

Virginia Museum of Fine Arts
Transcript of the Virtual Meeting of the Strategic Planning Committee
Tuesday, December 1, 2020, 9:30am

Meeting called to order at 9:33am.

Full attendance listed in the meeting minutes.

Andy Lewis: Well let's call the meeting to order. For all of you who are here, I appreciate very much you making the time and effort to be with us. In accordance with the requirements for electronic meetings under the Freedom of Information Act, the minutes and a transcript of this meeting will be posted. Also, in accordance with the requirements for virtual meetings, we offered a public comment period but there were no requests for public comment, so we will proceed with the approval of the minutes. Can I have a motion to approve the minutes from our prior meeting August 20, 2020?

Ken Dye: So moved.

Andy Lewis: Is there a second?

Andy Lewis: Can I second? I think we are short on participants here. Is there a second?

Jim Klaus: Second, I will second. Jim Klaus.

Andy Lewis: Alright, Jim. Okay, we have approved the minutes. Now let's move on to a discussion of the current draft of the strategic plan. Caprice, do you want to begin?

Caprice Bragg: Absolutely. First of all, I want to thank everyone for joining us today. So, first of all I want to thank everyone for joining us and also thank you for your feedback on the hypothesis. That really helped support the creation of the draft plan that we have shared with you. We have shared an update to that plan last night, we attached the financials, and want you to know that you probably have not had a full amount of time to look at those financials, but there will be time today and at subsequent meetings to dig into them further if there are questions. But what we would like to do today is accomplish just a couple of things, primarily this is an opportunity to dig into the draft plan. What we would like to do is organize the discussion around just a couple of themes. One, take some time in a discussion that is led by Rachel of TDC to dig into the current state, that is a question that came up frequently but also in prior conversations, but we also wanted to pull that data together and use it as a brief time to answer any questions and then move into a very intentional conversation about the vision, the goals and the strategy. Our various members of our senior management team will actually present very briefly on a high level the state as it relates to the goals, and then we will have a facilitated conversation by TDC with specific questions in mind about the plan. We will then move into some planned priorities, and then talk about some next steps, including the upcoming board listening sessions and some other engagement opportunities with both staff and the Council and with some of our state partners. With that, I am going to ask that we jump right into the agenda. Rachel, I believe this is you.

Rachel Crocker Ford: Thanks everybody for being here. Caprice did a great job going over our agenda so I am just going to jump into the current state. I wanted to set the stage just briefly with what is this and why are we spending time on this. So the last time we were together as a committee we spent some time talking about what we heard when we shopped the hypothesis and the preliminary idea of what would be in the plan around the stakeholders, including members of this committee, members of the Trustee and Foundation boards, staff and senior leadership. We had two take aways from that conversation about what the group wanted to really make sure they could see in the plan and understand about the future direction of the plan. One is where are we against the last plan? How are we drawing a thread from our last plan to what we did and to what we are doing next? We had scraps that we wanted to really pull together, which is always the next phase of planning, after we translated that hypothesis. We wanted to make sure that as we did that work, we heard from other stakeholders so we provided in the draft plan [indecipherable] four to eight [indecipherable] summaries about the current state and there are two appendixes with more data about what were the outcomes and what can we observe, but also what is going on at the museum today.

In order to pull this together, we wanted it to focus on articulating what we really implemented out of the last plan, so we have that planned document. But we know that a strategic plan is a living document and guideline. So what was really prioritized? What did we do, what did we learn about what we got out of that, what happened? So we scraped existing data out of the organization to help us answer the question about what happens. We also generated some data through some survey instruments. There was a survey of members that was aligned to a survey that we did of membership five years ago before we put the last plan together so we can have a little bit of longitudinal observation. We also did a survey of folks who have touch points with the museum, but are not members, so we have more data to help us understand where we are. We are currently in the process of implementing a survey around partners, folks who worked with the institution for various purposes, including providing programs and connecting to constituencies that are connected to their organizations. We will hold that data and pull it in once it is available. I wanted to spend a couple of minutes talking about methodology before I talk to you about findings.

I am going to spend a very brief couple of minutes touching on what we found, that you read in the plan, and then will open up the floor for questions and thoughts about what else you might want to know before we put a plan to that. So a little background around, where we were around the current state. We have been asking ourselves over these last months, this group, the senior management team, with everything changing around us, is this notion of still, of just staying on the track that we were on, does that still make sense?

I think we have all concluded that there were the pillars of that plan really resonate with this moment. We wanted to engage for Virginians of all backgrounds, life stages and geography is it really does respond in spirit to the notion of the protests against racial justice and the desire for more equity in arts, that building reputation and strengthening the organization kind of remain evergreen. So we think that those ideas that were in that last plan that we would want to continue, still make sense in this environment, but that we really will need to be thinking about our strategies and priorities given those changes. So, as we look at the current state, we are going to kind of go over with that context where we were, what we wanted to achieve, how we plan to accomplish, what we got out of that and what we see as opportunities for the next plan, especially given the changing external environment.

So, very briefly, in terms of engagement on the campus, what did we want to accomplish? We wanted to increase visitation and membership and attract our key populations, African Americans and families. Pretty straight forward in terms of what we were hoping would be the outcome of this plan. What do we do to do that? Emphasis on African and African American art collection, programming, hiring, conversations, research, study initiatives around family and student programming, expanding that thinking about engaging those populations, balancing the exhibition portfolio across content in interest area and identity. Really starting to push the notion of curator-led and visitor-centered approach to thinking about the visitor experience and evaluating that visitor experience in terms of how folks experience the art, through research and evaluation, and a research and evaluation team.

So, what ended up happening? Attendance and membership continue to move upward. Our member survey and our visitor survey told us that there is high satisfaction and a high willingness to recommend the museum to others. We see, we cannot really longitudinally say what happens in terms of engagement with our key populations outside, we have two data points, bound to members, so as far as membership goes, we didn't see a change in the demographics of the membership base. We can observe from our visitor survey that we have more African Americans and more families amongst those folks who come to the museum, but are not members and an opportunity to get them closer as members. It also tells us that we need to do better with the data. So as we look ahead, what do we see as opportunity is continuing to defend the work around broad audiences and the key populations and building the data and technology to keep us, to allow us to learn more and adjust at hitting those audiences that we desire to bring into the museum.

Statewide and education, what do we want to accomplish? To reach every corner of Virginia with an industry leading platform. What do we do? There is a digital learning platform with a diverse set of resources online, distance learning, the Artmobile, more statewide partners. What happened? There were over a 100 distance learning sessions and 2000 participants in all eight regions. There were some amount of technology challenges but we kind of made it work as a team. We had last year 93,000 people come to the Artmobile and 25 of the 133 Virginia cities and counties. We learned that we reach people who are not already members and we reach key populations. So there, we can see some success even beyond the geographic diversity.

