

CITY OF BIRMINGHAM
MUSEUM BOARD
NOTICE OF VIRTUAL MEETING

NOTICE DATE: May 29, 2020
MEETING DATE/TIME: June 4, 2020 5:00 p.m.
MEETING PLACE: Virtual Meeting

PLEASE TAKE NOTICE that the regularly scheduled Museum Board meeting for the City of Birmingham will be conducted online using a virtual meeting format. Meetings will be conducted virtually in light of health concerns surrounding the COVID-19 pandemic and in accordance with the Governor of Michigan’s Executive Orders that emphasize safety and limiting large gatherings.

Museum Board Zoom Meeting Invitation

Topic: Regular Museum Board Meeting
Time: June 4, 2020 05:00 PM Eastern Time (US and Canada)

Potential Future Virtual Meetings:

July 9, 2020 05:00 PM
Aug 6, 2020 05:00 PM
Sept 3, 2020 05:00 PM

Join Zoom Meeting

<https://zoom.us/j/99524391376>

Meeting ID: 995 2439 1376

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The agenda, agenda packet, and detailed instructions for viewing and participating in the meeting will be posted on the City of Birmingham's website as follows:

www.bhamgov.org/government/boards/mb_agendas.php

Public comment will be handled by the virtual "raise hand" method as controlled by the participant. See instructions as posted on the City of Birmingham website: www.bhamgov.org/participate.

The meeting will be captioned; if participating in the meeting through the Zoom platform the user must select "view subtitles" in order to see the captions.

NOTICE: Individuals requiring accommodations, such as mobility, visual, hearing, interpreter or other assistance, for effective participation in this meeting should contact the City Clerk's Office at (248) 530-1880 (voice), or (248) 644-5115 (TDD) at least one day in advance to request mobility, visual, hearing or other assistance.

Las personas que requieren alojamiento, tales como servicios de interpretación, la participación efectiva en esta reunión deben ponerse en contacto con la Oficina del Secretario Municipal al [\(248\) 530-1880](tel:2485301880) por lo menos el día antes de la reunión pública. (Title VI of the Civil Rights Act of 1964).



**CITY OF BIRMINGHAM
MUSEUM BOARD AGENDA
VIRTUAL MEETING
556 W MAPLE
Thursday, June 4, 2020
5:00 PM**

***Mission Statement:** The Birmingham Museum will explore meaningful connections with our past, in order to enrich our community and enhance its character and sustainability. Our mission is to promote understanding of Birmingham's historical and cultural legacy through preservation and interpretation of its ongoing story.*

- 1. Call to Order**
- 2. Roll Call**
- 3. Virtual Meeting Issues/Clarifications**
- 4. Approval of the Minutes**
 - A. Minutes of March 5, 2020
- 5. Unfinished Business**
 - A. Strategic Plan; Short and long-term objectives in light of pandemic and post-pandemic conditions
 - B. Fund-raising for Heritage Zone
- 6. New Business**
 - A. Re-Opening Plan
- 7. Communication and Reports**
 - A. Director Report
 - B. Member comments
 - C. Public comments
- 8. Next Meeting: July 9, 2020 (per November 2019 meeting)**
- 9. Adjournment**

NOTICE: Individuals with disabilities requiring accommodations for effective participation in this meeting should contact the city clerk's office at (248) 530-1880 (voice), or (248) 644-5115 (TDD) at least one day in advance to request mobility, visual, hearing or other assistance. *APPROVED MINUTES OF THE MUSEUM BOARD MEETINGS ARE AVAILABLE IN THE CITY CLERK'S OFFICE AND ON THE CITY WEBSITE AT www.bhamgov.org.* City of Birmingham, 151 Martin, Birmingham, MI 48009; 248.530.1800. Persons with disabilities that may require assistance for effective participation in this public meeting should contact the City Clerk's Office at the number (248) 530-1880, or (248) 644-5115 (for the hearing impaired) at least one day before the meeting to request help in mobility, visual, hearing, or other assistance. *Las personas con incapacidad que requieren algún tipo de ayuda para la participación en esta sesión pública deben ponerse en contacto con la oficina del escribano de la ciudad en el número (248) 530-1800 o al (248) 644-5115 (para las personas con incapacidad auditiva) por lo menos un día antes de la reunión para solicitar ayuda a la movilidad, visual, auditiva, o de otras asistencias.* (Title VI of the Civil Rights Act of 1964).

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**CITY OF BIRMINGHAM
MUSEUM BOARD
MEETING March 5, 2020
5:00 PM**

Members Present: Russ Dixon, Dan Haugen, Pat Hughes, Judith Keefer, Marty Logue,
Caitlin Rosso

Members Absent: Tina Krizanic

Administration: Museum Director Leslie Pielack

Guests: Friends Board member George Getschman joined the meeting at
6:30 PM

Ms. Krizanic being absent, the Museum Board elected a temporary chair.

