

Four yeah It's intense two It's this welcome to the virtual annual meeting and museum expo.

Are general session will begin shortly at ten am Central time.

Yes okay good no sure so I'm here to tell you that I have voted to the cause of anything that supports museums.

When my daughter was well what my daughter could walk.

We immediately started bringing her to museums.

Just even she couldn't understand necessary but she was taking it all in.

And when the Museum of Natural History in New York City decided to do a class for very young children on African art and object's Fernanda was one of the first children to be enrolled.

And she came home with this.

Now, I am eighty eight years old, I had to think about it.

And this has been in my heart and in my bedroom wherever I am, all in because it reminds me how important art and exposure to knowledge and beauty.

So how much of it can be found in one you are invaluable thank you thank you thank you american alliance of museums president and thank you joined us two weeks ago for our kickoff and welcome.

And welcome to those of you joining us for the first time today.

Thank you to our Visionary Sponsor black pod for their generous support.

We have a full program this week that addresses many important issues facing our field.

In my opening, remarks of dates weeks ago I called on all of us to support each other.

Be kind to each other check in on our colleagues and practice empathy during this difficult time.

I'm joining you like this morning to share a somber message about recent events that make that call to action even more crucial.

Today I'm not just talking about the global pandemic that has led to more than three hundred and sixty five thousand deaths worldwide shattered our museums and forced to near record unemployment.

In recent weeks the United States suffered multiple racist the axe resulting in a sentence list killing of black people and unfathomable violence our country.

These atrocious murders are a jarring reminder that we in the museum field are either living with or have colleagues who live with the possibility of something violent or hateful happening to them on any given day simply because of their race ethnicity, gender identity or sexual orientation, nationality or religion.

A colleague recently commented that these racist acts are a reminder that while we may be less exposed to a virus by staying away from each other.

We are increasingly exposed to the anxiety pain and anger that can come from dealing with traumatizing events alone in this time of forced patient we must be especially and looking out for each.

Other so I ask you again to seek each other out, ask caring questions and listen carefully to what you hear.

And the EM field not only has a responsibility to ask the hard questions and learn from each other.

We have a unique duty to listen to chronicle the lessons in history our communities kate future generations so that we might stop this senseless violence.

These are difficult times but they are not insurmountable and we cannot change control everything that's going on in our world, we do each have the power to bring light and empathy to our fellow human beings none of you each part of an alliance colleagues who are here to listen and who need to be heard.

Thank you again for being online with us this week.

I'd like to welcome Chevy Humphrey the hazel a hair President and CEO of the Arizona Science Center and chair of the AM bored.

Shabby along with other general sessions speakers this week pre thank you the first ever virtual conference over three thousand museum professionals gathered for kickoff day on international museum day two weeks ago and we're looking forward to a great conversations this week.

It is likely an understatement to say that the novel coronavirus pandemic has affected every day dimension of contemporary lives.

Amid the upheaval and uncertainty to project it economic social and of course health and medical implications are staggering.

The pandemic has highlighted with a harsh fluorescence the disparities and inequities that have come to define the American economy and social fabric.

As museum leaders and advocates, who have worked with or on behalf of our communities for the better part of our careers these we're thinking a lot about uncertain future that awaits the millions of our visitors and members whose lives have been so chaotically disrupted in the past few months.

The abrupt but necessary temporary closures across the country have the thrust this long ignored issue into the national spotlight.

We have an even greater responsibility today than we've ever had.

This is a reality that we must work together to change.

What we do now to support our communities is vitally important.

As we try to make sense of what the next normal might be it's clear that resuming business as usual will be exceptionally difficult and perhaps not even relevant or desirable.

Many leaders have characterized the shutdown in eventual restart in terms of a strategic opportunity to learn from the sacrifices we've collectively have made, to recalibrate the missions of are organizations, and to restate the core values of why we exist in the first place.

Organizations that take advantage strategic opportunity have a chance of coming back stronger.

But the strategic opportunity frame may not go far enough.

The pandemic has made it imperative to fundamentally change how we operate which for many of us will mean that while we maintain our brands we will become essentially new entities in what we do and can be during and beyond this pandemic.

