

>> I believe they can change the world and that every person who engaged with the museum can find the way they can view the world. There's something in a museum for everyone. This idea that you learn by choice and not by obligation and strictly because I was able to go with school trips to museums, I grew my interest around history. As a teacher I always really looked hard for ways to integrate museum learning with my students. When I told them you should grab my hand and come inside with me they had this look like amazement like this is so huge, this is so wonderful and I told them we can go inside the room and see art and paintings.

>> We have an obligation for our communities to not be the keeper of our object but lift up the stories of the coming days.

>> Museums serve as a space where community histories are preserved. Where community histories are living today. They take care of heritages, so I think museums are really important because if we do not have museums there's no heritage to talk about. The public trusts us to tell the truth. We've got a real responsibility to the public to help educate and provide information, to help provide a safe place to talk about the issues of our culture.

>> It's in that museum that I found songs, that I found comfort.

>> Whether it's a museum of technology, a museum of natural history, American history, something like that. You step out of the bubble you've created for yourself and trust yourself into a museum that might be in the future awakening your soul and mind in ways that you don't find anywhere else. [Music].

>> Welcome to the AAM virtual meeting and expo. Please welcome Laura Lott president and CEO of AAM.

>> Hello, and welcome to the first ever virtual AAM annual meeting and museum expo. To the thousands of you watching and participating from around the United States and from around the world I know this isn't what we hoped for. Just two months ago we were putting the finishing touches on fantastic plans in our in-person meeting in San Francisco. They worked so hard to welcome us to the amazing institutions in the Bay area. They explore tore aim and so many others but the Coronavirus had plans for our meeting and dedicated museum staff and our world. I have spent a lot of time lately feeling angry and scared, all about what is happening. Each one of us have been affected by covid-19. To those who have lost the battle to COVID-19 our thoughts with you. Not a day goes by when I don't think about all the people who are hurting and struggling with the AAM community. Because nearly every institution remains closed thousands of museum colleagues are out of work. We're doing everything in our power to get you back to work as quickly and safely as possible. It's important that I share a few more emotions. I'm also grateful, inspired and hopeful that the museum field is going to lead the way in our world's recovery and healing. I am inspired by how museums are already leading that and severing new needs in our community. Museums are closed but still providing one and a half billion children across the world and we're donating safety supplies equipment to local hospitals. Their doors are

closed but museums can provide joy when people need it most. I am grateful that the amazing staff of AAM is healthy and strong and that our team pivoted in a matter of hours to a virtual office producing Newton tent and advocating and bringing our community together. I am grateful to experts and dozens of free webinars and resources. AAM cannot close down or miss a beat. We need to fight for museums and support the people who make up museums. We're a nonprofit 501C3 organization. And AAMs gets revenue from donations and our annual meeting and expo. We use that revenue to provide year around programming and advocacy for our community and in AAMs case our community is you. At the same time museum leaders are working through contingencies for opening models in a New World. Those models include less revenue and more expenses. In the months to come we may slow some alliance initiatives, but we will never stop our work to champion museums. One hundred fourteen years ago AAM was created. We are doing everything we can to guaranty we'll be here for one hundred fourteen more years. I want to take a few minutes to share plans to lead our recovery. Our own museums CARES Act. C is for content and communication and connection. For decades AAM has been a leader in providing you trustworthy information and in connecting people across the sector from art museums and aquariums to art centers and zoos. We take that responsibility seriously and any crisis where there is no playbook, we need high-quality, rapid response to guide our decisions. AAM team has been dedicated and we moved quickly to make sure you could connect with each other on a variety of platforms including this virtual conference. There is record traffic visiting our website during the pandemic and we're using guidelines and resources to plan for reopening of museums safely and thousands are participating in our free webinar and more than 2000 participants on this conference but here's the secret to the C. Our virtual forums are empty without contributions from you. We've stepped up to the challenge and shared articles and resources like never before. Thank you and please keep the content coming. In in the field are sharing on your inspiring examples of success. The A is for advocacy. When the world shut down in March and Congress started working on a re package for the country, I was optimistic and determined to make sure museums needs were heard and addressed. My optimistic came from the fact that the museum field has important stories from diverse communities. Hundreds of you came to Washington D.C. and stormed Capitol Hill to share stories with lawmakers. In recent weeks museum advocates sent thousands of messages. What was the payoff? More than two hundred million dollars in financial relief earmarked for agencies and eligibility for small business loans to protect jobs among other successes. I know it's not nearly enough but it wasn't that long ago that museums were left out of congressional stimulus funding entirely and museums were voted to be banned in the stimulus package so from being left out ten years ago to millions of dollars in 2020 our advocacy is working and we'll keep fighting for additional funding in the next rounds of relief funding Please keep responding to our advocacy alerts and keep writing those letter and making those phone calls to legislators and engage your trustees in telling leaders how important your museum is to them. Your voice matters. The R is for reimagine. It's clear that how we choose to move through the impacts of the pandemic will determine the future of our museums for years to come. As others have put it, in the midst of much uncertainty one thing is clear, the museums we close will not be the museums we open. Use this to use many of the structures that have not served us. We need new models to be