MOTION: by Keefer, seconded by Hughes:

To appoint Marty Logue as temporary chair.

VOTE: Yeas, 6
Nays, 0

Ms. Logue called the meeting to order at 5:02 PM.

**Approval of the Minutes
Minutes of February 6, 2020**

MOTION: by Haugen, seconded by Keefer:

To approve the minutes of February 6, 2020.

VOTE: Yeas, 6
Nays, 0

Unfinished Business

- A. The discussion of the summer strolling event with the Friends was deferred to the joint meeting with the Friends board scheduled for 6:30 PM.

New Business

- A. The Board reviewed recommendations for The Birmingham Plan master plan.
- The board discussed various aspects of the museum's separate interests and needs and how it should be represented in the city's final master plan. The

board emphasized that the museum grounds, although public, do not fit the category of "Neighborhood Park" as reflected in the plan, and as a historic site, recommendations in The Birmingham Plan would not be appropriate for the museum. Others, such as improved pathways, seating, etc. may be beneficial, but should be coordinated with our 2018 Birmingham Museum Landscape Master Plan as implemented by the city.

- The board also was very supportive of aspects of The Birmingham Plan that calls for improvements and management of the Rouge corridor as a natural resource.
- As the Birmingham Museum is not identified as a civic resource and only mentioned briefly, the Museum Board developed descriptive verbage to recommend for inclusion in the final Birmingham Plan:
 - The Birmingham Museum is a unique civic and natural resource consisting of two designated historic buildings as well as a three-acre park along the Rouge corridor. It shares some characteristics of other public sites in the city, but as a standalone institution and preserved historic property, has distinct features and needs. These are set forth by guidelines from the Secretary of the Interior Standards for the Treatment of Historic Properties as well as in separate museum Master and Strategic Plan documents. These circumstances make some aspects of The Birmingham Plan more applicable and appropriate than others, which would be considered on a case-by-case basis as The Plan is implemented.

MOTION: by Keefer, seconded by Rosso:

To approve the Museum Board recommendations to the Planning Director as discussed for the Birmingham Plan subject to final refinement by the Museum Director.

VOTE: Yeas, 6
Nays, 0

- B. The Board reviewed the draft ordinance language from the city attorney's office to amend the existing ordinance to add an alternate Museum Board member to the existing seven-member board.

MOTION: by Haugen, seconded by Rosso:

To approve the draft ordinance language as presented to add one alternate member to serve a term of three (3) years, who shall be a qualified city elector.

VOTE: Yeas, 6
Nays, 0

Communication and Reports

Director Pielack reviewed the Director Report and provided updates. Mr. Dixon inquired about the delay for the work on the Hunter House RFP; Director Pielack clarified that the architect had been ill and a meeting is scheduled next week to make final decisions about drainage issues for the building before the RFP can be finalized.

Ms. Keefer expressed her desire for full board involvement in the planned fundraising event this summer and asked members to indicate their commitment to help. All members indicated their commitment, but there could be conflict with some schedules.

There were no public comments.

Unfinished Business

After a brief recess from 6:15 to 6:30, Ms. Logue reconvened the meeting with the addition of Friends board member George Getschman.

Mr. Hughes and Director Pielack summarized their meeting with Birmingham Shopping District Executive Director Ingrid Tighe about a collaborative event during the construction season that would involve approximately 8 sites, four of which would be restaurants that could serve alcohol and hors d'oeuvres, and four of which would be retailers.

Based on a review of the time of year, construction issues, and risks/benefits of organizing such an event, the Museum Board and Friends agreed to

- An event on June 20 with a focus on Father's Day (the next day)
- Lower priced to factor in construction
- Perhaps hardhat theme, beer instead of wine
- Consider one caterer to provide food/alcohol on all sites
- Retail incentives for ticket holders for Father's Day, e.g., discounts, free parking
- Retail participants such as Churchills, men's stores
- Seek sponsors for hardhats for ticket holders
- Use this event to gauge interest and help with possible fall event

Mr. Hughes recommended attendance to the next scheduled Royal Oak event, "May Wine Stroll" on May 16. Director Pielack will follow up with the BSD and Event Brite to determine next steps and will find out about required alcohol licensing.

The next Regular Meeting is scheduled for Thursday, April 2 at the regular time of 5:00 PM.

Ms. Logue adjourned the meeting at 6:58 PM.