I am proud of am's rapid response to our needs during this global pandemic with content, connection to each other, advocacy and a quick pivot to the virtual conference.

As the new chair of am I'm humbled to serve you, and here to listen to what your needs are.

The am Board is truly dedicated to museum field.

I would like to thank Kippen Albert [inaudible] for his tireless Services Board Chair.

And another big thanks to our outgoing board members for their service.

As a leader of an institution, I am hopeful, I'm focused on adaptive leadership and warp speed.

Because the only certainty right now, is uncertainty.

Adaptation requires resiliency.

Our industry has learned to embrace a more rapid pattern of failing, falling down, getting back up try and again.

We don't know the shape of the future.

So instead, let's do our best to shape it by deliberately planning to be even more adaptable and by strengthening and reaffirming an organizational culture that values visitors and communities first.

And by continuing to provide resources they need to learn and grow.

The macro lesson is that we are indeed all in this together more than ever before.

We may not be able to predict the next normal, but we can work together to create it.

Thank you and enjoy your virtual conference.

As an arts and cultural organization you anchor and connect your surrounding communities.

Providing the spaces for families to make lasting memories together.

Generation after generation and in doing so you help us understand the universe and our place in it you also know that cultivating meaningful and lasting relationships with your visitors extends beyond their time spent with you in person especially in today's new frontier of digital memberships virtual events and online exhibits you build these relationships a fundamental purpose benefit of thirty plus years of dedicated expertise from the world's leading crowd software company powering social good enabling you to find and engage an audience passionate about your mission make a lasting impression on your visitors with a seamless experience from ticket purchase to visit for membership to donor cultivation create ongoing revenue streams by turning inspired visitors into members and donors build effective

boil relationships through unmatched analytics that provide a clear view into your patron engagement connect your organization maximizing productivity so you can spend more time building relationships with your please welcome this year's local host committee chairs Kelly McKinley CEO of the Bay Area Discovery Museum and Jay [inaudible] Director and CEO of the Asian Art Museum.

Hello everyone.

My name is Kelly McKinley and I'm the CEO of the Bay Area Discovery Museum.

Were a children's museum located at the foot of the Golden Gate Bridge in [inaudible] California.

I'm also very proud to serve all of you as a board member of a AM and also along with Jay shoe, serve as co-chair of the local host committee.

Now I'm more than just a little bit sad that we're not all sitting shoulder to shoulder together in the conference ballroom for this kickoff session.

But I am deeply grateful for the way that the AAM team has radically and rapidly reimagined away for us all to be together.

Now more than ever, we need the inspiration in the insights the courage and the comfort that comes from being in community with one another.

What an immense privilege that we can all come together to support one another through the devastating impacts of this pandemic and draw on our collective wisdom and experience to chart the new ways that we will survive and thrive in serving our communities needs and dreams.

I'd like to take this opportunity to acknowledge my cherished Bay Area colleagues who served on the local host committee.

Thank you for your wisdom your brilliance, your generosity, your enthusiasm in creating a truly memorable experience for our colleagues and our supporters.

And finally to all of you, in a world turned upside down, thank you very much for making the time and the space to participate in these important conversations over the next four days.

Have a wonderful conference and thank you very much.

Hello I'm Jay Director and CEO of the Asia to museum of San Francisco where although the sun is shining, we're all still shattering in place I allow with Kadima callee were honor to serve as co-chairs of the San Francisco local host committee.

A group who spend much planning to welcome you and at the annual meeting and a museum expo to the beautiful bay area for the first time in nearly thirty years.

For the past twelve weeks have been some of the most painful in our life.

as it will reflect the other gap between where we thought we would be in a very different place we find ourselves today.

The the Asia Art museum, we would have unveiled our expanded and transform the museum to the world launched a new era of Art, ideas and experiences.

I would have loved to share all that with my colleagues that's all of you.

The type of sharing that to the alliance annual Meeting nurtures every year the kind that reaffirms our work, our sense of community, and our deep affection for each other and what we pull our lives.

Despite the moments of staggering displeasure in our new reality when faced with sadness, uncertainty and fear for the long-term impact our field.

We also find ourselves fuel with awe for everyone that we work with starting with our own museum family..