successful, relevant and inclusive in the future. Now, is the time to dismantle the old and rebuild a new. Rebuild a better museum field. And so the E is for equity. It was just about this time a year ago when I shared details of our facing change in tiff. Thanks to investments the alliance held a dozen workshops last year. Inclusion work at this scale has never been attempted in our field and we were overwhelmed and grateful for the support and participation. When the pandemic hit museums, focus was survival and I imagined we might want to pause our work but the response was the opposite. The majority of museums recognize the importance of this work now more than ever and asked to continue. So while some elements will slow and change to address the current situation the important work continues. During this pandemic and global crisis it is important to acknowledge it is our diversity, the variety of voices and perspectives we bring to the table that makes us strong. As museums rise to the challenge of COVID-19 and make difficult decisions we have a great responsibility to stay focused on equity. The pandemic has amplified our society and our field is no different. This is not the time to push these initiatives aside. Now is the time to double down on them and center equity in our actions and lift up those most vulnerable in our institutions and communities. Lastly, the S is for support. This is a highly stressful emotional time for all of us. Each of us is struggling in our own way and facing our only personal challenges. Hopefully we know how good it feels when someone extends kindness, a message of encouragement. It can mean everything to hear a few words of support. We cannot control everything that's going on in our world but we do have the power to bring light and empathy to our fellow human beings and colleagues. In the coming days I urge you to support each other and be kind with each other and check in on your colleagues and practice empathy and patience. That will make us all stronger. I want to close by reiterating my gratitude to all of you. On this international museum day thank you to all of our participants and presenters from around the world. Our museum field is connected like ever before and it will take solidarity, leadership and cooperation to tackle this worldwide crisis and emerge a stronger global museum field. To our participants and sponsors especially Microsoft. Thank you. You never turned your back on the museum field or AAM. We'll remember how you stood by us in this crisis and we'll succeed together in the years to come and thank you to the presenters who we hear from during the five days of the virtual conference. We're lucky to have experts and thought leaders from within the museum field as well as outside vices. They are joining us to provide perspectives to help us reimagine our institutions. Despite a lot of uncertainty in the world and the challenges we face I am hopeful. In addition to all the serious conversations we'll have in the coming days we wanted to bring you moments of joy. You are here because you are leaders, you are resilient and you are vital to our societies recovery and healing. There is no alliance without you. Indeed, history has its eyes on you.

>> Hello, everyone. My name is Mr. Green and I play the role of George Washington in Hamilton. Historians alike I am here to send you some love and light and I know you've been shut down like us on Broadway since March. This is important. I concur with this. Without museums there is no conversation, education, inspiration or community support. Museums are so important. Both museums and libraries are where knowledge is. We have to know our history to do better in the future and obviously there is no Hamilton without the study of the past and where

we come from. I want to thank you all for the career and journey that you all have been on taking part in maintaining the perseverance of such great tales and such. Because history, because you all love history so much I want to do one of my favorite parts of the show which is history. Let me tell you what I wish I'd known when I was young and dreamed of glory, you have no control who lives who dies who tells your story. I know that we can win. I know that greatness lies in you but remember from here on in history has its eyes on you. Peace and love to you all. In these crazy times take care of yourself and family. Peace and love. Cheers. Please welcome doctor Johnetta B Cole, president and national Chair of the National Council of negative grow women and special Council on strategic initiatives at the Baltimore Museum of art.