So looking ahead, what do we want? What does it tell us? We want to continue to expand the geographic reach through these initiatives. They seem to work. We want to do them more. We want to extend this notion of curator-led, visitor-centric thinking into the things we do off-site and really be rigorous about thinking about that as well as how what goals we set around the target populations and audience diversity off-site, not just on-site. We have an opportunity to leverage what we have done in distance learning to think about digital engagement now in the Pandemic era for folks who might not feel safe coming in person. And we have to build the opportunity and check out the outreach and technology to support all of this work

Reputation and brand. So what did we want to accomplish here? There are two sides of the coin. Number one is how are we seen in the museum field amongst peers? And the other is how do the kinds of audiences and folks that we want to participate with us see us? What was the target? Elevate our reputation to match the excellence in the other areas of collection, reputation and engagement. We had within the last plan some very specific ideas of who we want to be seen as by our peers, shoulder-to-shoulder, equivalent reputationally, and we want to clarify to the public what we are all about, what's our brand. So, what do we do? Hires, African and African American art acquisitions,

producing traveling exhibitions, sending those to some pretty impressive institutions, establish the conservation center, out there publishing, presenting, bringing branding online, really working on getting media coverage. What happened around reputation was all those things kind of came together and really moved the reputation of the institution along. We continue to see this work and we really could see a very significant difference in how the folks that we talked to think about this institution, five years out and where they see it going.

As far as brand, that is lagging the reputation work so that marketing strategy and the brand, I think that the perception of the institution is probably moving along. Some of the investments that were identified in the plan around branding and how we might think differently about marketing have not yet been implemented. So when we think about what we need to do next: continue the strategy to elevate the reputation and really think about where, what the desired role in leading the DEIA conversations in the museum field are. There is a little bit of a backside as evidenced in the moment but one of the things we heard when we did the reputation study is that VMFA is doing interesting work in this area. They are really tackling this in some innovative ways. People pointed to the Wiley installation and the work around that, Valerie and some of her work, to say I think that they are really tackling this in an interesting way in identifying the museum with that type of work. Then looking ahead, really thinking about what we need to do around brand messaging and the audiences we want to receive those messages, where we want to put our dollars and effort, as far as how we want the public to see and what they want them to know, be aware of at the museum. +

So DEIA. There is a lot of work in the external world to advance the museum's attraction of diverse audiences thinking at multiple levels around programming. Although it was not reflected in the plan that institution did do internal work to kind of match that set of external initiatives. So the big things that happened here: we are really pushing diversity at the senior management and board and trying to progress towards compensation equity. There were some, as I think you have all discussed, very specific and important outcomes. Fifty percent of the executive leaders, managers and directors are now people of color; Monroe, our first African American Board President at a major museum; and continuing to match state mandated pay increases across all the staff; and converting positions. So when we look ahead and we see that the field is thinking about this institution as an emerging leader, we have recognized as part of where we are and we need to continue to think about the internal work that needs to be done to really match that external work and thinking about how we are extending and embedding that across the institution. There is an external piece. There was a lot of intentionality. The internal piece around what needed to happen in the last plan was really more implicit. It needs to be made explicit and broadened.

Then finally, the last piece which is a few words describe a lot of work, but do we want to do at the organizational level? The organization needs to be realigned through this plan and that had a lot of different applications. Some of the major ones were really establishing Human Resources as a function that was strategic and perhaps existed really, that really thinking differently about financial management, how the numbers were going to be organized, managed, budget, how the department would work, how the two sides of the organization would be able to talk to each other, conducting a space study, work pursuing incremental technology improvements and digital initiatives to support things in the plan, starting to plan for the campaign.

So what happens? Significant improvement in Human Resources and Finance, the expansion plan came out of the space study, the campaign was implemented, there is limited progress on audience, data and technology. So there is some progress. We think we are significantly behind where we think

we would want to be and need to be moving towards in the next plan. So, looking at had where our opportunity is, you got to build out that audience data function so that we can really see where we are and decide how to adjust course. We need to strengthen internal technology and build our digital engagement capabilities. Few words, big issue. You know that, and then, of course, creating a multi-year business plan that identifies our top priorities and our revenue scenarios. So this piece is again a few words, big lift thinking about all of the uncertainties that could be coming at us in the next five years. With a lot of things that are outside of our control, we need to be very clear on what are the things we need to do first, and if we kind of have more, a little more and a lot of revenue, how are we going to allocate that money. So we need to be very aligned around that. I am going to stop there. I wanted to hit the highlights. I did not touch on everything but you guys all read. Everything's fair game. We wanted to open the discussion by just getting the committee's thoughts on, "I read this," "I do not understand this," or "What this implies..." as far as where we are today in the current state. I am going to start there and ask the group what questions do you have about what either I said or what you read in the current state or all the appendices with all the charts?

Kay Baker: This is Kay. I just want to remind folks that everyone's lines are muted. So just a reminder if you want to say something to please unmute your line so we can hear you. Thanks.

Monroe Harris, Jr.: Hey, Rachel. Thanks for your overview. In view of the current Pandemic and the difficulties that we have had related to that, how does that relate to the strategic plan going forward? Are we looking at that specifically or is it just in a general sense? How do we look at that?

Rachel Crocker Ford: So which, there is a lot of different dimensions. Are you thinking just financially or sort of more broadly?

Monroe Harris, Jr.: Well, I think obviously financially is an issue, but just on a broad basis I think we have learned a lot. I think we have quite frankly we faced it very well. Is there anything that we ought to be looking at in this new strategic plan that was specifically address it though?

Rachel Crocker Ford: So I will start and then I will throw it out to the team to add their comments. So when they think about the major shifts that we are experiencing with the Pandemic and racial justice protests, I think it calls us to respond to understand where we are and try the path forward on diversity, equity, and inclusion in that broad set of things. How we address financial uncertainty? We just sort of talked about we need a business plan with scenarios in it. How we learn about audiences in order to think about having some information ahead of what people are going to want to do and how they are going to come back and what visitation could look like, it is a big unknown in the field. So we know what we know around what we have been getting as hesitation in the Pandemic. How quickly is it going to come back? Are people going to come back? Are they going to want to do things differently? We do not know. I think what we are trying to sort of say around the current status is we are not super well positioned right now to really have good live data and to be testing that. That is something that needs to kind of get addressed quickly so that there is more information and more real time information about what folks are thinking.