COVID-19 and Quarantine-Initial Impact on the Museum

- **Stay at Home Order**--Closure to the public and loss of face to face contact impairs the ability of the museum to fulfill part of its mission. We can best tell Birmingham's story in personal interaction with the public, so the experience of our exhibits and tours depends heavily on that interpersonal exchange. Impacts:
 - Suspension of popular adult lecture series at Baldwin Library and of special presentations to area civic organizations by museum staff
 - Temporary closure of Hunter House and Allen House to on site tours and public exhibit hours
 - Suspension/delay of spring/summer public programs and fundraising events, e.g., the Greenwood Cemetery Tour, Oak200 tree planting event and reception, strolling wine event partnership with BSD during Maple Road construction
 - Suspension of gatherings, meetings and on site receptions with partners in development--Birmingham Farms Homeowners Association, Junior League, and League of Women Voters and of special initiative with Oakland County area historical organizations for Oak200 local history website
 - Suspension of volunteer staffing and student internships
 - Object and artifact donation suspended
 - Museum Board meetings temporarily suspended during museum closure.
- **Early termination of public school year**--The suspension of face to face schooling for students as a special aspect of the Stay at Home order has affected our spring field trips and other student-related programs:
 - Cancellation of annual school tours, impacting over 700 students, parents, and teachers
 - Cancellation of a special exhibit development and research project for a middle school student volunteer
- **Physical Site Impacts**--
 - Construction delay on preservation projects at Hunter House
 - below grade drainage construction for water management
 - exterior siding and window repairs, reconstruction, and repainting
 - repairs and repointing of masonry and brickwork
 - Heritage Zone fundraising for 2020 construction and plan implementation suspended/delayed

Initial Response and Planning Strategies

- Enhancement of existing virtual and social media content
 - Facebook Live interactive programs
 - Expanded Twitter and Instagram content and response
- Development of new virtual content and approaches to reach regular members and patrons
 - New video content, such as video shorts and exhibit close-ups
 - Working with Friends to produce a new virtual Greenwood tour

- Partnerships to increase outreach to students
 - Working with Birmingham Public Schools curriculum coordinator to distribute current curriculum-based content to students and teachers
 - Creation of 8-part video series specifically for BPS 2nd graders, their teachers, and parents to view and use at home
- Partnerships to increase outreach to seniors
 - Working with NEXT to get video lecture programs and virtual content out to the senior community
 - Will be collaborating with Bloomfield Community Television using Zoom to produce new lecture content for broadcast and video to substitute for in-person lectures
 - Working with library to provide the recorded lectures to their patrons through their distribution network
- Maintain communications with Museum Board and Friends about museum status and programs
- Exploration of eCommerce solution for remote purchase and funding options for patrons to generate financial support for museum projects
- Work with all partner organizations to re-evaluate options for coordinated public events in the fall
- Preparation and advance contact with potential contractors to facilitate response to RFP

Re-opening and Public Contact

- Phased according to governor's Stay at Home order and city priorities and policy
- Integration of re-opening plan with governor's phased re-opening
- Physical building, staff, and collection-based safety measures
- Assessment of long term impacts and adjustments to programs and services
- Maintaining relationships with audiences and community through ongoing communication and services
- Seek opportunities for new connections and expanded audiences
- Develop initial online donation and funding opportunities

Post-COVID Museum Strategies

- Broad integration of virtual content
- Incorporate new resources to strengthen online functioning
- Seek personalized services and connections to Birmingham community
- Develop effective e-commerce opportunities
- Assist Friends in membership management through virtual and other means

Three New Scenarios for Financial Survival in 2020

Elizabeth Merritt, Vice President of Strategic Foresight and Founding Director of the Center for the Future of Museums, American Alliance of Museums

The museum field is dealing with critical questions—how long will we be on lockdown? How will my museum stay financially solvent while we are closed? How will we know when it is the right time to reopen?

The answers to these questions depend on so many things—much of it within your realm of expertise. Your cash flow, financial reserves, debt balance—you've got that covered. But much of the current uncertainty is about things outside of your control—the pandemic itself; how government responds at the national, state, and local levels; the intentions and behavior of your visitors and donors. I hope to help you grapple with those big unknowns by collapsing them into a manageable number of possibilities and providing a framework for your planning. As the future unfolds in coming months, you can bring the appropriate plan into play.

This resource will:

- » Help you identify key variables that set the stage for each scenario and locate sources of information to track the actual values of these variables.
- » Present three “state of the world” scenarios you can use as the seeds for your own stories: a best-case scenario of relatively low impact from the pandemic, a medium-impact scenario, and a high-impact scenario that takes a blunt look at some of the worst possibilities we may face.
- » Provide a worksheet for envisioning how your museum can thrive in each of these potential futures.

Identifying Key Variables

Start by choosing key variables that will set the stage for each scenario. These currently unknown quantities will have significant influence on your operating environment and decisions. Identifying the most critical things you need to know will help you focus your attention and filter the overwhelming amount of information crossing your news feeds. For example, your key variables might include:

- » Pattern of COVID-19 epidemiology (severity, timeline, pattern of cycling)
- » Length and extent of state and local closures and distancing orders
 - Business closures
 - School closures
- » Overall impact on your local economy, including employment
- » Available relief funding (locally and nationally for museums or individuals)
- » Public willingness to attend museums after restrictions are lifted