>> My AAM sisters and brothers. My siblings all. I am sending each of you a virtual hug. And I am doing so as I welcome you to the kickoff of our 2020 virtual meeting. And you are my kin folks. No, not by blood or marriage but because we share certain interests, values and dreams. We all love museums. We value how museums have the power to take us to different places, ignite a range of emotions and pose some of life's most persistent and urgent questions and yes, we value how museums are full of magic of human creativity. I hope you are with me in also valuing how museums can help us learn about different ways of being and they can help us understand the universality of our shared condition. During these intensely challenging times as we struggle with the multiple ways of the COVID-19 pandemic is affecting so much of what we do. Where we used to go, even what we used to think about. I know that you like I dream of returning to the best of what used to be. But I want you to join me in also dreaming that when this pandemic is no more, we human beings will be better. We will be wiser. We will be kinder and more committed to respecting the diversity among us, to achieving equity, to guaranteeing accessibility for all and creating spaces that are valued because they are inclusive of all of us. As you know, the thing about virtual meetings is radical reimagining. Today is also a nation an al museum day with the theme of museums for quality, diversity and inclusion. I can't think of two more important things for us to focus on at this time. Now I want to give a special shout out to our international members and a shout out as well to colleagues who work in aquariums, zoos, botanical gardens, historic sites, science and technology centers. Kin folks, I know that these are truly tough times for museums and for all of us museum professionals. Across our country and in many of the world most museums are closed, and thousands are furloughed or worse have lost their jobs. During our virtual conference. We've got to figure out how to use the resilient power of The Arts to help our communities pull through this worst health crisis since the pandemic of 1918. I must also give attention to how we as museum professionals can reposition and re orient our museums and ourselves. Re orient, reposition ourselves and our museums to create new pathways forward for the betterment of our field and of course our global community. Yes the period we are in and difficult. It is full of trouble, but as an old song says, a song that comes out of the black community, trouble don't last always. I applaud, I affirm, I champion the theme of this year's meetings, radical imagining. That is exactly what we need, now more than ever. When times are scary, when we're not sure what the next day will bring or how we're going to get through a crisis it's so tempting to do what is safe. To engage in easy responses, to fall back on old and tried ways of doing things, to lean into the way we've always done something. But my

sisters and brothers, my siblings all, I am convinced that the difficult times that we are in require the very opposite of doing what is safe, what is easy, what we have always done. When I think about before, our organization, it's clear to me that this is a time when we with must not only carry on with our emphasis on financial stability, on education, on diversity, equity, accessibility and inclusion, we must do so in radical and highly imaginative ways. Indeed, it's in these challenging times that we surely need to breakout of established ways of doing things and look at doing things in different ways. I know it's not easy. But I'll tell you this, the place that we're in at this moment in time requires that we let go of certainty. And that we grab ahold of creativity. Creativity requires courage, boldness and action and as my hero, my Anglo has said, you can't use up creativity. The more you use, the more you have. It's sad that the economic slump caused by COVID-19 is the worse. Once our economy does rebound we cannot count on preexisting ways to establish financial stability for our museums. We have to reimagine what fiscal stability looks like. How museums can diversify their revenue source and how we can assure that all of you are institutions are indispensable and worth supporting. If we do all of that when the next crisis hits, and I do believe we got to imagine that there will be another crisis, our museums will be stronger and more resilient than ever before. This pandemic is not only disrupted our economy, it has up ended our education system. Leading to the near total closure of schools, colleges and universities and in terms of our museums, social distancing and other guidelines that were required during this pandemic brought to a halt the kind of in person, imaginative hands on education that is characterized museum education programs. Just as schools, colleges and universities have been challenged to find alternative ways for teaching and learning, so must you, dear museum educators. Whenever that day comes when can have educational programs again in our museums, the question is, will we go back to the same old ways that we've always done things? Or will we courageously and bow usually engage in new and different ways of presenting ideas and posing questions that are raised by the artworks exhibited in our museums. Of course, the way we have always presented exhibitions has been fundamentally challenges by the health crisis that is still with us. When this crisis is over, will we return to the ways that we usually present exhibitions or will we allow our creativity, our imagination to come up with radically new ways of telling the stories that are waiting to be told? Stories waiting to be told by the works in our collections. Will we with dare to accept the challenge that is tucked inside of this statement by Albert Einstein? If at first the idea is not absurd then there is no hope for it. My dear kin folks, as we move through and hopefully soon come to a point beyond this dreadful pandemic, what should we be doing about our stated commitment to diversity, equity, accessibility and inclusion? Of the three in our alliances strategic plan this is probably the one that many in our museum community would argue, we should, you know, just put it on the back burner. After all of the three tasks that we have assigned to ourselves, it is the most difficult to accomplish in part because there's such a long history of our museums not being places that are diverse, equitable, accessible and inclusive and we're now in a period in our country and in many parts of the world where there's a new version of giving permission to openly express bigotry and hatred and to engage in violence against people in underrepresented communities. People of color, women, LGBTQ people, people experiencing poverty, people with disabilities, people who are not Christians. Yes there is some colleagues within our museum community and