I think the last piece around that is slightly more tactical but another piece that I think we try to reflect in the plan is okay, so digital engagement is a different piece than it ever was. Meaning that folks who are local might want to do things online. We certainly have seen more willingness, not just here but as I have worked with museums across the country, thinking right now in the Pandemic, much more willingness to do all kinds of things through virtual means. So what does that mean

about what we retain? What I can tell you for a certain is no museum knows the answer to that and they actually are all implementing very different hypotheses. Some are saying, “You know what? Virtual is just a poor substitute for in-person and we are going to kind of phone it in and manage through and that is not going to be part of our strategy going forward.” Others are like, “You know, I think we are in a whole new world order and we are going to have a whole suite of virtual programs alongside our in-person programs kind of forever and always.” So folks have very different hypotheses in the field about what that is going to look like.

I think again for this plan, we need to acknowledge that we need to continue to learn and get data on feedback and be thinking about that strategy. But it is going to need to be kind of agile as we get more information and really are building up capabilities around technology and data. We need to just keep our eye on that, I think, is what we are trying to say. We are not really in a great position to have the capabilities to do it. We need to do that then we need to watch it and be good about learning and feedback around it.

Monroe Harris, Jr.: Okay.

Rachel Crocker Ford: That is kind of my view of how we try to reflect it. If you see, when you look at the plan, I do not see that narrative there. It is buried. Let's talk about this. I want that to come out in front of that and ask the rest of the team, the senior team, what do you think about Monroe's question about how the plan needs to respond to where we are and if we have done that explicitly enough?

Alex Nyerges: I am going to jump in first, Rachel. Monroe, there are a couple of parts to the answer to your question, because it is a really good one. Obviously, we spent a lot of time thinking about this and I think that maybe the best way to frame it is that we are looking at this short-term in terms of how this Pandemic is going to affect us over the next 12 to 13 months. We are also looking at the length of the 2025 plan as separate and somewhat apart from that because they are related but we are also looking long-term. So there are two then halves to how we look at all of the spectrum. One is programmatically and the other is financially. On the programmatic side, as Rachael's describing the people who are either over here on the virtual side or the real side, we are actually rejoicing from the Pandemic because it is allowed the virtual part of our programming to come alive and be popular. It is not going to go away. Now the other more important thing I think is that we firmly believe that the in-person part of our experience, which is the most valuable piece, is accentuated by the virtual and then it helps grow that audience. So if you think about how we built our model: special exhibitions program, public programs like family days, the permanent collection and changes there, the restaurant, the cafe, and of course, special events being a big part of the earned revenue business. Those will come back. So our long-term projections, not this next 12 months, but beyond in the 2025 side, that is all going to be in fact, probably will be, even stronger.

So then to look at the other half of the spectrum, Monroe and everyone else on the financial side, we are dealing with the what I will call the temporary nature of the impact of the Pandemic. So the potential for closing again is tops on our list, right? Now the rest of fiscal 20, so that we remain in the black, which we are confident enough, but then also the budget for fiscal 22, which I will say will be challenging. Now the one maybe gaining factor and all of this, and I am going to stop talking, is the fact that we are conducting a \$365 million capital campaign. And we have been successful, we have been successful under rather challenging circumstances, so it leads me to believe that given our success and the love that people have for us, we are actually going to come out of this with the

ability to not just raise the 365 but probably more. So whatever issues we may have on the short-term operating side, we are going to make up for it. So far we have predicted a 20, a 15% drop in contributions. Not only have we not seen that 15%, but we have seen a rise in contributions as well. So a bit of a long winded answer to tell you that in a big picture way when you put the short-term and the long-term together, this plan does really address that, but it looks particularly in the long-term at what we think is a return to a very stable and prosperous museum.

Monroe Harris, Jr.: You know the opportunity that it is presented as far as expanding our virtual programming, it is been fantastic. I am sure that we will continue that and that will continue to expand our outreach and our ability to touch people. As you say, that would hopefully translate into more people coming to the museum and so from that perspective, it is been a good thing. Now the other issue is to make sure that we have the technology, up-to-date, cutting edge technology so that we can provide the virtual part of this in a way that, like Rachel said, not like a stepchild, but like it is something that we are really promoting and trying to be the best that we can be at doing it.

Alex Nyerges: Here's the good news on technology, and that is a really important point, for the virtual technology and reaching out across Virginia, with our programming and all of the things that we are doing virtually, which have been tremendous, we are actually leading the field in that. We were leading the field in that well before the Pandemic began because of our distance learning and also with the Artmobile. So we are ahead of the game for the rest of the field. They have been catching up but we are actually still going to be ahead because we have a much larger reach to a much larger audience in terms of just geographic. Our big technological challenges are much more internal campus focus. The largest example I will give you is just the broadband capacity abilities on campus where our virtual abilities are difficult for people to log on because of limitations. I came on late, and I apologize for coming on late to this meeting, but it was meeting with Delegate Carr and working to essentially lobby for the appropriations, which includes \$400,000 of technological improvements on campus.

Rachel Crocker Ford: Oh, great. So I think I am going to come back to what I asked folks was there anything that you read in the current state that you wanted to get clarity on in this meeting?

Jim Klaus: My question is not specific, but there is been a lot of change and a lot of the input from the last meeting I see. I mean, it is a very different document. What is your feeling on where we are with it? Is this 90% there? Maybe this is a question for Caprice too? I have a few little comments and little changes, but in my opinion you have really incorporated some of our comments from last time in terms of getting issues around the Pandemic, issues around diversity incorporated in the document. It is quite a bit longer than it used to be. I guess my question is, where do you feel like you are in the process now with this? Because I do see a lot of progress has been made.

Rachel Crocker Ford: So we will see what Caprice says. From my point of view, I think we are in the home stretch. You know, there could be surprises. We did our work, we listened in this first round of hypothesis. We have done the data looking so we really understand where we are. I think there is some tightening around the edges that can be done, that we can identify. But I think a lot comes down to how you all respond and what we hear from you. So I do not expect, but I could be surprised, that folks would have really feel like there is a significant miss or want to go back to look at something much more closely. But I do feel like it is kind of rounding third but the big lift is going to be around the business plan. I mean, that is the next stage, right? So we kind of know where we want it to go. It hangs together logically, a plotted trajectory from the last plan. It

acknowledges where we are, it tries to pull in the environment and respond to that. But there is a lot that is unknown so really developing those scenarios around what might happen with financials and getting those priorities in order and everyone aligned around those, I think that is the part that is kind of next on the other side of landing this and moving into the next phase. Caprice, would you like to add anything?

