leading the city's long-range cultural planning effort, which encompasses completing an inventory of cultural assets and providing a comprehensive assessment of the city's cultural needs. Deliverables include a prototype interactive culture map, extensive cross-sector stakeholder engagement, and evaluation of a potential city cultural department.

- 2015 Girl Scouts of the USA. Assess, engage, and leverage cultural assets of GSUSA, the largest organization in the world for girls, located in Savannah, GA and New York, NY. In Savannah, this work included mapping new stakeholder engagement and raising consciousness, leading to a new installation and prototype, *Girls Writing the World* <https://www.youtube.com/watch?v=3Rw4tVgDjGw>  
In New York, work included reimagining and installing the new visitor experience installation for GSUSA's Fifth Avenue global headquarters, *Epic Reflections: The Promise of Girl Scouts*.
- 2015 **Visiting Lecturer, Dartmouth College**, Santa Fe, New Mexico. Teaching a multidisciplinary survey about the Native Southwest through Dartmouth College's Native American Studies Domestic Study Program in New Mexico. The course, which provides an introduction to the histories and cultures of the Southwestern United States, focuses principally on indigenous peoples and their complex identities through the framework of convergence of others as well as by the sovereignty of context, standing and survival.
- 2011-6/2014 **Senior Vice President of Historic Sites, National Trust for Historic Preservation** (NTHP) Washington, D.C. As a key member of the Executive Management team, oversaw the portfolio of 27 NTHP historic sites and museums with national responsibility for leading the strategic direction toward financial sustainability, structural integrity and programmatic quality. Structural oversight included buildings, grounds and collections encompassing more than 275 roofed structures, 4000 acres, 60,000 art/historical collections, and approximately 1.5 million archaeological artifacts. Managed staff of 15 direct reports and oversight of over 150 FTE staff, or the equivalent of 55% of the entire NTHP staff. Accountable for a total annual operating budget of \$13M, appropriate use of \$125M in endowment funds, and distribution of \$1M in grant funds. Responsibilities also included sustaining and developing essential partnerships and the oversight of a complex governance structure, including maintaining key relationships with the National Trust Board of Trustees and over 400 volunteer members of the boards and advisory councils for the Trust sites.

**Primary administrative accomplishments include:**

- Implementing a new vision and strategic direction for the Historic Sites Department to realize the NTHP sites as more visible, relevant and financially successful; supported implementation of overall Trust strategic plan
- Led process to assess, develop and implement a groundbreaking collections deaccessioning policy and plan
- Spearheaded effort to rewrite National Register/National Historic Landmark nominations for Trust Sites that reflect depth, breadth and diversity of each site's history, particularly those components that have been obscured in previous reports (i.e. Women's History, African American History, Labor History)
- Led a restructuring of the Department staff, both at headquarters and at various historic sites, followed by an ongoing recruitment and hiring of Executive Directors at many sites, including The Glass House, Woodrow Wilson House, Lyndhurst, and Farnsworth
- Charted and implemented a *Critical Priorities Initiative*, a proactive plan to address the challenges of deferred and cyclical maintenance across portfolio

- Created *Sites Roadmap-Cycles of Success*, a framework for site-specific strategic planning, including assembling five year financial plans, asset care, community engagement and governance; implementation plan in process
- Successfully managed consulting services from Booz Allen Hamilton - which undertook a high-level document review, stakeholder interviews, and internal and external benchmarking - culminating in recommendations for improving governance structures at NTHP Historic Sites
- Wrote and received the *Innovation Lab for Museums* grant from EmcArts, an initiative supported by Metlife and the American Alliance of Museums, to lead the Trust to innovate both the business model and methodology underlying historic house museums
- Initiated Latino/a history recovery project across the Historic Sites portfolio, including collections assessment, working with a Latina scholar in residence at Cooper Molera Historic Site in Monterey, CA and by establishing key partnership with the Smithsonian Institution Latino Center
- Coordinated and provided oversight of successful grants from the National Endowment for the Arts, British Petroleum and the Nancy Woodson Spire Foundation