certainly individuals beyond our community who say that the times that we are in make it impossible to carry on with our stated commitment to diversity. In response to that attitude, I want you to listen to the words of the great Mohammed Ali. Impossible is just a big word thrown around by small men who find it easier to live in the world they've been given than to explore the power they have to change it. Impossible is not backed. It's an opinion. Impossible is not a declaration, it's a dare. Impossible is potential. Impossible is temporary. Impossible is nothing. I'm proud to be in this struggle for bringing greater diversity to our museum staffs, collections, programs and audiences and building an inclusive environment in the museum community. I'm even prouder of the fact that under the leadership of our sister president, Laura Lott, the American alliance of museums has been one of the leading advocates on these issues. As a result of our concerted efforts our museum community has made progress in terms of diversity. The nation has a saying. Women hold up half the sky. Well today women hold up more than half the sky in our museums. For women are now the majority of museum employees and the majority of those in leadership positions but similar progress has not been made in terms of people of color in leadership positions in our museums. Yes we're working on it. Indeed, thirty-five percent of new hires in museums are people of color but we must do better in racial diversity in our museums because it takes more than one flower to make a bouquet. Our commitment to greater diversity in our museums with respect to sexual orientation, gender identity, age, class, and different abilities. And so my kin folks, in this time of great stress and difficulty, what must we do about our stated diversity? The DEAN I. I think we must press on, press on with radically reimagining what can and should be done. And then we must do it. Our director of inclusion, brother Andrew, likes to quote a line from the movie black panther. It's a line that lists up the importance of working together and the beauty of equality. Drawing on an African proverb. In times of crisis the wise build bridges while the foolish build barriers. That's it. That's it. In this time of crisis and beyond our museums must build bridges across the range of differences that we have allowed to divide us. And of course, we must continue to build bridges into the communities of which we are a part. And so, my sisters and brothers, my siblings, are you ready from turning from doing the same old things in the same old ways? Are you ready to engage in the radically reimagining that can transform our museums into places that are far more amazing, and full of grace that we have ever before imagined? If you are ready then welcome to the first ever AAM virtual annual meeting.

>> We are pleased to welcome Catherine define, business strategy leader for libraries and museums at Microsoft to introduce today's keynote speaker.

>> Good morning, everybody, from Seattle. Where it's a lovely cloudy day as probably unexpected. I'm the Microsoft worldwide education for museums. Many of you know me from my time in museums in New York. I am thrilled to be able to introduce today's keynote speaker, Anthony, who is also the manager at Microsoft. Welcome, Anthony. Today we're delighted to have the opportunity to sponsor AAM particularly in such challenging times and we're delighted to be able to help provide scholarships for people to attend today who have been affected by furloughs and layoffs and going through a challenging time but there's probably no better time

than now to be looking at how we can leverage digital to further organizations. Anthony has a long history at Microsoft in education where he's focused on empowering educators and students and inspiring students and looking at how we can use technology to achieve more and further learn in the aims of the organizations in this space everywhere. With that, let's roll the video, Brian. And then I'm really looking forward to Anthony's speech today. Thank you.

[Video clip].

>> We each learn in our own way.

>> We are designing. We all work on archeology behind Pompei. We are working on how we can save water and it's really cool.

>> We are scientists. We are artists. We are anything and everything we want to be. I want to be an engineer and I want to be a lawyer to help other people see reality. We all have our own challenges. Math is sometimes hard for me. I'm really bad at writing. Programs are challenges for me. Sorry. We find ways to make them opportunities. So we can see and understand. And come together to solve problems.

>> You come down this way and go through the filter and then it comes into the rain catcher.

>> In school and in the world, I want to help people by breaking stereotypes. We all stand together.

>> I will try to help people who aren't really confident in themselves.

>> I want to see the world turn into a better place for everyone.

>> We're not waiting for tomorrow.

>> We are creating future today.

[Music].