Caprice Bragg: Jim, thank you for your comments about where we are with the plan. There has been a lot of work in it, but at this stage, I think we are close to finalizing it. What you saw previously was the hypothesis and now we have the benefit of really pulling together a number of pieces to this plan. We do need to spend a bit more time making sure that we gather feedback from the boards and from our staff. We will incorporate that in. Because the plan largely resembles elements of hypothesis, I think that we are fairly close to finish. We know that we need to do some work around building out the business plan. I hope that is consistent with Rachel, what you said, as my screen froze.

Rachel Crocker Ford: Yes, perfect. Okay, so I do want to keep us moving long so I will ask for folks that as you went through this, if you have other things that you want to get clarity on, I am always happy to take an email or call and I know Caprice is. And especially because we got the financial details kind of late, let's kind of put that as a please contact, any other questions, please reach out individually and if the answer seems like something we want to share with the group, we can share with the group. I do want to spend just one minute asking folks was there something that you wanted to know about the current state, where the museum is right now that you, has not answered in the document because that gives us some direction around what we need to go and figure out. We can kind of context on the side with that, but I think we want to move into the next part of the discussion now.

So I think Jim, you actually set up the next part really well because we want to kind of go into the planned architecture and was actually in there and get people's thoughts. Since you last saw the plan, we have really, really listened to what people said and we reorganized the kind of framing of this. So we established a vision, we put together an overarching goal, we have reorganized strategies, we brought DEAI up into the front of the plan, and we have really kind of nailed down a lot more details supporting all of these different strategies. So we have reorganized the plan, the new vision, overarching goals, set of strategies that are kind of thematically a little bit different, and we really worked to tighten up what we want to commit to as far as action steps underneath those things, both kind of affirming some of the things that were sort of open-ended last time we saw the hypothesis and really digging into some of the details and adding more content. I am going to ask the team to introduce this set of framework, the highlights of the vision and the whole and strategies.

Then we will move into discussion about your response to whether that really kind of is giving us what we need in this plan. I am going to turn it to Caprice to introduce the vision and the rest of the team.

Caprice Bragg: Sure, so jumping right in, what we have said is our vision is a vibrant museum both on campus and off campus through the virtual ways that we connect with one another. What we see is a recommitment to a museum which is available for all Virginians as a space for civic dialogue as well as the space to connect through art and education. We see as a goal, the museum both recognized as a leader and an asset at the state level, as well as on the international platform as a leader in the museum field. What we have put together for you is a plan which connects all those

elements, both our artistic and organizational practices, where we have tried to incorporate this vision, which is a museum for all Virginians in all ways through the stories that we tell through the objects that we display through our programs and the way that we

Rachel Crocker Ford: Oh, no did she freeze for everyone? We are just going to pivot. So she was kind of introducing the second part of the equation, which was to acknowledge that in order to achieve this idea of a museum for all Virginians, we need to be really thoughtful about all the different ways that the organization operates and really be reflective in progressing that to get closer to that vision. Before we move on to the goal and strategies, I would ask the senior team if there is anything you want to underscore or emphasize within this vision that to you is kind of the really essential piece that you want to share with the committee.

Alex Nyerges: I think we are good.

Rachel Crocker Ford: All right. We are going to move into then, we saw the vision that is sort of our North Star, and we have reorganized the framework of the plan to be a singular a goal. Are you back, Caprice? Okay, perfect. I was just about to discuss your role on the goals and strategies so I will hand it back to you if you want to introduce this slide and invite your colleagues to comment.

Caprice Bragg: Strategy one is what we see as our commitment to the diversity equity and inclusion. I am going to ask Kimberly to comment on it in a moment. I think what is so exciting here is that it is a standalone goal, as well as one that is integrated throughout all of the other strategies. Kimberly, did you want to add anything to that?

Kimberly Wilson: Yes, as Caprice just noted, we are really excited that this is a standalone. I think it focuses, it recommit us to what we did in our prior plan, but expands more and is more of a drill down. It talks about how, as leaders that we are leading that charge, that we all become chiefs of diversity and advocates and promoting the act of being an ally through developing the DEI plan. We also commit to hiring a Senior Director of Diversity, Inclusion and HR Strategic Initiatives. This person will really outline that plan and work with our teams, work with the boards, work with our communities to understand what that plan should look like. Then really what I would call separately, but aligned to the strategic plan, continue to create more what I call a deeper dive into how we look at diversity throughout our museum culture, and within our infrastructure. It is really the work that we started in the last plan and now it is coming into call that tighter vision into this plan.

Rachel Crocker Ford: Thanks, Kimberly.

Kimberly Wilson: Thank you.

Michael Taylor: So, moving on to strategy two and good morning, everyone. Thank you, Kimberly, for that. The second strategy centers around the curator-led, visitor-centered art museum. We attached a position paper on this, to the strategic plan, to talk more about that in-depth as a kind of high level overview. Basically what we are doing is we are taking the DEIA thinking that was embedded in the last plan but extending it through all curatorial and education areas so that we think about underrepresented artists in all of our programming, all of our exhibitions and that could be Latinx, Islamic, it could be Native American, it could be women artists. We are still very much committed to this wonderful idea of African and African American art being the corner of the plan. As you know, we achieved field leadership over the past five years in this regard. The VMFA is the

museum that other museums look to in this regard. We are going to again commit one third of our acquisition funds and one in four exhibitions will be on African and African American art over the next five years. We also see a great shift happening in publications. We think we can have field leadership there and we want to commit to labels in dual languages. It can be Spanish and English. It can be Japanese and English in the Japanese art galleries, Chinese and English in the Chinese art galleries. So do try and take a look at that position paper. I think it is something that we are doing already, this thinking is happening already, but I think being targeted in our approach is really going to help.

Our third strategy is about art and education and our statewide. As we mentioned earlier in the last plan, we launched the Artmobile, we launched distance learning. We had no idea at the time how important that would be in a Pandemic. You know, it has been wonderful to have those distance learning capabilities and to reach digital audiences. I was looking at our numbers last year, 7,000 students have been reached in really challenging times. So that we have got the technology we, as Alex said, we have some challenges with Wifi. I think that the next plan is really going to address those so that we are at the forefront. Another key initiative is again to bring DEIA thinking into the education programs and statewide. We were very pleased to see that 12% of visitors who went on the Artmobile were African American visitors. That is a great number. I think we are only going to improve that, and we are working with Jan and her team on getting better marketing so that everyone knows when an Artmobile pulls into their town. Then finally on the statewide, increasing in the numbers of our partners, but also doing a survey. What do they need from us? We are very proud of the exhibitions and programs that we send out. We have more than a 1,000 statewide partners, but we know we can get better and better. So that is really the strategy around two and three.