- » Metrics about your organization, e.g.:
 - Current operating reserves (cash on hand to pay expenses)
 - Financial health of the museum's sponsors, funders, and donors
 - Membership renewals
 - Financial impact of cancellations in 2020—penalties incurred, or revenue lost from contracts, bookings, etc.
 - Value of the museum's investments
 - Total financial impact to the museum's operations

Tracking the Data

Next, find sources of information that will help you fill in values for each of these variables as events play out. Here are some sources of information for things happening out in the world:

COVID-19 projections

- » [Social distancing strategies for curbing the COVID-19 epidemic](#). This Harvard research study makes the case for intermittent physical distancing, rather than one long shutdown followed by recovery. It also cites data suggesting the potential for a significant surge in cases in the fall. Authors argue that intermittent distancing may be necessary into fall of 2022. Original study [here](#).
- » [The Four Possible Timelines for Life Returning to Normal](#). Based on interviews with epidemiologists, the authors of this article in The Atlantic present four timelines for how recovery may play out in the US:
 - 1-2 months (rated highly unlikely). Herd immunity builds up unexpectedly fast or lax physical distancing results in a huge immediate spike in deaths.
 - 3-4 months. Arrived at through increased testing and isolation. Continued restrictions on the number of people in public places (restaurants, etc.) at any one time, possible bans on large events, development of effective treatment (not a vaccine).
 - 4-12 months. Two possible variations: a) COVID-19 turns out to be seasonal, with a drop in cases during the summer. b) COVID-19 is not seasonal, continues over the summer. Restrictions from previous scenario (limits, crowds) continue to apply. Some travel resumes. Possibility of triggering a second wave of infections in the fall. However, population levels of immunity may support less draconian shutdown measures; schools may reopen. More outside-of-house work, socializing. Continued high attention to sanitation.
 - 12-18 months (or longer). An effective, distributed vaccine becomes available (Spring 2021 is the earliest plausible date for this, but it could take a year longer, until Spring 2022). Or there is no effective vaccine, but given enough time, immunity spreads in the population in any case.
- » [State-by-state projections on when COVID-19 may peak in the US](#) from the Institute for Health Metrics and Evaluation.

State and Local Closures, Restrictions on Travel, Distancing Orders

- » National Governors Association [State Action Tracking](#)
- » National League of Cities [COVID-19 Local Action Tracker](#)

Employment Statistics

- » US Bureau of Labor Statistics [Local Area Unemployment Statistics](#)
- » Unemployment Projections, summarized in [this article in Forbes](#)

Relief Funding

AAM is maintaining a summary and links to resources on the [COVID-19 Financial relief and resources](#) page of our website, as well as featuring [blog content](#) about how museums across the nation are navigating the crisis.

Public Willingness to Attend Museums After Restrictions are Lifted

IMPACTS is tracking public attitudes about COVID-19, and researcher Colleen Dilenschneider is publishing regular updates on her blog [Know Your Own Bone](#). Of particular interest is data on people's intent to visit cultural entities when restrictions are eased, and on which kinds of cultural attractions they feel most comfortable about visiting post-pandemic.

Internal Metrics

Complement this external data with your museum's key financial indicators and other pertinent data. Some museums already maintain digital dashboards to capture and share such information—which becomes useful in a time of universal telecommuting. If you already maintain a dashboard, you may want to add or remove fields to make it relevant to your current situation. (Attendance is probably a moot point at the moment, alas.) If you don't have a dashboard yet, now might be a good time to start. Here is a [collection of resources on creating and using dashboards](#) from the National Council of Nonprofits.

Three Scenarios of the World

I've used data from some of the sources listed above to create scaffolds for scenarios of low-, medium-, and high-impact futures over the next 16 to 20 months. Use these scaffolds to build scenarios exploring the potential impacts of each future on your museum's operations.

Low-Impact

In this future:

- » COVID-19 cases peak in the US in mid-April 2020, followed by a slow decline. A second, smaller peak occurs in winter/spring 2021.
- » Scattered intermittent closures and distancing orders continue through fall 2021.
- » US deaths from COVID-19 reach 100,000 by end of 2020.
- » Unemployment rate [peaks at 8.5 percent](#) in 2020.
- » Schools and universities reopen in fall 2020 with onsite classes as usual.
- » Many foundations massively step up their giving to support museums and other grantees.
- » Ten percent of museums close permanently by the end of 2020. Another 20 percent have effectively spent down their financial reserves.
- » Public willingness to travel and frequent public places rebounds, with confidence built by widely adopted health precautions.

Medium-Impact

In this future:

- » Regions hit earliest by COVID-19 (New York, New Jersey, Michigan, Louisiana, etc.) experience peak cases starting in May 2020, with cities and regions that experienced later outbreaks extending the overall curve throughout the US.
- » As some areas of the US continue to develop as hotspots, there are continued travel bans across some state lines, or targeting certain cities.
- » International travel resumes but is significantly depressed.
- » US deaths from COVID-19 reach 250,000 by end of 2020.
- » Unemployment reaches [15 percent by July 2020](#), but many businesses begin to reopen and rehire in the fall.
- » Schools and universities reopen in fall 2020 with mandatory COVID-19 testing of students and instructors, and online instruction is made available for infected or exposed individuals, at-risk groups, and students/families uncomfortable with the risk of on-site instruction.
- » School field trips are radically curtailed.
- » Twenty percent of museums close permanently by the end of 2020. Another 30 percent have effectively spent down their financial reserves.