>> Great. So with that, let's welcome Anthony.

>> Thank you, Catherine and it is a great honor to be with all of you today. It's a special day for museums but a challenging time for the world. I hope all of you are staying safe and being well and as Catherine highlighted earlier, this is a time of great learning, learning as society address with the response to COVID-19 what makes us tick and what we value most in our societies and although a challenging time for schools, universities, library, museums, I think the foundation of

learning will help us connect to our students and guests and really create a foundation for us to share globally. I have been very proud and inspired by the work that's happening around the world where schools and institutions are sharing openly about how they are responding to this journey. Learning from innovators all over the world and really building community through this common struggle. There are certainly challenging times ahead but certainly opportunities as we embrace and I want to reflect on that and I'll talk about digital transformation but I won't put it in a context for the broader dynamics that we have to consider. I've been working with schools and universities primarily since really January as a rapid response to crisis took place. We're learning though and we're starting to lift out and although most schools and museums aren't yet open we have a path of what could happen and what we want to take from the learnings over the last several months. I want to start by reflecting on this special day for museums. Whether finding out about it through animal crossing, international museums day, seeing some of the amazing work going on online I know most museums are closed but you would never know it based on the connectivity I'm visiting, website's, seeing the work you are doing to engage guest and frankly, congratulations on your leadership and what you are doing to not only keep this special day moving but innovating on how we can engage guest and create a much more boundless and boundary less experience of museums and really celebrating what makes museums great. I think one of the things about this time special institutions, special thing that's make us connect in human will be even more valued going forward and museums have that emotional connection to me and many people in the world and I think that won't be lost in this COVID time but frankly enhance and I think that's an important thing that we've got to keep going as we embrace this next chapter and phase of our efforts. I'll reflect a little bit on digital transformation. It's a buzz word for sure. We use it in the technology field far too much and certainly it applies to every business, every industry, every discipline across how do we create new ways of doing things we did before and extent values we couldn't see in the past and how do we use our resources, people, facility, expenses far more efficiently as we go forward? This is what digital transformation is all about but it's not about losing what makes every industry and discipline special. One of the great things I've seen and thing that makes me most happy about this challenging time of human loss of life etcetera is the impact that we've seen in the transformation with educators. Many of you are as parents are probably more deeply appreciating your teachers than you ever have before. What happened is the work that was often unknown to school and classrooms is becoming more transparent to parent and that appreciation of the role of teachers is going up in society. At the same time technology use as part of learning is at its highest point ever in human history and what we haven't seen is technologies rise diminishing educators. Teachers who were resistant of technology, what we've learned over the last several weeks is that isn't going to happen. I think that same spirit is how we have to embrace museums, not changing anything about what museums value and hold special and the experience can be enhanced in ways that don't diminish from the core experience museums have had for hundreds of years. I want to reflect on this transformation as it relates to what I see happening in museums building digital strategies and we've when conversations with IT staff who are building a quick response to COVID and how they are going to embrace digital once museums open and building a resilient strategy with digital, a fire drill in many ways where we need technology to be resilient to future pandemics or