Rachel Crocker Ford: Thanks, Michael. So the fourth strategy is around reputation and brand, continuing to push forward on the national leader for reputation and establishing the public brand as we would like it to be by consistently sharing the message and the work across all the folks who need to hear that message. I was going to turn to Jan to ask if there is anything in particular you would like to underscore about this strategy or the action steps that we have identified to make it work.

Jan Hachette: I would say the highlight would be we did a lot of great work in the last strategic plan with our peers. There is more work that can be done in this area, but continuing to sort of lead the conversation specifically around DEIA. We have lots of opportunity there. We have actually identified peer institutions that we sort of want to be recognized along with those: Cleveland, Detroit, Boston and Philadelphia are the ones that we have actually named. Then just taking the time to really do a branding campaign, which was something that we did not do last time but is a part of the plan this time, which will eventually lead to attendance and museum growth.

Rachel Crocker Ford: Great. So the last piece is again, the nuts and bolts, how you make it work, touching on building the organization, the financial, the technological and the learning capacity, which really tracks back to that audience data that we need to achieve the plan, all of the underpinnings. I would ask Hossein or Kimberly is there anything you want to emphasize that is important underneath this strategy?

Hossein Sadid: I will be happy to jump in. Good morning everyone. In order to achieve strategies one through four, we really have to stay focused on making sure that we have the organizational

capacity to support the plans and that really encompasses our financial to ability to pay for the plan. For example, technology really is an enabler for everything that we do. Data collection and making sure that we stay through the analysis as we prioritize investment in our priorities in the plan. Fortunately in the 2020 plan, we were quite disciplined in making sure that we stay focused on prioritizing and having investment in the plan. You have a really great start to lead us into this phase of the 2025 plan. I am confident that with the hard work of the management team and the support from before, we are in a position to continue investing and sustaining the investments from 2020. The key is for us to really be prioritizing where we make the investments we selected and gauge that against our financial ability to make sure that we have the fundamentals for propelling advancement of this plan in that next period.

Rachel Crocker Ford: Thanks, Hossein? Kimberly, did you want to add anything before we move into the discussion?

Kimberly Wilson: Adding on to what Hossein just articulated that within the technology infrastructure, really to drill down and focus again on the strategy part of IT and the growth of the digital platform. I think to look at hiring a Director of Digital Strategy. In addition, that person helping to once again develop this part of technology in the strategic plan and address all aspects of the digital platform functions: equipment, access, upkeep, and really the technology leadership and staffing. Looking at that reorganization of that structure and looking at how we have a standing advisory committee of power users to provide more information to not only to the Director of Digital Strategy but the senior leadership team as well as we move forward in this plan and the next.

Caprice Bragg: Great, great. I think we wanted to have Alex wrap this up and then open for discussion.

Alex Nyerges: Thanks, Caprice. The plan, as everybody knows, which is basically when we look at the 2020 Plan that we were just closing out, the continuation of that plan. Which is strategies two through five, is important to keep in mind because we have a \$365 million Capital Campaign. We have been very successful on so many things, and we have to continue those. Obviously there have been many modifications, adding in the business of diversity, equity, inclusion, and accessibility and articulating it is not new. It is what we had been doing, in fact, we have been doing very successfully with respect to staffing boards, with audience and programming, with the collection. So, on every level, the strategy number one was actually in place. The Pandemic, the social unrest, all of these things, which have given us more time to finish the plan really allowed us to do that. It is a much better plan because of it.

To the question, Jim, that you asked earlier, where are we in terms of completing that home stretch that Rachel described is appropriate. We have got a couple of more hurdles. They are very minor, getting both boards, to interact and provide final input and edits is really important. Doing the same with some of our stakeholders and also our staff, so that the plan is for everybody. I have got to say that because we have been so successful with the 2020 plan. I look at this plan, and I spent time over this past weekend I actually read it twice in detail. Once I read it from the beginning, and then I went to the back of the plan and read it from the back of the plan to front, which you do when you are editing things. I got to say it is a strong plan. It is a good plan. There are still some tweaks, which we obviously welcome, but I want to credit Rachel and TDC for their great assistance and especially Caprice and then all of our senior leadership team for bringing this together.

Rachel Crocker Ford: Thank you, Alex, for queuing up discussion and putting a pin in where we think we are, so I always start the conversation by asking folks what their questions are. We put out the plan, we have redone the goals. We have got a vision, we have got all of these action items. Is there anything that you read that you thought, “I do not know how to give feedback on that because I am not even sure what that is?” or “it is ambiguous.” So that we can have the benefit of making this more clear and effective for other folks who are going to read it and engage with it.

Monroe Harris: I think it is a testament to the hard work, that you all have done that you do not have many questions. You all have been very thorough with this, and the proof is in the pudding. I just I have to agree with Alex, my hat is off to you. I think you have done a great job.

Rachel Crocker Ford: Great. There were two places I wanted to push us. One is we started the planning saying the last plan was more than a five-year plan to really bring to fruition. This planning process is about taking stock of where we are and kind of reorienting the train. Of course, the world changed around us, but before we get into the world changing, we wanted to ask people in the broadest sense, does this carry forward the direction of the last plan appropriately? Are there things that you are thinking are under emphasized, that are missing, that you want to make sure we tidy up or surface more specifically? Do we have a good part two? Are we sequencing appropriately?

All right. So I am going to take a lack of interest in jumping in as it feels like it is on track, because I would rather move the discussion actually to this. Monroe, you brought up during the current state moment, and I think something that the Board is going to ask us about. If we as a committee want to reflect a little bit about if we have done the work sufficiently, clearly and robustly to make sure that the plan continues this trajectory, but acknowledges the environment around us has changed. That is about an increased urgency around social justice, virtual engagement, and managing uncertainty. I said this earlier around visitor behavior and tourism, where are people going to come from in managing financial uncertainty? So when you read this plan you can see that response to the components of the environment that have changed over the last six to nine months at a sufficient level of visibility and specificity. Do you have any concerns around any of these topics or other topics related to the Pandemic and social justice?

Lilo Ukrop: Rachel, this is Lilo. This is what I was thinking about your question in particular with respect to technology. We have an opportunity for fundraising using technology, and we have a great potential audience of new members that we can continue to cultivate, get excited, and maybe invite them to come visit someday. I would also encourage us to come up with a membership level or a way that they can become active members of the museum and participate financially. Maybe I am not seeing it, but I do not really see a fundraising goal across the plan. I know what the goal is, but I do not see any direct strategies about fundraising.