**Primary Programmatic Accomplishments** (Selected): Provided executive oversight and direction on the following:

Exhibits:

- “Lumenhaus,” Innovative house inspired by Mies van der Rohe’s iconic masterpiece, Farnsworth House, integrating architecture and technology to create a well designed, energy-efficient mobile structure. Completed by Virginia Polytechnic Institute and State University, International Solar Decathlon Competition winner, 2011-2012, Farnsworth House, Plano, IL, 2011
- “Can You Walk Away? Modern Slavery and Human Trafficking in the US,” President Lincoln’s Cottage, Washington, DC, 2012
- “Night (1947-2015),” sculpture-in-residence program and an unfolding sculptural exhibition inspired by the historic presence of the Giacometti sculpture “Night” in the site, The Glass House, New Canaan, CT, 2012
- “Outdoor Contemporary Sculpture Show,” Chesterwood, Stockbridge, MA, 2011, 2012, 2013

Education & Outreach:

- “Lincoln and the Dakota: A Weekend Reflection and Remembrance,” including screening of *Dakota 38* and a community Round Dance, Washington, DC, 2012
- “Looking Anew at the Post-Civil War African-American Community at Drayton Hall,” with oral-history interviews of slaves’ descendants. Charleston, SC, 2013
- “Look South,” a culinary adventure inspired by the collections of Villa Finale, San Antonio, TX, 2012
- “Night Sounds,” featuring J. Barwick, The Glass House, New Canaan, CT, 2012
- Community dialogues and lectures at several sites, including *Conversations in Context*, dialogues with leaders in architecture, art, landscape, history or design, The Glass House, New Canaan, CT, 2011, 2012, 2013

Collaborations:

- *Historic Artists Homes and Studios*, an affiliated consortium of 35 sites under the auspices of the National Trust, including the homes/studios of Georgia O’Keeffe, Thomas Hart Benton, and Andrew Wyeth, 2011, 2012, 2013

- *Arcadia: Center for Sustainable Food and Agriculture*, landmark partnership with Woodlawn, a National Trust Site, with four main components, Arcadia Farm, Mobile Market, Food Hub and Farm to School Program, 2011, 2012, 2013

2009-2011 **Executive Director, National Hispanic Cultural Center (NHCC)**, Albuquerque, New Mexico. The NHCC is dedicated to the preservation, promotion and advancement of Latino culture, arts and humanities. Primary responsibilities included executive leadership, oversight of a 51-acre campus, and management of over 300,000 sq. ft, containing a Performing Arts Center Complex (including a 691-seat state-of-the-art proscenium theater, a 97-seat auditorium, a 291-seat film and video theater, studios, classrooms, and many outdoor performance spaces, including the central Plaza Mayor, which accommodates 2,500 people, and which serves as a venue for concerts, festivals, and other outdoor events); an Art Museum, Library, Archive, Education Building, Workshop Annex, and Tower Fresco Gallery. Accountable for annual operating budget of approximately \$5M and management of 32 FTE staff, 35 part-time/contract staff and over 300 volunteer and docent staff, including setting a clear vision and direction for entire team. In concert with the NHCC Foundation, set development and fundraising strategy. Responsibilities also included building and sustaining key relationships with local, state, and federal governments, board development, fostering collaborations with local, national and global partners and advocating for artists.