challenges and become more /TPH*EUPL ball where we don't disrupt business as much as we have seen over the last couple of months but frankly, digital strategies are not only insufficient, they are actually the wrong place to focus. What we really need to build, and embrace is a core strategy for the museum that understands the dynamics of technology. Too often we see a museums understaffed and underappreciated. That's a limitation for both your success propelling to the future and hurts the depth museums can make. We want to rethink everything about a museum in this context of digital connection and not only what capabilities museums have to extend communication and collaboration with guests but to do a better job of thinking about how digital can improve the experiences in the museum and optimize efficiencies of every workload that museums deal with. It is a mindset shift in education and certainly industry change and transformation digitally is the foundation you've got to embrace. As leaders you've got to understand are people seeing digital and core experience of the museum as two separate things, biases to technology resistance and fear that may exist, and we've got to overcome that. You've got to /KRAOE an agile and optimistic experience as it relates to this transition, transformation, and that's what it's going to be all about. I've seen institutions struggle with this change because of isolation, because fear of the unknown, because of the worry about the fabric about what made classrooms, schools, and museums special in the past and I would shift the mindset to embrace this new normal and bring hope and energy to our people and staff. This is going to be a critical phase for you to consider. We've got empty museums increasingly around the world but no shortage of opportunity. Many of you are going museums open with social distancing norms in place. I know that many of your guests are eager to get back to what makes us human and I'm excited about what the future holds and certainly what we can do together to learn from each other. I want to give a little bit of a shift to what happens next. This is frankly a time where really from the early January phase in China, Hong Kong areas and where the initial outbreak of COVID-19 happened, then moving to Italy, certainly we were in a response mode critically and we did things rapidly to respond to the outbreak. We're now starting to see folks plan for the next phase of recovery and reopening of schools and museums but what's next? How do we take the learnings over the last couple of months applying to needs for change in the short-term and think about how we can accelerate pace going forward and that's going to be critical as we move. I've seen examples all around the world where the digital borders and augment is going up because people are at home using digital tools to connect, to learn and to bring access to resources into homes, into the learning environment. And I will tell you that's one of the important pivots that you've got to recognize as it relates to your role functioning museum. The digital language of learning has changed just in a span of a few months. Schools who were using technology primarily to serve classroom use, whiteboards and smart board conversion, physical tests, digital tests, physical books, digital books, most of that was in serve of the boundaries of the school. What we've seen is schools rapidly shift to remote learning which has created an engagement opportunity that never before was. Schools won't go back. Schools will continue to blend that learning going forward even when schools and classrooms reopen this notion of being connected always, getting access to digital material and connecting to classrooms beyond the boundaries of the school as well as educators participating is going to be critical. How do you as a museum enable that new normal that exists in the way of learning and that will be true in the way that we

deal with every industry, increased reliance on digital engagement will be an opportunity to extent the value of museums in every society. We're starting to see glimpse. We've seen tremendous energy around digital engagement and Skype in the classroom to connect students to educators to museum curators and this is one of the amazing opportunities we have going forward. Microsoft has worked to continue extending Skype in the classroom and engage with students who are going on virtual field trips every day all around the world. Thank you for your support here. It's been great to see the energy and activity going on. We've seen really amazing things happen in a very quick time in schools and classrooms. As Catherine said I've been doing this work around technology and education getting it to work with every student and I've seen more progress really in the last few months than have happened in decades around the thinking and openness around the change of technology. There are a lot of things we're learning and we're getting smarter and better every single week, but we certainly see the shift changing quick. What we're also seeing is institutions starting to rethink what they can do digitally and the value of the human interaction and connection. I'm hopeful the school time where students and educators are engaged is going to be far more interactive and purpose driven on what is the role of the materials in the building and the connection possibilities of the school and then leverage the rest digitally. So we'll have a great blended mode where students are working with tools at home on buses etcetera and then when we're together with each other we leverage that more mindfully and that's an example you can take in museums. When you are in front of a beautiful painting or sculpture what is unique to that engagement and how do I extent in different ways beyond and certainly, museums who are really showing a fraction of their collection to guests can have an opportunity to open up their collection digitally in much different ways using this blended modality as we go forward. We're going to learn from school and universities and those of you who are curious lean into your university leaders on how they are managing the change and how they are planning to go back in the future. I think this partnership is going to be critical with museums as we go ahead. The Japanese word for crisis reflects what we're seeing. It's a combination of the word danger and opportunity and certainly we have deep respect for the human loss of life and human reality of COVID-19. At Microsoft our first responsibility was to keep our employees safe and do everything to help first responders get access to the technology they need today be effective. As the world starts to reopen in a cautious way that's going to be critical. Where we learn as a society in our healthcare systems as we respond more rapidly to the learning, we've had in the last months to be resilient as we go forward? This is the way we've got to embrace the change and we see excitement for museum leaders. There's certainly things we're going to see in museums in the near term and understanding businesses around context payments and the dynamics of timed entries in terms of how do we think about social distancing around the way in which we keep capacities limited and mindful in museums. Obviously, online ticketing and the removal of touch screen and moving those to mobile devices that people walk with in their hands. That opens up opportunities a well. We've seen examples of museums moving out of their touch screens that were dated and ugly in many ways and using much more of an interactive experience of a phone that can track the museum actively and provide a much more interesting opportunity perhaps to scavenger hunt with museum collections and make connections on phones to other pieces that a guest has viewed. There's way you can take the