High-Impact

In this future:

- » All countries, including the US, enter a cycle of intermittent physical distancing: as the number of reported cases drop, and physical distancing eases, we experience a resurgence of cases (as happened in Hong Kong in March 2020).
- » Many people, wearied by long quarantines, begin ignoring stay-at-home orders. Some local officials, spooked by the extent of economic damage, ease back on distancing and mandatory closure orders too soon.
- » US deaths from COVID-19 reach [one million](#) by the end of 2020.
- » Long-lasting international travel bans go into effect.
- » Widespread reluctance to resume recreational and work travel, attendance at public events persists.
- » Unemployment reaches 30 percent by July 2020; remains at this level through the remainder of the year.
- » Permission to return to work is tied to testing positive for antibodies to coronavirus.
- » Thirty percent of US museums close permanently in 2020. Eighty percent of the remaining museums have instituted long-term downsizing and layoffs. Even museums in the top 10 percent of endowment size have (like [MoMA](#)) suspended some non-revenue generating activities indefinitely.

Scenario Worksheet for Your Museum

For each of these scenarios, sketch out what is happening at your museum. What is the your most likely financial outlook? How have you found additional sources of support? For example, in your low-impact scenario you might envision that your museum:

- » Receives a COVID relief act small business loan in spring 2020, sustaining it through two months of closure, and enabling it to reopen/rehire in summer 2020
- » Successfully petitions funders to have programmatic grants converted to general operating support
- » Is authorized by the board of trustees to use board-designated endowments to fund operations and continue to pay employees, while staff take graduated pay cuts

The worksheet below provides some prompts for creating these tailored scenarios. These prompts are just a starting point. You may, for example, want to add more financial detail to inform critical decision-making about staffing and operations. You may want to add story elements that explore impacts particular to your institution (e.g., pausing a capital campaign or construction project). Complete the worksheet for each of the scenarios framed above—low, medium, and high impact. I recommend you write from the perspective of mid-to-late 2021, looking back to tell the story of how you successfully navigated this difficult year.

How Our Museum Survived the COVID-19 Pandemic

[Complete for each scenario: low/medium/high impact]

- » We were closed for a total of ____ months, and reopened on _____
- » The income streams that sustained us through 2020 and 2021 were ____
- » The following funders/donors stepped in to support us ____ in the following ways (e.g., with additional funding or easing of grant restrictions)_____
- » ____ staff members were furloughed/laid off (specify which) in ____, and by ____, ____ had been rehired.
- » We applied for financial relief from these government programs or charitable funds _____
- » We cancelled these events and exhibitions _____
- » We instituted these online/digital events and programs _____
- » We cultivated members and donors by _____
- » Our total operating losses in 2020 were \$ ____ (Deficit at the end of the year)
- » The museum's investments went from \$ ____ at the beginning of 2020 to \$ ____ at the end of the year.
- » Our donors and funders see the museum as having played a critical role in supporting our community in the past year, because we _____

What's Next

The goal of COVID-19 scenario planning is to keep your organization afloat during the current crisis and prepare to rebound as quickly as possible as the pandemic recedes. By prompting you to consider at least three versions of what may happen in coming months, this exercise will prepare you to cope with uncertainty and adapt to the rapid pace of change. I look forward to the day when museums begin to reopen across the US, and in a subsequent post, will share a list of considerations for preparing for that happy day.

Access More Forecasting Support and Resources for Your Museum from AAM

The American Alliance of Museums is here to help you prepare for your museum's rebound from the COVID-recession:

- » Use AAM's latest forecasting report, [TrendsWatch: The Future of Financial Sustainability](#), to revisit and revise your financial plans. The report is available as a free PDF-download to AAM members of all types, and for \$10 for nonmembers.
- » AAM offers fee-based services on a select basis to museums and related organizations, consortia, and companies that are looking for speakers, trainers, customized assessment, or other assistance. Learn more about [Alliance Advisors](#) and how we can support your museum's leadership.



Support Free COVID-19 Resources for the Museum Field

This and other resources have been taken out from behind AAM's member paywall to make them free and accessible for all. The current crisis is taking a distressing financial toll on cultural organizations, and AAM is no different. In these challenging times, we ask that if you can, consider supporting our [advocacy work](#) and making extensive [COVID-19 resources](#) freely available for our field, by [making a donation](#) or [becoming a member](#) of AAM. Thank you for your much-needed support.

Published April 2020

Chief Learning Officer

<https://www.chieflearningofficer.com/2020/04/16/agile-innovation-in-the-face-of-covid-19/>

Agile innovation in the face of COVID-19

The promise, 3 challenges and tips for success.