The resilience, the tenacity and the unbridled enthusiasm and creativity of a museum staff boards and supporters for all kinds are truly inspiring.

And inspiration is still what museums do best.

Now that we spend all day online all embrace our conference scene in a radically reimagine our cherished institutions and virtual museums with Digital Programming and educational content there continue to feel lives with history, Art science, culture music [inaudible] and of course with the essential stories that our audiences have always come to us for and we'll need when reopen from crisis comes opportunity.

Opportunity to invest to innovate and to impact that those most in need these are the actions that you file resilience.

And these are then our C All of us taking now every day to ensure the survival of our institutions.

These are the actions there the American Alliance of Museums and its annual meeting Foster and inspired all of us.

To all of you especially the San Francisco local host committee, I say thank you for the inspirations.

Have a great meeting.

Hi this is Brian Stevenson and I just want to say that the cultural life of any society is critical to the evolution of that community to the health of that community to an awareness in that community is I want to thank everyone who was managing this unprecedented time in global history with dedication, with thoughtfulness, with creativity to make sure that our cultural institutions not only thrive but succeed and the important work that has to happen we operate the legacy Museum me Alabama the national memorial for peace and justice and we are anxious to recover, to open back up, to make our space the kind of space where people learn and grow.

I know you're trying to do the same, I just want to thank you for the work that you're doing.

Please welcome Christy Coleman.

Executive Director of the Jamestown Yorktown Foundation.

To all my museum colleagues, welcome to AAM virtual 20-20 annual meeting.

I'm honored to share a few thoughts with you as we head into the Day Two of this journey together.

When we last gathered May eighteen, AAMC CEO Laura Lotremore reminded us that even in this current crisis we are vital to the human experience.

She reminded us of the trust that our communities place in us she reminded us of the power of our collective work and advocacy.

She reminded us to stay true.

Following Laura, we had a remarkably inspiring presentation from Dr.

Jeanette Cole who never fails to bring it.

She inspired us to keep moving forward and power and love for the work that we do.

She employed us to boldly move forward to a future, where our work continues to reflect the diversity and inclusiveness needed and adjust Society.

And she told us so much more in lifting our spirits and in our thoughts.

Today, I'm simply going to remind you to breathe.

This simple act that we often take for granted provides us fuel this is fuel thruster, fuel for us to move to create, to simply be and most important it provides us the fuel we need to reimagine the possibilities.

Over the last several weeks, like many of you I have been involved and phone calls and zooms and conversations and email chains with colleagues all over the country all over the world as we've tried to figure out together tried to find our collective voice of how we are going to respond to this pandemic.

And what it is doing to our institutions.

And.

During those calls we've been able to commiserate we've been able to laugh we've been able to find those moments of joy, we've been able to spark ideas and reconnect with our vision.

All of these things extremely important as we think about the future of our institutions..

It's too easy, it's far too easy to think about everything that could go wrong.

It's far too easy to allow ourselves to be wrapped up in the numbers and not that number's on important but at the end of the day, what becomes most important when we are in the midst of this, three.

One second, [inaudible] second, breathe this is not a time to fight or flight.

It's time to breathe.

Because in order to breathe, and to have that rejuvenation that's required, it enables us to better serve and in order to serve, we must be able to hear we have to hear the voices and see the experience of others around us and when we breathe, we give ourselves space to look beyond the veil of our old biases and enables us to find those moments of adaptability and enables us to find those places of creativity it enables us to reconnect with what we love and the work that we do.

Because you see at the end of the day, yes the collections are important, the buildings are important all of those things but at the end of the day, why we exist?

Is because our communities need us..

Our communities have entrusted each of.

Us to remind the world of why we matter to remind the world that there is a brighter tomorrow, even when we are in the midst of things and we can't see beyond it.

We need to breathe so that we can recapture for ourselves that exceptional space that exceptional place, that exceptional mindset, that enables us to remember why.

Why?

Because once we get the why, it becomes a whole lot easier to figure out okay I know why I'm here, I'm here to make sure that my community understands its place I'm here to make sure that my community has the tools and the resources that it needs to tackle the challenges that currently faces.

We are here to provide those moments of clarity and inspiration whether it's through art whether it is through musical whether it is through dance or whether it is through looking at the artifact of an ancestor long ago.