removal of an interactive element of a touch screen and open Canvas for museum leaders to think about much more engaging interactive experiences and follow-up on those experiences with an at home or beyond museum experience that keep guests engaged. All of these technologies have been going on. We have partners and experience that many of you are using already. We'll see an acceleration in the few as we prepare for reopening broadly. In addition to those opportunities and frankly all of these build on if you are doing it the right way the foundation as it relates to Cloud technologies, identity and security will require a much broader business understanding and elements to think about these digital challenges, how do we engage more people? How do we shift the model of fundraising when we're going to be looking at a much broader Canvas of engaged people? Do we have subscription elements that replace museum memberships that can keep digital content flowing and really open up more people? Can we think differently about business models with institutional engagement working with schools and universities? There are many ways in which I think the next several months and years will involve the digital pace of transformation that was already on course. I think we've seen a situation in a COVID-19 reality. Microsoft has thought through how we bring operational efficiencies and help you expand and reach larger audience and embrace business models that are new? These are things that I think are foundational to every industry thinking about digital transformation to achieve their mission and those are the three buckets that you should be constantly thinking about and making sure that you are not over balanced on one or the other. Many times, we see the response to technology focus largely about this digital audience capture and really extending content and collections beyond museum and that's great but we've got to make sure those other elements are balanced and oh properly. To help with that Microsoft has built on work we're doing with schools and universities for many years establishing a foundation to think through elements of change that will be required with institutions. We've learned through universities and schools on their transformation that it's helpful to see elements of change connected and important for you to understand that because increasingly technology will connect it across these experiences. Whether you are thinking about visitor experience or discovery of collections the reality of now with technology that's build around Cloud and identity and insight, powered by new technology capabilities, it's not only nice to think about these things connected, if you do not think about everything you are doing from a technology perspective, in concert you are going to miss opportunity for change and an opportunity to transform new services going forward. We've got to think about everything we're doing. One of the exciting things that's happens is the advance discovery of the power of AI. This is not only helping us do a better researching collections but helping audiences get access to the discover collections and really get insight throughout a museum's collection that was difficult to do in the past. We're seeing the power of AI bring digital archives to life. They are starting on a journey to take their previously meta tag light collections, use the power of computer vision AI to understand context and relevance between collections and help guests get really great index and searchable response and have ability to see connections between painters and various things with human history and historical times, great connections and building a branching thread to help researchers, students, visitors can really experience collections in new ways and Museum of Art are really early leaders here thinking about the power ever AI to make their digital collections more engaging and

accessible. Many of you are already doing this and really hard at work in response to COVID-19 and the reopening of museums. How do you engage digitally for a much more connected and much more engaged part of a museum experience? Certainly, dynamic explorations is an area that often is the least sexy, maybe, the least excitement on a museum IT plan as well. But it's super critical and important that we do this. For your museum staff you are starting to feel the need for technology to help us with collaboration. We have examples of museums leverages tools like Microsoft teams to collaborate like we're doing today keeping the work we're doing in museums every day and hopefully this will become an established way to connect and frankly investments that many museums have made, have technologies to do collaboration in a better way than they've done it in the past without any adding expense and this is something we hope to see continue as we move forward. Certainly, the last piece certainly is going to be short-term need for focus is making sure that we have in tell gent environments that not only understand future safety but use those tools to monitor guests. There are many areas of change, many areas that Microsoft is here to halter, and I want to end with a core statement. We're focused on these changes for the betterment of society, the betterment of our cultures and the work that we're doing with schools and students and as you embrace this transformation digitally don't forget that for your staff and guests the transformation is all about people. No school or university is embracing a digital transformation. They are embracing a people transformation. It's important for you to do that. And I thank you for the work that you are doing as leaders to help your people and help all of us in society experience great institutions once again. I'm looking forward to my visits once this tragedy subsides. Thank you for your leadership and I'm looking forward to a couple of questions to help.

>> Great. Thank you so much. A couple of questions or comments I think may be interesting to the audience. You talked about mindset change and something that I've often talked about is technology is actually the easiest piece of this. What is actually the most difficult piece is how to achieve that cultural change and mindset change within organizations. From your experience with schools and universities and now museums do you have suggestions about how to think about that as a cultural change in on organization?