**Primary Administrative Accomplishments Include:**

- Successfully led the planning and implementation of *Celebrando Diez Años*, the ten year anniversary of the NHCC, including leading a community parade, offering a rich programmatic schedule, achieving development goals, and securing sponsorships, deploying effective marketing campaign, and establishing strong community engagement
- Oversaw the final construction and grand opening of the Pete V. Domenici Education Building, housing the Education Department, the Instituto Cervantes, the Spanish Resource Center and conference and classroom spaces (25,000 sq ft)
- Oversaw the completion of the Torreón Fresco, the largest concave fresco in the United States by artist Federico Vigil. This impressive work of art - nearly ten years in the making - depicts the story of *Hispanidad* over thousands of years
- Initiated the first-ever strategic and collaborative planning effort for the Center
- Developed and implemented the first business plan for the NHCC, with a particular focus on a rental program, ticketing and other revenue sources
- Maintained ongoing programming and developed new programmatic offerings through establishing partnerships and other creative opportunities, despite severe State and Foundation funding cuts
- Began and implemented a strategic cost-benefit analysis and restructuring for all the operations and programs
- Created the first-ever capital priorities, landscaping, cyclical maintenance, signage and IT infrastructure needs assessment and implementation plan
- Initiated key corporate sponsorships to build sustainable programmatic efforts
- Fostered new collaborative opportunities with artists, educators and cultural organizations, essentially doubling the programming from previous years
- Hosted and toured several dignitaries, including Spain's Royal Highnesses, Crown Prince Felipe of Spain and Princess Letizia, the Prince and Princess of Asturias
- Created a balance between local, national and international programming
- Raised community involvement and presence at the Center significantly

- Elevated marketing initiatives and the Center's profile, locally, nationally and globally
- While stabilizing the institution, began a new artists and scholars-in-residence program - *Institute for Creativity, Consciousness and Community*
- Initiated plan to assume fundraising responsibilities from NHCC Foundation

**Primary Programmatic Accomplishments** Selected): Provided executive oversight and direction on the following, and in most cases ensured the long-term financial viability of this programming:

Performances:

- ¡*Globalquerque!*, a signature partnership with AMP Concerts and Avokado Artists, has become the Southwest's premier world music festival - 4 stages, 10 countries, over 20 musical artists (annual event)
- *Latin Divas Series*, featuring women singers from throughout the Americas and Spain (annual event)
- *Patty Disney Zarzuela Series*, a Spanish opera (annual event)
- *Festival Flamenco Internacional* (annual event)
- *Carnaval* celebration (annual event)

Exhibits:

- *Confluencias II Inside Arte Cubano Contemporáneo*, the largest contemporary Cuban art exhibit to come to the U.S. since the 1940s, 2009-2010
- *Meso-Americanics-Maneuving Mestizaje*, de la Torre Brothers and the Border Baroque, edgy creations, fusions of glass, cast resin, popular arts, video, and dollar store treasures, 2009
- *New Mexico Furniture is Art*, exhibit on traditional furniture as art, 2011
- *NaturalMente*, works in and about Nature and Art, 2010
- *¡Aquí Estamos!* Works from the Permanent Collection, ongoing
- *¡Fabuloso!* Figures in Clay from the Van Deren and Joan Coke Collection, 2011
- *Three Sisters-Corn, Beans and Squash*, agricultural exhibit, 2010
- *Barelas A Través de los Años*, community exhibit, 2010

Education/Outreach:

- *National Latino Writer's Conference* (annual event)
- *Resolanas*: Lectures, Book Signings (ongoing)
- *Circo Latino*, circus camp for younger children (ongoing)
- *Voces*: Writing Institute for youth, a four week, intensive writing workshop for high school students (ongoing)
- *Women and Creativity*, a NHCC-led, collaborative initiative, joined by more than 35 organizations, artists, writers and business owners in Santa Fe and Albuquerque to "shine a light on women's creativity," workshops, exhibit and book (annual event)
- *Festival de Bellas Artes*, Education Arts Festival, K-12 focus, master classes, peer performances, all culminating in a grand performance (annual event)
- Organized several community festivals at the Center, engaged thousands of guests and key partnerships in the community, including 1) *Día de Muertos* Community Celebration and Art Installation; 2) Anniversary Celebration of 16 de Septiembre; 3) Annual César Chávez March and Celebration; and 4) *From Field to Feast*, a community celebration, centered on meaningful collaboration between Indian Pueblo Cultural Center and NHCC, to build appreciation, understanding and cross-cultural dialogue of the agricultural and culinary

legacies as well as living traditions shared between Pueblo and Hispano communities of New Mexico; culminated in a community feast