Who overcame similar challenges.

And fears and concerns we are here so that our communities remember.

That they're part of something bigger and that's something bigger enables us to connect to connect to each other, to connect to our environment, to connect with creatures great and small all around us.

We have to remember why.

When we breathe, and when we get to that why again, now we know what we need to do.

Because we've been listening and we've made sure that the voices and the people that we are gathering to help us, are the ones who will tell us not only what they need and what we can do to achieve that need but then we'll learn how to do it better.

We'll figure out how to get it done.

We'll figure out what's really important at the end of the day.

We'll figure out that it isn't processes and systems that we're trying to protect and preserve but instead something far more powerful something far more meaningful the stories we've spent a lifetime collecting.

That is why we breathe.

I'm reminded time and time again that we have the opportunity not only to respond in kind but to respond quickly see we haven't learned how to do that very well in our business.

We like to take our time and slow it down and think through every little piece of the puzzle, and then we have our charts and our Gantt charts and graphs and all of those things but that's not what our people need from us right now we need connection because we're losing it.

If history in the past has taught us anything it is that in times of crisis and all of those struggles that our communities have faced in the past, that sometimes the darker nature comes out The device [inaudible] comes out the fear of scarcity drives behaviour that can often be inhuman and unkind We have the power to remind people that there will always resistance to that urge.

There was always a way out because people found that peace people found those connections and they push them and push them and pushed them towards common humanity, common care, common love we have to remember to breathe we have to remember that all of this is why we exist.

We have to remember and reimagine that the ways that we've done it in the past, might still work.

But we're not living that past anymore.

We're moving rapidly towards a very different future.

A future that may tell us for the time being we can't even touch each other.

A future that says we may not even be able to pass a plate to each other or an artifact to each other.

Of future that says, this power of touch, this power of being may not be at our disposal.

But guess what?

Again, by listening to diverse voices we may find that there are other ways to connect just as powerfully.

There are other ways that we can see each other.

But there are other ways that we can build together we breathe if we breathe, and we're listening and we're remembering that that trust that we have earned, that hard one trust our communities look to us for certain truths hasn't gone away.

We have to remember to seize that as well.

To remind people to move into those spaces and say, we were here, and will always be here.

It may be different, but we can get this done together.

That's probably the most encouraging thing that I've heard over the last several weeks from peers.

Is that no one seems like they're ready to give up there is a hopefulness out there that belies all of the confusion and the deliberate distortion and deliberative disinformation that there are people who are coming together to find solutions.

There are people who are not hoarding knowledge who are not hoarding program, who are not hoarding approach but who are freely sharing freely giving looking for those partnerships that benefit all.

That are looking for ways for all of us derive this storm together and I believe, that is the key that becomes the key piece to this...



The greatest resources that we have in our institutions, are the very people, that have dedicated their lives to this work.

That is our greatest resource the vision isn't locked in some executive office.

The vision can be found in our communities, and in our front lines, and the behind the scene if we just take a moment to breathe and then ask.

If we take the moment to look beyond the immediacy.

To look at what it could possibly be just a short order longer these are the things that I'm encouraging you today to think about in our AAM virtual 20-20 conference.

That has been the theme of the whole conference re-imagining museums when that theme was chosen no one could have anticipated, that we'll be going through what we are right now.

But I can assure you, we won't be the last time.

As global economies and travel, and experience continues to expand we're more than likely to see another pandemic sweep through.

The issue will be what did we learn in this one?

What have we learned that enable us to continue that important work that drives our why?

That important work that allows us to pivot when we need to to serve.

Because at the end of the day, that is why we are here, we serve communities to remind them again to remind them that there something they are part of something much larger, much bigger than themselves.

They are part of the human family.

They are a part of this earth that we share.

They are apart despite their political or social or ethnic or gender or all of the other reasons we come to figure out of how to separate ourselves from one another.

We need to find ways to celebrate the diversity that we see in nature and each other and we can't do that unless we breathe.

We can't look at where we have fallen short in the past to imagine a new future, if we can't breathe.

And dare to look forward even if it means touching on some pretty tough truths about ourselves and what we've done in the past.

So the rest of today's sessions are all built around these ideas.