Cheryl Fink, Holly Downs, Sunil Puri

April 16, 2020

Agile innovation, the profitable application of creativity, aims to design breakthrough solutions that optimize efficiency, improve market position through new product development or result in new enterprise structures. It's perhaps no surprise, then, that in a recent Center for Creative Leadership online survey of more than 500 global leaders, 53 percent chose agile innovation as one of the top trends to impact their businesses over the next five years. The need to embrace agile innovation is also being accelerated by the novel coronavirus, COVID-19, that is compelling businesses to implement virtual work policies, seek innovative solutions to the virus' disruptive impacts and establish clear new business priorities under these unprecedented circumstances.

According to survey respondents, there are five primary benefits that agile innovation brings:

- **Individuals:** Increases engagement and retention, making the organization less vulnerable to shifts in the talent market.
- **Team:** Increases team morale through cross-collaboration and experimentation.
- **Client:** Focuses development on meeting client needs.
- **Market:** Accelerates time to market, revenue growth and market share.
- **Future:** Future-proofs the organization to adapt to accelerating market trends.

With these positive expectations for agile innovation's impact, respondents also identified the top three potential barriers to implementing agile innovation methodologies, which can impact both individual leaders and teams as they work toward aggressive goals and timelines.

Top 3 Challenges Impacting Agile Innovation — and Tips for Mitigating Them

The first challenge is **team silos**. Agile innovation inherently requires cross-collaboration — and never more so than in the time of digital and virtual work. New products require expertise from many knowledge fields spanning big data, AI and machine learning, IT, manufacturing, IOT, agile design — and these skills will come from a variety of teams working together.

So what can leaders do to break down silos? Be very intentional about building trust, particularly as employees work from home to limit the spread of COVID-19. Humans naturally sort themselves by expertise, role, location, demographic, level and so on, and

those boundaries do not disappear automatically when people are assigned to a problem or project. Until relationships are well established, people may be cautious about co-developing ideas, iterating quickly and testing together. Physical distance among team members who are working remotely or in different locations and time zones can make collaboration even *more* challenging.

To promote cross-boundary collaboration at your organization, set your teams up for success by:

- Reminding them to facilitate the group's relationships, not just the team outputs.
- Establishing new norms and shared understanding.
- Recognizing and acknowledging the challenges that physical distance brings.
- Encouraging leaders of remote teams to be intentional about making meetings feel less virtual by using technology to create real-time connections and by formalizing and articulating team norms.

The second challenge is **risk intolerance**. A culture of innovation requires support for experimentation and collaboration. This means creating an environment where candid — even difficult — conversations can take place up, down and across the organization. Far too often, leaders can subconsciously sabotage innovation by behaving in ways that kill new ideas. The sabotage isn't deliberate — they really want to foster innovation in their organizations — but they don't know how to support it and fail to recognize their behaviors that unintentionally discourage it.

Innovative ideas will blossom when leaders encourage teams to help develop innovation by listening to diverse voices, ask teams to actively encourage one another to develop ideas, and set clear criteria for taking ideas forward. What criteria must be met and when? Clarifying the decision-making process for investing in innovation will ensure teams understand the organization's balance between risks and expected returns, especially during this uncertain time.

To ensure that they don't fall into the trap of being risk intolerant, leaders should:

- Encourage a fluid, agile hierarchy and structure that allows individuals and teams to form agile networks.
- Make innovation a core value/outcome for multiple functions within the organization — not just R&D.
- Allow for ambiguity — ideas need time to formulate and be discussed before they are formally evaluated.
- Clarify the criteria for evaluating ideas — what will move ideas forward in the innovation funnel?
- Make decisions quickly — nothing paralyzes innovation more than indecision that stalls out momentum and motivation.

Finally, the third top challenge is **goal ambiguity**. A famous parable illustrates the perils of conflicting goals within cross-functional teams. A group of blind men who have never seen an elephant before must conceptualize what it is — but each can only touch one

part. As they articulate what they believe the elephant is, each has radically different views and begins to accuse the others of lying. The blurred boundaries between cross-functional teams and the speed at which they are asked to operate makes it imperative that goals are shared and achievable. Understanding the whole picture — not the individual parts — is imperative for teams to be effective.

In times of uncertainty, leaders need to be very clear on the direction of the team and what they are to achieve. Is the team to create innovative solutions that minimize cost while improving efficiencies? If so, by how much? What would make it worth investing in the solution? What is the timeline? What will the team de-prioritize is just as important to articulate. How will COVID-19 affect their processes? How will they mitigate those challenges? This may seem like management 101 — but it's absolutely essential to a high-performing agile team.