2001-2009

**State Historian of New Mexico, Office of the State Historian, New Mexico Commission of Public Records**, Santa Fe, New Mexico. The State Historian serves as the leading advocate and authority on New Mexico history and as Director of the Office of the State Historian at the Archives of New Mexico. The mission is to foster and facilitate an understanding and appreciation of New Mexico history and culture through education, research, preservation and community outreach. Responsibilities included executive oversight and management of division budget, staffing, volunteers and key programs, projects and initiatives, including the NM Digital History Project, the OSH Scholars-in-Residence Program, and the OSH Internship Program. Responsibilities also included the management of key policy initiatives, legislative schedules, history, education and preservation, and serving as the statutory chair of the Cultural Properties Review Committee (see below under boards).

**Primary Administrative & Programming Accomplishments Include:**

- Developed a vibrant new vision, mission and strategic plan for the Office of the State Historian/State Archives, including the first-ever marketing plan and the first significant education and outreach plan
- Assessed and expanded visitor engagement: on-site, virtual and at historic sites throughout the state
- Led legislative task force on assessment of K-12 history and culture education and new policy initiatives, approved by State Legislature and State Department of Education
- Led the largest archival digitization effort in the State's history
- Greatly expanded the budget, including developing a Friends of New Mexico History Foundation, first-ever fundraising effort for the Office of the State Historian-State Archives
- Created one of the State's most robust paid student internship programs, providing undergraduate and graduate students the unique opportunity to work in public history and culture, contributing to our mission while concomitantly preparing them for potential careers in public history, museums and other related cultural fields
- Created a nationally recognized and highly competitive fellowship program, funded 55 scholars in residence over course of tenure
- Created the New Mexico Digital History Project - [www.newmexicohistory.org](http://www.newmexicohistory.org), an initiative to provide open access and illuminate a layered past, accomplished by forging an intersection between history and the creativity of multimedia arts. The project received the 2008 Autry Public History Prize for best public history project in the region, the National Council on Public History's Best in the Nation award in 2009, and was adopted as state curriculum in New Mexico
- "The Face of the Enemy," a student-performed opera about Japanese Internment Camp in Santa Fe, NM, collaboration with the Santa Fe Opera, funded by the History Channel, 2006
- "Legacy of Letters: Theatrical Performance and Reading," a staged theatrical production resulting in the development of an original script that incorporated excerpts of twenty-five historical letters. NM Governor Bill Richardson opened the event by reading a letter written in 1540 by Francisco Vasquez de Coronado. James A. Little Theater, Santa Fe, NM, 2004
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- Instituted the OSH Humanities Forum - Perspectives in New Mexico History and Culture, with various focuses, including women's history, labor history and literary history, 2002-2008

### **Boards, Commissions and Advisory Councils (abbreviated)**

2014-Present **Member, Board of Directors, *Santa Fe Opera***. The Santa Fe Opera is an internationally acclaimed opera company known for presenting new, rarely performed, as well as beloved and traditional works in order to foster and enrich an understanding and appreciation of opera among a diverse public. Set on 150 acres, the main opera house is a unique open-air theatre. The Opera is governed by a 52-member national board. Chair of the 2016-2018 Strategic Planning Committee; serve on Governance, Education, and Arts Advocacy Committees.

2011-Present **Member, Latino Scholars Expert Committee, "American Latino Heritage Initiative," *National Park Service***, Washington, DC. Serve as one of nine members

of an advisory panel providing guidance and support to the former US Secretary of the Interior, the Honorable Ken Salazar, for the *American Latino Heritage Initiative*, with the goal of increasing the opportunities for historic places associated with American Latino history to be documented, preserved, interpreted, and more fully reflecting the role of Latinos in the development of the United States.