It's built around the idea of looking carefully at financial models, we'll be looking at trends in our field, we'll be looking at work that others are doing in the midst of the crisis and what they've learned thus far.

You have an opportunity today to get into those sessions and get into those conversations and to create with each other new ways of imagining the future of our field.

Why?

Because we took a moment to pre breathe, why?

Because we are called to serve...

Thanks so much everybody I'll see you on [inaudible] and other sessions over the next several days.

Again, thanks am.

I'm glad to be part of this family now for over twenty five years as a member.

Take care.

Please welcome Elizabeth Merrit Vice-President of strategic foresight and founding director of the Center for the future of museums.

Before I introduce our keynote speaker, let me mention that today's raffle prize comes from our generous keynote general session Visionary Sponsor blackball thank you black bond.

Two lucky winners will be randomly selected during the presentation to receive five hundred dollars visa gift card.

So everyone logged in now has been entered automatically if you're randomly selected as a winner, please respond to the prompt that will appear in the chat box near the near the end of the presentation.

And you'll be asked to identify yourself, so we can make the official announcements.

Good luck and thank you Blackbaud.

To our keynote thirteen.

Years ago I was tasked by the AM AAM board to start a futurist Think Tank for the museum field a home that I started with was the name The Center for the future of museums.

And the basic concept to help museums adapt to the rapid pace of change in the twenty-first century.

The first thing I set out to do is to discover who was already doing this work for other sectors.

And I quickly gravitated to the Institute for the Future in Palo Alto California a nonprofit think tank that was founded in nineteen sixty eight.

To systematically explore the long-term futures of [inaudible] in the world.

Since two thousand and six, the Institute for the Future has been directed by Marina Gorbis and under her leadership their work has been notable for its focus on equity, and social justice.

Marina excels in her writing for speaking and in the project she instigates at the institute and helping people envision the world not only be different, but how the world could be better.

Many future study technology, but when we're examines technology, she sees it as a tool that can empower individuals to create fairer and more resilient social structures.

Her manifesto of universal basic assets is a call to action for organizations throughout the society to collaborate collaboratively Identify the key assets people will need today and in the future in order to help lead sustainable livelihoods as individuals and households and as a wider community.

That framework inspired me to see how mediums can play a vital role in building individually and collective wealth in historically under-resourced communities.

It's long been my hope to share her work with you firsthand, so it's my great pleasure to introduce Marina [inaudible] as our keynote speaker today.

I was so looking forward to being with you in San Francisco but between the time when i agree to do the talk today as we all know the world seemed to have turned upside down.

So naturally, I had to rewrite my script many times just like many of us rewriting the scripts are our lives our family lives our organizational lives and It's interesting I think about historians of Charles Rosenberg is one such historian who actually wrote that pandemics are like dramas in four parts scripts is progressive revelation where we learn more about the disease, act two is about managing randomness lots of things that we didn't expect act three is about when we figure out the public response and X4 is about moral and ethical judgment basically when we have time to reflect and say why did this happen who is responsible?

What do we do?

That this doesn't happen and as we're dealing I think we're somewhere basically, between act one and act two a lot of things are being revealed but we're also managing a lot of randomness if we open up our spaces?

How did we do that do we wear masks that we not where mass is this virus transmitted on surfaces?

A lot every they hear something different.

So we're managing a lot of things were managing a number of different crisis.

But it's for over doing this and managing day to day, and it's absolutely essential for us to do this to worry about this crisis and taking care of ourselves and our loved ones in our organization.

This is also the time for us to start thinking about the future how do we want to come out of this crisis what is our post COVID nineteen future?

Because the kind of things we're experiencing today, is actually the Re result of decisions and choices we made probably decades ago.

Maybe even earlier.

And similarly, the kinds of decisions and choices we make today are probably going to shape our post covid nineteen future.

How did we would after this pandemic?

So I'm going to share with you some ideas on some suggestions for how to think about and imagine and really engage in the process of making this post pandemic future.

I want to share with you some basic principles that I think about so first thing is what we're doing right now is understanding what is happening around us.

What is being revealed.

One thing that happens in these kind of crisis is that a lot of things that were previously hidden, or we didn't want to discuss them in polite company, or some people knew it maybe in academia but nobody wanted to believe in them you can't ignore them anymore they're really on a larger scale.