Rachel Crocker Ford: So that is helpful. I think there are two things. Just to make sure I am hearing it. The first piece is about how we are or if we are making virtual connections to audiences? How are we moving them along in their relationship with the museum including fundraising, and what is our point of view around that? Does that make sense? You have the second piece around, “What is the fundraising strategy?” We reference the Campaign and that is the big lift around funding the whole plan. We make some sort of glancing references to thinking about membership a little bit differently. Some of that is going to come out of the business plan also, but that is a good point for us to go back and reflect on. At this level of the strategic plan, what kind of narrative would you want to see

around fundraising strategy? Have we actually covered that area enough? So I think we should actually think a little bit about what belongs here, and then what might be part of the business plan.

Lilo Ukrop: Thank you.

Andy Lewis: When do you think we are likely to see a summary of the business plan?

Rachel Crocker Ford: So I think the work on the business plan, we need to get this kind of put to bed, and we can we start it. We can start the foundational work of the business plan. I think it is going to be on the other end of the winter, and the other side of getting this passed in January. What would you, Caprice, add to this?

Caprice Bragg: I think you have captured it. What we want to present to the board is this plan plus a high level overview of the business plan and then focus very concertedly in the first four months of the new year in building out the business plan in a more detailed fashion.

Rachel Crocker Ford: So what I see Andy, as far as what belongs in the strategic plan around the business plan is really to now articulate for folks what we see as the challenges. Where are we, and what are the questions that we commit to addressing in the business plan? What criteria does it need to meet? We need to have some scenarios. We know that we are going to have to have defined priorities because of those scenarios. So that is the level of detail and the priorities conversation I want to move to next should really be pretty robust in the strategic plan. We do not necessarily have all of the different business plan's answers but we certainly can commit to some of the things that we know are critical that we have to put at the top of the list. In any business plan, even the skinniest business plan, we need to get those things done. I think that belongs in the strategic plan.

Andy Lewis: I think this may be the same question Jim asked at the very beginning, but I am sort of curious as to what our idea is of the business or economic environment we are going to be operating in. It seems to me, Alex has said that we had 25% or 35% of our normal visitors. Is that going to continue for six months, for three years? We plan to hire some curators? Is that hiring dependent on the economics of what is going on?

Rachel Crocker Ford: Yeah, I think that is a good question, and Alex started to give his point of view on his basic beliefs around where we might go, but I think that is a good piece of feedback in the section of the strategic plan that talks about the business plan implications, and where we are. We can be more specific about our base case assumptions about where we think they are going to be trending and share some of that thinking because we should probably land it more explicitly, but I think that will give readers of the strategic plan more insight into the parameters that we think we are wrestling with to put together the business plan, which I think is important.

Alex Nyerges: Andy, I would say that to get specific on your question we are not expecting to see anything really do much in terms of softening on the earned revenue side. If you stop and think about the museum with four pillars of support. We have fundraising, which is strong, and we believe it is going to remain strong. We have the Commonwealth of Virginia as a second one. It is strong, and we think it is getting stronger as well. We have tremendous support from this administration, and you know what happens with the administration is always an unknown, but we have got bipartisan support across the Commonwealth. The third column of our support is the endowment. Thanks to a great Investment Committee, a strong market, and it clearly with the changes in

Washington will likely be even a much more robust market in 2021. So we are three for three and that is now, in the middle of a Pandemic, in the middle of high unemployment and all the other things. Where we have hurt is only with our earned income, and earned income comes in two primary sources. One is special events, food service, food and beverage. The other is with ticket sales for special exhibitions. Both of those have been absolutely decimated by the Pandemic. So when I say we see softening on both of those earned revenue areas by the middle of 2022. That is based on what we believe, and we all see to be a vaccine or vaccines that are going to truly give people some peace of mind. It is also going to allow the government to loosen up on the restrictions of what kind of events, how many events, how many people at events. Those are all critical factors. Now, here is a prediction I am going to make with great confidence: when the government addresses all of that and people are able to go back to business as usual. When it comes to 300 person wedding events, corporate events that size, or larger, I do not think the companies or the brides and the mothers of the brides, and I say that with great affection and admiration, are going to hesitate to take advantage of that. On the ticket revenue side, it will be very much the same thing. Now, we have already made changes with our exhibition schedule, eliminating one major expensive ticketed exhibition that was coming from the Uffizi planting in much lower cost exhibitions that are being done by our own curatorial staff. Thank you, Michael, for making those changes. I think we are extremely well positioned when you think about the question you asked to be nimble and ready and be successful when we get through 2021 and get into 2022.

Rachel Crocker Ford: I am looking at time and thinking about what else I want to accomplish. Last call on observations or questions folks have about the plan, and how it is articulating and specifying the way we are responding to some of these changes that we are seeing. Then we are going to move into a conversation about what you think the most important priorities are. Any final questions?

Ken Dye: This is Ken. I am thinking about Alex's last comment. It makes me think about something very specific that really is not so much a long-range plan issue. I do not know whether this question is a curatorial one or a business operations one or a marketing one, so whoever can address it. I am thinking about what do we do three months from now, six months from now, nine months from now to grab attention when we are able to reopen business as usual that will make the big splash that says we are open? Does the curatorial staff puts its best foot forward in an interesting exhibit, or do we focus on a big event, or an issue that the museum does that really grabs the attention of everyone? What is the big splash we make three, nine or 12 months from now? I know that is not a long-range plan thing. I am wondering if there is a group that is focusing on what we do day one when we are reopened fully.

Alex Nyerges: It is a great point, Ken. We spent a lot of time at the senior management level talking about both. How are we going to get through this? What are some of the landmarks, and what are some of those splashes? We do have some great exhibitions coming up that are going to generate that kind of excitement for visitation. The ticketing side of what I was mentioning, and quite frankly the general world around us when the perception is going to be largely that the greater world and I will just use the restaurants as an example. When the restaurants are back in business and people perceive things to be "normal again," that is where our special events business is going to explode back to where it was. Now our special events people are busy all day, every day, talking to brides and companies and others about their events which many of which are just being postponed and bumped down the road. So we are actually ready now. What we have to see is for that point in time where we believe that the Pandemic is largely past tense.

Stephen Bonadies: Alex, just to add to that, this October, we will have Fine Arts and Flowers in tandem with The Mellon Galleries reopening, which will be a pretty big splash, I think.

Alex Nyerges: Great points, Stephen. Thank you for remembering.