2010-Present **Member, Board of Directors, *Santa Fe University of Art and Design* (SFUAD)**, Santa Fe, NM. Santa Fe University of Art and Design is an educational institution of creative and performing arts. Participated in key committees in the reinvention of the College of Santa Fe to serve as a dynamic interdisciplinary learning community drawing upon the unparalleled creative and intellectual resources of the region to educate and inspire future leaders. Serve on the two key committees, Finance & Facilities and Academic & Student Affairs. Served as the primary liaison with the local community and the city government as the school reinvented itself toward the focus on its core strength - the arts.

2011-Present **Advisor, *Humanities at the Crossroads***. Served as one of ten members of this collective, with the purpose of exploring, in a multi-year initiative, the situation and future of the humanities; to commission research to examine how the humanities have evolved since 1965; and to convene leaders from humanities constituencies nationally to better define the role of the humanities in the 21st century.

2011-2014 **Ex-officio Member, Boards and Advisory Councils, *National Trust for Historic Preservation Sites***. As the Senior Vice President of Historic Sites, serves as the voting ex-officio member of most of the boards and advisory councils of the Historic Sites of the National Trust, including President Lincoln's Cottage and the David M. Rubenstein National Center for White House History at Decatur House. Key areas of responsibility include sustaining essential partnerships and the oversight of a complex governance structure comprised of over 400 volunteer members of the boards and advisory councils for the Trust sites.

2007-2011 **Member, Board of Managers, *Chamiza Foundation***, Santa Fe, NM Founded in 1989, with a focus on supporting New Mexico's Pueblo Indian tribes by helping to ensure continuity and the "living" preservation of Pueblo cultures and traditions. In these years, the foundation has made over 250 grants to Pueblo communities. Was asked to join the board by the Gifford and Joann K. Phillips family because of my commitment, leadership and work within Pueblo communities in New Mexico.

2006-2012 **Member, Board of Managers, *Santa Fe Art Institute* (SFAI)**, Santa Fe, N.M. The Santa Fe Art Institute focuses on the exploration of the intersections of

- contemporary art and society. By bringing together prominent individuals and institutions in the arts, sciences and humanities, SFAI enlivens local, national and international discourse through residencies, lectures, workshops, publications, exhibits, and educational programming. Worked closely with the director to support her vision. Served as a lecturer on several occasions on the art of storytelling.
- 2005-2011 **Member, Board of Managers, School for Advanced Research, Santa Fe, NM.** SAR provides a dynamic environment for the advanced study and communication of knowledge about human culture, history and creative expression. Working closely with the President and Board, sought to create important intersections with the local community on ideas, art and scholarship. Also worked closely with the Director of the Indian Arts Research Center on bridging divides between American Indian and Latino communities through art and history.
- 2002-2009 **Chairman, New Mexico Cultural Properties Review Committee, State of New Mexico (CPRC).** The CPRC is the policy and advisory board that oversees historic preservation policy for the State of New Mexico and the Historic Preservation Division, New Mexico Department of Cultural Affairs. The CPRC is the state's statutory body charged with identifying and advising on the protection of New Mexico's cultural properties. Led many precedent-setting preservation objectives and critical policy initiatives.
- 2002-2003 **Chairman, History-Education Task Force, State of New Mexico.** This task force was created by the New Mexico State Legislature to address a more comprehensive review of standards and curriculum development around State history. This state-wide initiative involved in-depth community engagement and resulted in numerous curriculum changes, including broadening policy around graduation requirements relative to the study of State history.