So they're kind of staring in the face so it's important for us to look around and think about what is being revealed.

And I'm going to ask you to share what is being revealed about the music of sector?

About the creative sector about your community to share your own thoughts..

But let me share with you some of the things that I think are important to think about.

So one clear thing that's being revealed is that this pandemic is not impacting everybody equally.

It's not evenly distributed.

This is a map from my own area from Northern California.

Where we're seeing that these white dots these are communities that work hit most hard but the COBIT nineteen.

So they actually concentrated forces with four zip code areas in East San Jose and it happens that those three four areas is where one third of all cases are one-third of all the deaths are and obviously these are areas where a lot of low-wage people live a lot of African American on the latina population lives..

So these are areas that are most hard hit by this pandemic.

So one way to think about this pandemic and thinking about the kind of thing that had been revealed is to use what I call associate epidemiologically lens in from evolutionary biology, we know that parasites and viruses are quite innovative.

They're constantly attacking our systems, our own bodies, our larger systems but if we can have a strong immune system, they've evolved to basically withstand those attacks.

And in fact many of these organisms are part of our systems.

But when you have a weakened immune system then these organisms propagate and they undermine your health, and they undermine the health of our societies.

If you think about this virus [inaudible] vector that on the social vulnerabilities in our society.

That's what's really creating the crisis.

That's what's undermining our social system, our health and all of this society in which we live.

So let's talk about these vulnerabilities, some of them have now become obvious I'm going to just bring it up three, one is extreme inequality by now we all know about it it's been written about it's being talked about openly.

But I want to make a distinction between when we talk about inequality between income and wealth.

Because a lot of people don't know about these differences.

So income is amount of money that flows into the household is what you make in a year.

Basically, your salaries or your other income it's kind of like a river flows in and flows out.

Wealth however, is what gives you longer-term security.

Wealth includes all of your assets for most people it's either their homes or it's their financial assets like savings retirements all kinds of financial your bank account all of these things.

So assets minus debt is what constitutes your wealth.

And the reason wealth is more important in some ways than income is because wealth is what use you kind of economic security and longer-term economic security it also creates ops for you and your children.

It determines where you live, it determines where you kids go to school, it determines who is in your community determines job opportunities and work opportunities for you and most importantly, is what's transferred from generation to generation.

So if your family was redline they couldn't afford, they didn't get a loan to buy a house three generations ago.

You're going to feel it in this generation.

It's something that goes from generation to generation.

Our wealth and equality in this country is probably twice as great as income inequality and that's really important.

If you can see on this graphic at the bottom yellow line this is the bottom fifty percent of the population that owns less than one percent of the total wealth in this country.

Less than one percent and of course this is also not equally distributed racial wealth inequality is huge or if you're black family average wealth is about seventeen thousand dollars for a white family about a hundred and seventy thousand dollars so ten times greater wealth disparity between black and white families.

And that's not surprising why we're seeing in that zip codes where you have large percentage of black and Hispanic population, where you have people with low wealth levels low income levels they are most affected by this pandemic.

And that's a big vulnerability in our system because we are also finding out that there is no such thing think as private health.

You're only as healthy as a homeless person next to you this virus is highly contagious.

So having people who can't afford health care who are not able to have four hundred dollars in case of emergencies is going to affect you also.

So a wealth and inequalities one big vulnerability.

The other one is the poor health of our public health infrastructure it's interesting it's a poor health of our public health infrastructure meaning that investments in our public health infrastructure has been decreasing, not just in this administration but actual previously the funding for emergency preparedness has been going down almost fifteen years now.

We were just looking at data where the number of Public health workers in the last ten years went down from two hundred fifty thousand people under two hundred thousand people.

You're obviously, we're seeing geographically where some communities do not have access to health workforce.

Those communities that have larger circles.

Have more people available to them and the ones that see these large territories where there are no circles or very small circles.

Those are areas where there's lack availability public health workers.

And of course on top of it we also know that large percentage population are particularly mostly low-wage workers, have very little access to insurance to public health infrastructure and health insurance.

So that creates huge vulnerabilities health vulnerabilities that's impacting everybody and.