Rachel Crocker Ford: It does highlight the idea of reengagement and that is kind of an opening of sorts. It is something that we should not lose track of, and you are already doing. You are thinking about that, and there are places in this where that can be articulated as an implication of moving through the Pandemic, that kind of just regular marketing of exhibitions. It is a different thing because we are in a different moment and we should acknowledge that. When folks in the field talk about whether people are going to come back, you do not just sit and wait, right? You think about how to get them to come back, and we should acknowledge that more clearly and what we plan to do around that. All right, so what I want to move into next is getting this committee to talk on priorities. So I did this exercise as a group with the senior management team where I ask them, what are the must-haves in this plan that you would put at a top of the list. The do first, must-have items. We started that, and I can articulate that in the business planning implication section, it is a long list right now and frankly it could be a long list of must-haves that we could not achieve in every scenario that we have if some of the more challenging scenarios come true. But I think that is really important that we have a clear set of priorities that we have wrestled with. If you think of the top one or two things that you feel like are the real must-haves from this plan that you put at the top of the list. We can go around the screen?

Jim Klaus: Two things come to mind for me. Number one is technology because I think we are way behind where we should be. The second, in terms of diversity and equity, specifically the living wage issue. That is an area that people have focused on. The way the current plan reads, I feel like we punt on it because we say we are going to do whatever the state lets us do. Maybe that is all we can do, maybe that is where our hands are tied. But maybe they are not, I do not know the answer to that. I do not know if we are able to pay state employees a different living wage even though the state has not mandated it yet. So I think we need to be clearer there about what our strategy is and not just say, "We think a living wage is important but we are just going to do what the state does." And then we do not even mention what the state's policy is, which I do not know. So, I guess those are my two: number one – technology, especially everything we have talked about, but number two, we talk a lot about diversity in our upper income employees and I think we have done a great job there in terms of management but I think we need to do a better job on the ground floor level with diversity and pay equity there. So those are my two.

Rachel Crocker Ford: Thanks, Jim. Ken, what do you think are your must-haves?

Ken Dye: I think the technology piece is critical. I agree with Jim on that matter. I have a question about the second point, the living wage issue. I am not sure that that is my second priority or must have. Perhaps it is, but I have to think about it a little bit longer. I am curious about the state constraints either listed and determined and codified or just by convention what the state constraints would be about paying folks. I know the Commonwealth is full of individuals, all of them high income individuals who are paid on a two-track basis, whether they are college presidents or whatever, they are not just funded by the state. They are funded by private funds, and they are funded in other ways that supplement their income. What is the state restriction on what we can do with the lower income folks?

Rachel Crocker Ford: Kimberly or Alex?

Kimberly Wilson: I am happy to answer that unless Alex would like to? So when you do large scale wage adjustments that comes from acts from the General Assembly and from the Governor for state employees, so large wage adjustments have to come through from those acts. The Governor has a five-year plan to get to the living wage, and there is a lot of classification challenges that they have to address along the way. I may want to pay someone \$20 dollars an hour as a frontline worker, but because of the classification of that individual, the policies do not permit me to do that because of the classification. They have to go through different steps, and that is actually the Department of Human Resource Management has to work with the General Assembly and the Governor's Office to do that. With regards to how we are looking at the strategic plan and with equity and compensation that does not slow us down. How do we continue to make these progressions within our classification? Our internal classification, for example, what we just did with housekeeping. We worked with the housekeeping staff, and they prefer to be called Facility Services Associates, so that is the name of their department. Now, Facility Services, there will be a change in that they will instead of starting at the \$10, we are starting people at \$11.55. There are adjustments that we are making internally within VMFA based on our classification assessment with certain groups that have been at what I would call the frontline minimum standard of pay and making those growth changes. So, as the Governor is doing his we are kind of ahead of the game. I would like to keep us on that path. I think the strategic plan does outline that if I am not mistaken, Caprice, in our language, but I totally understand where Ken is coming from as well. I hope that answered your question.

Ken Dye: I have a follow up question. So I fully understand our need to be aligned with what the state allows us to do and encourages us to do. So you are saying there is no opportunity for us to bonus, if you will, our employees from private funds?

Kimberly Wilson: Because it is about a classification change, I think we would have to talk with, in consultation with DHRM to make that type of a move, because I do believe that still with fall under some type of action through the Governor or General Assembly to make wild, wide scale changes within your classifications structure and within an agency because that does push inequities within the state system as well. So the state does not like that we have this \$2 difference within VMFA versus, I am just using VDOT as an example. So there are procedures and processes and compensation policies around that.

Alex Nyerges: Kimberly, you might want to tell them what we did with the housekeeping staff this summer because we actually do use bonusing capabilities to reward folks. In fact, tell them about that because that addresses the question.

Kimberly Wilson: I did not know, Ken, if you were talking about salary adjustments or bonuses. We do recognition bonuses. The agency has an opportunity to do that whenever we see fit, but actual changes in the salary of an individual that is off cycle from the state cycle has to go through the process.

Ken Dye: I was thinking of a bonus as trying to do a work around such that we could affect the income of an employee. If, for instance, simple math says a \$10 an hour person is going to make \$20,000 a year, a \$1,000 bonus is a 5% increase in their income for that year. I am not suggesting that amount, but just to make the math simple, that is what happens.

Kimberly Wilson: We have done that. In July and actually before July, we had a cycle of giving bonuses out, especially to our front line staff. Actually, for the housekeeping staff I think it ranged anywhere from \$700 to \$3,000. So we did that in July and even before July. I think it was this past January, we did bonuses in that department as well. So we have been very aggressive with our bonus recognition around the museum and that has been the last couple of years actually.

Rachel Crocker Ford: All right. Kimberly, I am sorry. I am going to stop this conversation, so we can wrap up the priorities. It is a clear signal that we want to get more articulate about our opportunity to adjust this and what we actually intend to do. It is something we have been doing in our as recently as yesterday. So we are hearing loud they make that specific around both the tools and the intentionality there. In our last couple of minutes, I want to just very quickly ask folks their top priorities, and then we will wrap up the next steps at the end. Monroe, what are your one or two must-haves?

Monroe Harris, Jr.: I hate to be redundant, but I have to agree - the technology piece and the living wage are two of the things that I would like to see promoted.

Rachel Crocker Ford: Thank you. Lilo?

Lilo Ukrop: On the technology piece, it appears that we are going to hire a Director of Digital Strategy. I would like for us to consider a Chief Technology Officer. If we are going to do a Chief Diversity Officer, I think strategy of technology has come out to be as important, and we should consider elevating that position. The other thing again, I did not go through the whole plan last night, but I did not get the sense today. Do we have enough in there about engagement of young people? We have talked a long time about how our future lays with the 30 to 40 year-olds and 20 to 40 year-olds. Diversity and people across the state. I think we need to work really hard to include young people in all aspects to the museum. So those are my top two.

Rachel Crocker Ford: Great technology and engagement of young folks. And your tops, Sarah? What are your one or two must-haves?