#### **Publications (abbreviated)**

- *The Silence of Slavery.* This book manuscript is based on dissertation and extended archival and ethnographic research and writing (forthcoming)
- "Testifying to the Present Tense of Slavery," in *Decolonizing Indigenous History*, School of American Research Press, (forthcoming)
- "Coyote Convergence: Introduction through Interrogation." in *Converging Streams : Art of the Hispanic and native American Southwest*, Museum of Spanish Colonial Art, 2010.
- Introduction, in *Santa Fe Nativa: a Collection of Nuevomexicano Writing*, 2010
- "Testifying to the Silence of Servitude: Two New Mexican WPA Writer's Project Interviews," in *Telling New Mexico: A New Mexico History*, Museum of NM Press, 2009

#### **Invited Lectures and Presentations (selective listing)**

- "Falling and Rising Up," Commencement Address, Northern New Mexico College, 2014
- "Place, the First of All Beings," Commencement Address, University of New Mexico School of Architecture + Planning, 2014
- "Reimagining the Nation: Maps, Censuses and Museums," 2014 Fredric M. Miller Lecture in Public History, Philadelphia History Museum, 2014
- "From Mud to Mod: the Art of Preservation and Preservation of Art," Keynote Presentation, Utah Heritage Foundation, 2012
- "Catalyzing Creativity at the National Hispanic Cultural Center," delivered many versions of this keynote for several organizations, locally, nationally and internationally, 2010-2011
- "Entre cibolos criado: nuevo mexico en el alba del siglo 19," Congreso de los Diputados- Fundacion Consejo España, Madrid, Spain, 2009

- “Windows to the Past: The New Mexico Digital History Project,” Lecture on the New Mexico Digital History Project, presented 2004-2009
- “Who Owns the Landscape: When Wisdom Rises Up,” UNESCO Presentation for the Loeb Foundation, Española, New Mexico, 2008
- “Of Pennies and Peonage: Testifying to the Present Tense of Labor History in the United States of America,” Keynote, National Archives, Washington, DC, 2007
- “Narrative and Place: New Mexico and the Nation,” Keynote Speaker, National Association of College and University Presidents, Santa Fe, NM, July 2006
- “Identifying Mestizo Phenomena: Representation and Reclamation of Mestisaje’s Foothold,” Smithsonian Institution, Washington, DC, 2002

#### **Workshops and Forums (selective listing)**

- “Twenty Years of Immigration Rights,” Moderated Panel with Former New Mexico Governors, the Honorable Bill Richardson and the Honorable Toney Anaya, *Somos Un Pueblo Unido*, Santa Fe, New Mexico, 2015
- “Adapting History: Echoes of Cold Mountain,” Moderated Panel Discussion, Santa Fe Opera, New Mexico History Museum, Santa Fe, New Mexico, 2015
- “Wisdom Sits in Places,” Roundtable Discussion for International Cultural Preservationists from ten countries, U.S. Dept. of State, World Learning, 2014
- Review Panel for “The Innovation Lab for Performing Arts” grant applications. EmcArts, New York, New York, 2014
- Responding to the 2013 Report by American Academy of Arts & Sciences Report on the Humanities and Social Sciences, Moderated Panel, American Historical Association, 2014
- “Journey to Freedom: An African Meeting House Panel Discussion about Human Trafficking,” Museum of African American History, Nantucket, MA, 2013
- Review Panel for Heritage Program of the Pew Center for Arts and Heritage, Philadelphia, PA, April, 2013
- “Cuba: Creative Communities.” Led a National Trust Study Tour, Havana, Cuba, 2013
- “Telling Richer Stories of Place.” Moderated workshop with art and history advocates, National Trust National Conference, Spokane, WA, 2012
- “Re-Imagining House Museums.” Workshop with managers of house museums on addressing financial sustainability, structural integrity, programmatic quality and relevance. Boston, MA, 2012
- “Connected Communities and Bridging Cultures: Comparing U.K. and U.S. Perspectives on the Place of Community in Pluralistic Societies.” One of twenty scholars selected by NEH to participate in international dialogue, NEH, Washington, DC 2011
- “Expanding the National Consciousness of Latino Arts and Culture,” National Association of Latino Arts and Culture, New York, NY, 2010

**Languages** English and Spanish fluency (reading, writing and speaking)