Finally, another kind of vulnerability is what I call brutal supply chains, it's kind of amazing and it's a huge revelation that in this time of crisis a country that's so rich that has the largest global enterprises, so successful that have been touted that's best in the world that we actually in this time of crisis, people don't have enough sanitizers, We don't have enough toilet paper we don't have enough masks, ventilator, you name it what is going on how's it possible that in the country in the world with these global enterprises highly successful models to the world that we are we are lacking in these basic necessities.

And the reason is and what's being revealed, is that yes this companies are highly successful.

There a very efficient meaning that they have no slack.

There is nothing that is available there so good they're so efficient efficient' that there's no slack in the system.

There so productive note.

Every time a company cuts employees it reduces employment or cuts their expenses, their stock price goes up meaning that they have no slack which is great if you're operating in normal times but in times

some emergency where there is a surge we have basically no slack so this efficiency goes right against our ability to create resiliency in the system and to be resilient.

And part of it is that we've also have this high levels of concentration in different industries.

So again, there is no slack.

We have very few four top cause all the drug wholesalers drugstores mobile services cable airlines you name it we have high levels of concentration again very little slack in the system and not surprisingly we're seeing it among food companies and cosmetic companies which explains why we don't have enough sanitizers and why we don't have basic protective equipment and very efficient but very bad for resilience.

Some of the vulnerabilities that are being revealed today.

But now I want to turn to you you're probably looking around and seeing some of the vulnerabilities in your systems in the museum sector.

In the arts sector.

In the creative sector.

In your communities so what I would like you to do is let's take five minutes and why don't you share on chat what you are observing as vulnerabilities.

As again as I said, in anything in your sector, in your organization in your community, anything.

So just take five minutes, share those and we will have a discussion of them after the presentation.

So now we've talked about the current context and revealing of what would your seeing around you.

The second thing that's important to do is look at patterns look at history I always say that as a future is I'm as much historian as a future is because Mark Twain famously said, that history doesn't repeat itself but it does rhyme.

Meaning, that we don't repeat the same things.

But there's certain patterns that we observed and particularly when it relates to pandemics this is not the first time we went through a pandemic.

There had been many of them bubonic, plague, cholera, avian flu you name it we seem to be going through this on there regular basis.

And there is a patterns that look long-term economic damage which were experiencing Day twenty percent of employment possibly will go up it's disrupting the social fabric some of our rituals I don't know how many participated in zoom weddings recently or how many of you were not able to be a few funeral in the way you're used to so it's disrupting some of the basic rituals in our society.

And oftentimes, pandemic large pandemic [inaudible] political upheavals and changes in the [inaudible].

Actually historians often talk about the bubonic plague and how as a result of the plague.

It basically, the plague itself spelt the demise of feudalism as a system in Europe.

For the simple reason that it's so many people work died that there was no body able to cultivate the [inaudible] work that was required in these fiefdoms.

So and workers gained a lot more power and as a result of that we basically ended feudalism.

So there's patterns that we observe in societies as we think about that we need to think about not just about the health implications but long-term social economic and political implications.

Another crisis that's not pandemic, but an economic crisis that we often referenced during this time is a great depression.

Just because of the numbers of unemployed are similar in the two periods.

And it's interesting that that led to another political transformation we have FDR and the New Deal, huge investments in public infrastructure.

And also, in the art some of the amazing works of art were creating poetry and musical using many different aspects of the arts were the result of investments during that period and believe that artwork is absolutely essential.

Essential work and the government should be supporting this kind of work.

So it's interesting to think about how these crisis creating social transformations and what can we learn about those.

The other thing once you looked at those and take taken those steps the current state, the path I oftentimes in what we do is futurists and this is something that you get used to doing all the time you wake up and you read something.

Or you watch something.

You constantly look for what we call signals.

That's a little things that are kind of happening around us that make you kind of stand up and ask why is this happening?

What is the signal awe?

It's something new.

It's a new way of doing things.

It's maybe an invention.

It's maybe a different user patterns.

May be something that the kids are doing you know William Gibson who's the science fiction writer famously said that future the future is here it's just not evenly distributed.

So meaning that there are signs and signals of the future all around us.