To ensure that goals are clear and unambiguous:

- Articulate the goal and then measure whether the team believes the goal is clear. You may think it is — the team might not. Clarify what success looks like and let the team help shape that vision.
- Consider implementing a measurement system that clarifies objectives and key results, or OKRs. Simple red/yellow/green indicators leave no doubt on progress.
- When evaluating ideas, be very deliberate about asking “How does this approach/method/idea help us reach our goal?”
- Continuously communicate. What's getting in the way? What is the team already doing to achieve sub-goals and remove barriers?

Agile innovation is critical to weathering the many storms created by COVID-19, and also those created by the general rise of a global economy, digital disruption and the accelerated pace of technology. But the promise of agile innovation can be derailed by team silos, risk intolerance and goal ambiguity. These challenges can be mitigated by building trust, allowing for ambiguity and sharpening communication of goals and how they will be measured. That investment will lead to a robust organization focused on and ready for whatever the future brings.

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Board Source

<https://blog.boardsource.org/blog/partnership-in-a-time-of-pandemic-the-ceo-and-the-board>

Partnership in a Time of Pandemic: The CEO and the Board

Posted by [Ann Cohen](#) on Apr 17, 2020 11:29:59 AM

In a time of crisis, and certainly we are in such a time, it's not on the chief executive to do it all. Today, it is imperative that we look to the partnership between the chief executive and the board. It is the community they form that must step up.

This isn't just good governance. It is how we do our work and practice our values. In *The Source*, a text designed to inspire nonprofit boards to operate at the highest and best use of their collective capacity, the first principle is having a constructive partnership between the board and the chief executive:

Exceptional boards govern in constructive partnership with the chief executive, recognizing that the effectiveness of the board and chief executive are interdependent. The board is a powerful force supporting the organization, while the CEO sees the board as a strategic asset. [Emphasis added.]

When a board hires a competent chief executive, it presumably has adopted the basics of role differentiation to support the mission of the organization where the chief executive and board each have a clearly delineated lane. But what happens when a seismic change occurs, and the chief executive must redefine what they do? How must they care for the employees, ensure their safety, apply for federal loans and grants that evolve in real time, stay on top of the virtual advice being offered, and lead with skills perhaps outside their knowledge base — all of which require decisions to be made without a board being able to convene.

While board and chief executive have pledged to “be in this together,” what does that mean now? How do they refine being that strategic asset now in support of the mission? Today, as the lanes are changing rapidly, boards must become allies with their chief executives. The life-and-death decisions that the chief executive and board must address for the staff, the organization, and the people they serve are decidedly different than when the chief executive was hired, or when board members were brought on. Today, everyone must be present, step up, and act to support the organization.

There are many critical ways to put this into action. Here are my top three, each grounded in fundamental values of good governance:

1. *Responsibility for Decision-Making: Taking full responsibility for the organization*
2. *Humility: Understanding that one's knowledge is not the complete and relying on others is critical*
3. *Adaptively planning: Continuity planning with the immediate and longer view*

Responsibility for Decision-Making

This is not time to push the panic button; this is time to bring in the balanced and thoughtful members of the board who are ready to work collaboratively and understand what is needed to take full responsibility for the well-being of our organizations in these uncertain times. There are critical questions to answer, and they vary depending on the mission of the organization. They are a starting point for inquiry.

1. What is our mission and which elements of that mission are most critical now?
2. What is our role in the time of this pandemic?
 - Should we hibernate and put the organization — not just our employees — on furlough?
 - Are we an organization that should become virtual to further our mission? Or not.
 - Do we need all our employees? Should we keep all employees to benefit from the CARES Act, or is there another approach? What financial resources can we tap into: Reserves? Endowment? Pledges? Grants?
3. What do we tell our donors and are we their priority now?
4. Should we jump on every webinar to find out what to do?

These are just some of the decisions to be faced by the board, in partnership with the chief executive. In addition, the board leadership must determine whether to convene as a full board or as an executive committee; but convene it must. And then be present and act.

Humility

This means that executive and board leaders need to have the self-awareness of their own strengths and capabilities and know what additional expertise is needed for the organization. Again, stepping up and being that strategic asset. What expertise does

the chief executive have? The members of the board? Each person needs to think about the skills, knowledge, wisdom, and connections that can be brought so that the organization is guided meaningfully and effectively in this time. Note the term “guided” — this is not license for micromanagement, but it is a time to agree on action and take it.

1. Do we need help making decisions affecting our employees and those we serve?
2. Do we need legal, financial, funding, HR, and/or management advice?
3. What are the ethical and moral implications of the decisions we must make?
4. Does the expertise we need exist in members of the board or through others, including other organizations?
5. Should members of the board or others be called on to serve in an advisory or volunteer capacity?

Adaptive Planning

How do we create a plan and bring order based on evolving priorities during such uncertainty?

1. What will we look like in 90 days? In 180 days?
2. Do we have a business continuity plan? What does re-start look like?
3. What is our fundraising plan? Should we fundraise? Should we convert recurring membership fees to contributions?
4. Should we examine collaborations, a partnership or merger, or folding?
5. How will we learn from this and plan for restarting?