>> It's super important. The first thing to do is recognize the shift. Recognize that mindset is going to be important, frankly more important than technology. Technology has gotten cheaper. Put that energy around people and transition. We as universities are trying to build a data driven when they don't recognize faculty aren't data driven. They've got to figure out ways to bring that mindset in place. What you want to start to do is in many ways many of us are not going to airports any longer but many of you have done this ongoing in collection area in museums. Hey, apologize for the construction. There's a great exhibit coming soon. There's this promise of inconvenience of the short-term to get to a better future. We've got to think about that. Your staff may say why do we have to swipe our badges when we walk into a room? You've got to sell that vision of what change can be enabled? Short-term reality with long-term vision is not connected to many individuals. They see it as encroaching that don't seem organic. You've got to do a better job of selling that vision and building that vision. We often see education institutions reacting to

technology in small bits. We're executing on what we can deliver and employ and buy etcetera and there isn't a connection to the long-term roadmap of change. We've got to do it that other way. Start with the mountaintop and then build back with technology systems and it will reflect the mindset you want to deliver as it relates to your museum vision and purpose. It has to start with leaders who bring that energy and believe it authentically and sell it with transparency.

>> Will we make the PowerPoint available? Yes we absolutely will. Also a question around the impact of education on families in the COVID situation? We've always had a focus on educators and students but how are we thinking about family and teaching in place in homes? How are we thinking about those kinds of models?

>> It's a great question. When learning comes home it now becomes more important than ever to make sure parents are included. We learned this the hard way when parents were unsure what to do, how to help their children. We spent time building parent guides, how do we keep children safe and then we also started to phase in experiences that parents can do with their children? We don't want to over pivot. How do parents really monitor screen time so students are learning and experiences different things versus just staying connected to schools via technology. We've been thinking through that with parent engagement. I think there's opportunity for us to bring parents into their students and children's visual life in a better way as well as provide much more insight of learning journey to parents. One of the great things that technology can do is help personalize learning. The more opportunities that students are having to use technology during the learning phases the more insight we can get to help personalize that journey and provide insight to parents on progress and share learning, children's learning experiences with parents. Partner with parent and use these digital tools to help parents be better educators or digital to supporters but we couldn't over burden parents. We've gotten feedback that schools are relying on parents to do too much of the teaching and learning experience for students during this time. We've got to be mindful of that. Parents are getting stressed working on top of their jobs in homes and we've got to be mindful with that. I'm hopeful parents will stay as engaged as they are now going forward post COVID.

>> Diversity equity, accessibility and inclusion are substantial topics particularly in the museum sector. With this and your definition around crisis being an opportunity I'm interested in this opportunity here being about digital technology increasing accessibility as well as equity and inclusion being able to use digital to go outside the museum and reach more people. Are you seeing something similar in schools?

>> Certainly, this is one of the great opportunities for technology. There many people who do not have the luxury of visiting your museum and there may be local museums that people can go to but many cannot. I grew up in New York and I got to visit museums just a five-minute train ride away and I had no idea of the power of other museums. Other museums were seen in movies and experienced in books but had no opportunity to visit it. That's changed. I can see experience be part of museums, feel like a member of museums far beyond the borders of where I live in my

likelihood of means to visit. That's something you've got to think about. Schools are dealing with that and other challenges. Connectivity and access to devices has been a huge equity gap for schools but the bigger gap is access to quality educators and learning materials. Well now that we've got access to digital we've got access to solve that problem so we've been providing low cost devices and then building more blended reality. Cell phones are likely phones that aren't even smart, bringing shared experiences across the collective but really thinking about that. The other thing that we have been recognizing in addition to technology access for equity, it's the inclusion reality that technology can help with accessibility. Whether it's anything from translation services to help collections that would be often and tools that were often in local language become more accessible because of the power of subtitling and online translation and the ability for us to use digital tools to help with accessibility you need we're opening up by using tools and technology as well. We think both on equity and accessibility, it's an area we'd certainly love to talk more about but we do see examples happening in education that will sustain going forward.

>> Thanks, Anthony. One thing I forgot to mention in the beginning Microsoft is offering a five dollar gift card from the Microsoft store and it will be randomly drawn from the people joins us today. Thanks for joining the conference. We'll have a booth and we're also running many more sessions to thank you and bye. [Music] [Closed captioned video clip].

>> Museums raise memories.

>> I do expect that this moment for museums around the world to show the importance of being inclusive to society because we've become a society that lives in one village and it is important for us to live together. We do try and take as much advantage in this state to provide free entrance so they can come in and feel welcome and tour the place and participate in the activities. Join us and enjoy international museum day around the 18th of May. The museum expo is open. Please be sure to visit our exhibitors in the virtual expo hall. Our next session will begin in one hour at 12 p.m. central time.

[End of webinar]