And if you train yourself to look for these signals, they can tell you about possibilities and open up possibilities for the future so couple of signals that I think are important that I pay attention to this is a group of academics and social activists for looking at something called exit to communities.

Kind of a movement.

So think about startups and when they're ready and they need more money and they're ready for it they exit to do an IPO they basically sell shares over the counter on on stock exchange.

Right and so instead of doing that, what about exiting to communities?

So imagine the same kind of enterprises and what if the shares they gave we're actually given to members of the community.

So imagine, Twitter and exited the stock exchange and to investors but what if users of Twitter, as participants actually became owners of Twitter shares.

Facebook other kinds of things were people who are users and participants also become owner of these kinds of enterprises and it's interesting to think about museums because museums are community assets in many ways.

And what does it look like from museum to exit to community or returned or maybe many exams are ready exited the communities but it's an interesting way of thinking about giving communities greater access to ownership and governance of these kinds of enterprises and these kinds of projects.

The other signal that I like is the Community Art stabilization trust many communities have those or maybe some communities have.

And basically, it allows artists and art organizations to acquire spaces physical spaces.

Either rent them for under market prices, or buy them giving people access to essential resource.

That reason I like these particular signals is because the communities and people to these very valuable assets a couple of years ago at the institute we published what we call a manifesto of universal basic assets.

Remember that conversation about wealth and how important and that wealth is your assets minus debt and asset primarily are financial assets of homes.

But there are other kinds of assets that you can have that are important like data is an asset know-how communities places spaces all of these kinds of things.

Nature is [inaudible], Art is an asset in both of those cases, it with these ventures are doing or these projects is allowing more people to get access to these valuable assets.

So what I would like to do, take another five minutes and ask you you're in the world, you're seeing lots of thing you are seeing signals take five minutes and use the same Chat function and share what signals that you are seeing what is the signals particularly that give you hope for the future?

The last piece of the puzzle is writing future stories.

A colleague of mine often says that there are no facts about the future only fiction.

And if you think about it it's really true that everything we know all the facts and data comes to us from history but there are no facts about the future which is a really great thing because it means that the future is not preordained.

The future is something you have agency and you can create a better future.

You can create, you'd have a lot of agency in building the kind of future you want to live in so it's a really important part of the puzzle because really unless you can imagine it you won't be able to build it.

So the future does begin in your imagination.

And right now we're living in the world where very few optimistic hopeful, future visions, and future stories.

This is actually an op-ed piece from The New York Times written before the pandemic where Michelle Goldberg who's a writer.

She talks about how there are no positive visions of the future every vision of the future whether it's science fiction, or its poles of people.

They so negative.

There so dystopian in suicide rates are high, the climate change, all these very negative stories even the stories about technologies where it's 30-40 years ago we were so optimistic about these technologies and how we will all be connected, and it will bring greater democracy are turning out to be sort of dystopian as we're seeing computational propaganda and so many kind of stories and different names and the kind of fighting wars of different narrative.

So we're lacking these positive stories.

And I think this is really important right now, because right now we're in a pretty dark place.

There are a lot of things that are coming at us but it's more than every important for us to start writing.

What is it that we want the future to look like what are those positive stories that we can create how do we reframe that and who are better at doing that than artists?

Because artists I always say and write about this that artists are futurists because they shine the light on things we make not recognized, they see things that others may not see, they ask questions pointed questions, they provoke us imagines things that we may say it's not possible.

But ultimately, they are the ones who should be leading us in writing these future stories and these positive stories and igniting our imaginations.

I like this particular group, it's called US Department of Arts and Culture.

It was created a couple of years ago it's a networked organization that brings activists from all over the country.

One of the things they're doing is once a year, it do people State of the Union addresses, self-organized from bottom up in different locations.

Where people share their State of the Union.

So poetry's music through expression of every kind.

Ultimately what they're doing is they're engaging people in the process of civic imagination.

Imagining things, voicing things and creating narratives that are from bottom up and where everybody is engaged in the process of shaping and imagine these futures.

And I think it's really important to be doing that right now.

We're in real bad need of these positive stories as we're doing this we're imagining these things.

These are some of the things that I would like us to consider.

I would like us to think about it what can we imagine what would it take for us to recognize arts and creative