A trusting partnership between board and chief executive is imperative for healthy and productive navigation of these times. As we step into somewhat different lanes, we need to keep in mind that no one person can do it all.

There is no magic; even if your organization is not governed by a high-performing board, it has a chance to seize this moment and change. As this seismic shift is upon us, it is incumbent upon each of us to be present, to be that strategic asset. We must examine the changes each of us must make to lead in this moment. Don't do it all; do

what matters. Look to the one, two, or more people and the one, two, or more issues where you must come together decisively. And act strategically.

This is pivotable moment. It is time to step up. To paraphrase ancient text: “where leadership is needed, be that leader.”

While we might ultimately have to learn how to go back to our lanes, right now we need to work together in new ways. Let’s hope that when the time comes to go back to our lanes, we have learned to do so with greater partnership, humility, responsibility, and adaptive planning. As leaders, we understand that our values guide us, and today we know that our future depends on it. Be Present.

PROGRAM DONATIONS and PROJECT SUPPORT

| | |
|-------|--------|
| Total | \$0.00 |
|-------|--------|

VIDEO PROGRAMS-I want to contribute to the Birmingham Museum's video programs!

I'm supporting:

Check All That Apply

- 2nd Grade Virtual Tours of Hunter House (Suggested donation: \$5 each/\$30 for all six)
- Museum Lectures at the Baldwin Library (Suggested donation: \$10 each/\$50 for all five)
- Other Museum Behind the Scenes and Exhibit Videos

Video Programs Amount

\$

Dollars

Please Share any Comments You May Have:

PROJECT SUPPORT-I want to contribute to the Birmingham Museum's Heritage Zone landscape restoration project! (To learn more, follow this link/download the .pdf of the [Landscape Master Plan](#) for the Birmingham Museum.)

Check All That Apply

- Contribution toward restoring the elm trees in the landscape (Total needed; \$5,950)
- Contribution toward heritage community garden perennials (Total needed; \$6,000)
- Contribution toward children's garden area near Hunter House (Total needed; \$6,600)

Project Support Amount

\$
Dollars

Please Share any Comments You May Have:

(Optional) Donor Information

Entering any of the below information is completely optional.

(Optional) Donor Name

First Last

(Optional) Donor Address

Street Address

Address Line 2

City State / Province / Region

Postal / Zip Code Country

(Optional) Donor Email

DATE: June 4, 2020
TO: Museum Board
FROM: Leslie Pielack, Museum Director
SUBJECT: Director Report

The “Virtual” Birmingham Museum—we have experienced a significant shift and expansion into our virtual presence since early March. We continued to provide research services and maintain contact with our existing audiences as well. By moving more of our activities into various social media and video platforms, we have continued to reach a wider audience, evidenced by our Facebook, Twitter, YouTube and Instagram metrics. We fully anticipate that this additional voice of the museum will continue to be important beyond the pandemic.

Facebook (growing page likes-1100+, re-posts, and reach-immediate community):

- Facebook Live (weekly at 1 PM) themed/timely conversations with the museum staff
- Regular posts with photos ‘this day in Birmingham’s history’ and interaction
- Weekly ‘Unboxing the Museum’ video shorts

Twitter (steady growth-660+ followers, immediate community, local elected officials, nearby cultural institutions and schools):

- Collection objects and oddities; photos; stories
- Video clips and brief interaction; networking with city and nearby businesses

Instagram (now up to 1200+ followers)

- Community images and contemporary content
- Historic images and captions

Virtual Internship (--his idea!)

- Return of Seaholm graduate Tyler Firestone for an episodic series of the history of Seaholm and Groves’ sports, their standout moments, rivalries and more (summer)

YouTube (seniors, students)

- Virtual school tours of Hunter House applying new interpretive plan
- Next; weekly/bi-weekly promotion of BB Cable TV recordings of recent museum/library lectures

Exhibit update—our “Beyond Suffrage: Empowering Birmingham’s Women” exhibit drew some visitors before the governor’s Stay Home/Stay Safe order was issued, and continues to provide themes for our online and virtual content. At this point, we will plan to extend the exhibit into 2021.

Hunter House Projects—two RFPs—one for the below ground/drainage and one for the exterior carpentry and windows--have been posted on MITN for the public bidding process on 5/27 with bids due back on 6/24 for potential review/approval at the July 13 city commission meeting.

Acquisitions—the museum will be adding COVID-related materials to its permanent collection that will include documents and objects relating to local impact. These include samples of the face shields made by the library’s 3-D lab, photographs of children’s window and yard messages, and we are excited to announce a shared copyright arrangement with a local photographer who created a remarkable series of Birmingham residents inside their homes at their windows during the initial quarantine (more to come). (Soon to come: appeal to Birmingham residents for their unique or personalized cloth masks for archival preservation.)

Budget Hearings—To take place virtually on Saturday, June 6; museum time slot between 10 AM and noon.