Sara O'Keefe: I want to congratulate the VMFA, and I think that the work they are currently doing is...

Rachel Crocker Ford: Oh, okay. She froze. Andy. I do not think you have gone. What are your one or two tops?

Andy Lewis: I do not know if I would respond this way before hearing from Jim, but I was impressed with both of his. I think the technology issue, particularly for internal operations as I understand it, is really important. The living wage issue, can go a long way towards making the museum something that we are really proud of in terms of how it operates within the community and represents the community. So I would echo Jim on both of his.

Rachel Crocker Ford: Great, okay. Helpful. Some consensus. Anybody who did not get to share their tops? I will wait a second to see if anyone has anything that they want to add about their priorities.

Caprice Bragg: We will follow up with Sarah and Denise. Denise had to leave the call early.

Rachel Crocker Ford: Thank you. All right, so just to wrap up, we wanted to discuss next steps. So we mentioned at the top of the engagement that is happening outside of the Committee's purview, but we do have these sessions coming up where we will have listening sessions with the Board. I think in a couple of weeks, not next week but the following week, and I wanted to test with the group the approach we did for this meeting. I see it as a sort of a test case for how we might approach those conversations with the Board. So trying to get people's thoughts about whether this meeting, the way that we just ran this session, feels like a model for how we would engage the board. What you thought was good about it? What you might change? So that we think about how to do those conversations as effectively as possible.

Lilo Ukrop: I have a couple of thoughts. I think it would be helpful to pose your questions ahead of time in a cover letter. Saying, "As you review the strategic plan, these are the questions we want you to be thinking about because we are going to direct them."

Rachel Crocker Ford: Absolutely.

Lilo Ukrop: Then I would consider doing small groups. I know I say this in every meeting, but I do not know whether WebEx has the capacity, but if you could get Caprice to lead one, you can lead one, Jan can lead one and give us more time for a dialogue because it is hard in an hour and a half meeting to have substantive conversation with a large group in a WebEx call.

Rachel Crocker Ford: Okay, great.

Cynthia Norwood: I have to interject here. If you do that and you have more than two board members involved, then it will be an open meeting just like this one. And being taped, just like this one, so when you take the small groups, just remember that please. You cannot have more than two actual board of Trustees members involved without it being an open meeting.

Lilo Ukrop: Well, that would be fine. I do not see any problem with that.

Rachel Crocker Ford: Other thoughts from the committee about how to approach the board sessions? Today is a model? What was good? What would you suggest we change? Any thoughts Monroe or Jim in your leadership roles with these groups?

Jim Klaus: I agree with Lilo, we had a good meeting last time on strategic planning with our Foundation Board. To Lilo's point when we meet, we do not have to worry about the issues that Cindy was talking about because it is going to be just Foundation Board members, so we could do breakouts more easily perhaps than they could. But number two, sending something in advance, telling and asking our Board members what we want to get out of the meeting. Not just sending the thing and saying, "We are going to talk about this," but letting them know we are 90% there, this is almost a final draft, this is your last chance. Here is what we want from you, and this may be the last time that we get together to discuss this before we vote on it at our next meeting. That would be my recommendation, that all is laid out in advance for each Board, so they know because it sounds like this. We have it scheduled. There is going to be one more chance for each of the Boards to talk about this, and it sounds like it is going to hopefully be our last chance for open input. I would let people know, speak now or forever hold your peace.

Rachel Crocker Ford: Orient people in the process, make sure they really know what we are trying to achieve and make sure that they have homework.

Monroe Harris: How would echo that as well. Cindy, I have a question for you as far as the Trustees go. If we convene one meeting, and then break out from that, are you saying that all of those breakouts have to be recorded?

Cynthia Norwood: Yes. If it is part of the open meeting, yes, sir.

Monroe Harris: Well that makes it difficult.

Lilo Ukrop: Yes, but if we only have one Trustee in each breakout?

Cynthia Norwood: Well, if it is at a different time than the meeting, then that would be fine. You see what I am saying? But if you do it right out as a part of the meeting, then you are going to have a problem. But let's say that you have an open meeting such as this and decide at 4 o'clock today you are going to have some breakouts. So you get something where it is not a continuity type of situation, then you can do that as long as there is no more than two in the little work group.

Rachel Crocker Ford: Okay, so ultimately logistics for us to think about.

Ken Dye: Is the recording of those public meetings really a challenge?

Caprice Bragg: I would simply say that the challenge is that we can set the meeting up, but we have to transcribe it. So we can record and we can transcribe, we certainly can do that. We have to figure it out logistically if we are going to have multiple meetings, so it becomes scheduling, but it can be accomplished. I think Cindy was just making a point about the how the Freedom of Information Act operates with respect to the Trustees and breakouts, right?

Cynthia Norwood: And please do not forget that all of these, everything that is transcribed is open. It is actually placed in a position where the public can see everything. Not that that is a problem, but just as a reminder that everything that you say is going to become public. Not that that is a bad thing, but I just want to remind everyone.

Rachel Crocker Ford: I think we have got some direction. We are going to consider how we might think about small groups logistically and make a recommendation about how to approach the structure of the meeting homework. Orienting people and where we are and what we want to get out of this so that they can come prepared, and they realize where they are in the process. That is what I am hearing as our guidelines for thinking about how to design those board sessions. I think we can move on to Caprice wrapping up, letting folks know the other couple of next steps we are taking around engagement, when this group might convene and with what purpose. We can close for the day. As a reminder folks, that if you have other comments or questions, please contact Caprice and/or me directly this week. Thank you.

Caprice Bragg: In deference to the time, we are a little bit over, I will offer to do two things: one is give you a quick summary and then also follow up with these kind of touch points in mind. We, in addition to the upcoming Board listening sessions, have two sessions scheduled with The Council. The Council has a volunteer task force, which is its ad hoc committee. I will be meeting with them

on December 8th, then subsequently meeting with their board. We are in the process of scheduling sessions with our own staff by both division and then we will have one or two open sessions. So we certainly want and invite more feedback. Thank you for your suggestions about the board sessions. We will put our thinking caps on so that we can incorporate that in a way that is efficient and does not get hung up with the technology and on the Trustee side consistent with the requirements of the Freedom of Information Act.

Rachel Crocker Ford: Thanks everybody for your time today. It was nice to see all of you and to continue to move this forward. It was nice seeing you for a final meeting before we recommend the plan to the Board to get passed in January.

Andy Lewis: Alrighty, no other business? I thank everybody for being here and contributing, and I look forward to the next step. Thank you everyone, we are adjourned.

Meeting adjourned at 11:09am.

Transcribed by: Kay Baker
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