

Retreat Record
The Children's Museum
May 1st, 1971

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Fiscal 1972 Goals & Objectives
(pick up a copy from Ann if you don't have one)

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SCHEDULE

Friday, April 30

- 6:00 - 7:00 Arrival, Settling in, Drinks
- 7:00 - 8:00 Dinner
- 8:00 - 8:15 Introduction and Retreat Objectives (Mike)
- 8:15 - 9:15 Description of the "New" Children's Museum: Mission, focus,
functional model, organizational design, management and priorities.(Mike)
- 9:15 Sub-Group Discussions (All)
- 10:30 Sub-Groups Report Back to Total Group (Dave)
- 10:45 Break

Saturday, May 1

- 9:00 Discussion of "Holes," Questions, Potential Problems. (Dave & Steve)
Identification of areas for further thought and analysis.
- 12:00 Resource Inventory - Introduction & Individual Exercise through Lunch.(All)
- 12:30 Lunch and Recreation
- 1:30 Completion of Morning Discussion (Dave & Steve)
- 2:30 Resource Inventory - Group Exercise (All)
- 4:30 Sub-Groups Report to Total Group (Dave)
Discussion.
- 5:30 Description and Discussion of Implementation Plan, Schedule and
Retreat Review and Windup. (Mike)
- 6:00 Drinks
- 6:30 Dinner

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WORKING DEFINITIONS

Divisions - major functional clusters including Support, Visitor/Program, Community/Brokerage, School/Resource.

Departments - relatively permanent, ongoing sub-functions under Divisions such as Maintenance & Security and Circulating Departments.

Project - time phased program with a beginning and end and a temporarily assembled project team such as Neighborhood Exhibit Project.

Division Manager - responsible to Managing Director; develops and manages each division and coordinates with other divisions.

Department Head - responsible to Division Manager; runs ongoing departments.

Project Director - can be any staff member; is responsible to Division Manager; runs temporary projects.

Managing Director - responsible to Executive Director; manages divisions, budget, personnel, day-to-day operations.

Executive Director - responsible to Board; plans, fund raises, provides liaison with community, interprets Museum-wide policy.

Management Group - Managing Director and four Division Managers; coordinates efforts among Divisions.

Executive Committee - elected by Board; reviews activities, proposals and budgets and makes recommendations to Board for approval.

Board of Trustees - elected by Corporation; responsible for policy and fund raising.

Corporation - represents communitywide interests for Museum.

Still to be pushed out (see Decision 2) are Resources & Brokerage definitions.

At Retreat we said that:

Brokerage -

1. Links one-shot programs to resources for continued learning.
2. Sets up human guide system to lead kids to existing resources.
3. Finds and establishes contact with existing resources in community.
4. Responds to requests to be/become resource.
5. Finds and establishes contact with institution(s) which can be developed into resources.
6. Brokers with educational system (teachers) and trains teachers to be effective brokers in their schools and communities.

Resources -

1. Trains others to develop/find/use resources.
2. Focuses on teachers/educational system.

NEW ORGANIZATIONAL TABLE

Corporation -----community representation

Board -----policy, fund raising

Executive Committee -----review, finances

**Executive Director
 (Mike Spock)** -----planning, fund raising, Board
 and community relations

**Managing Director
 (Phyl O'Connell)** -----operations, coordination,
 personnel, finances

Support Services Mgr. (Phyl O'Connell)	Visitor/Program Mgr. (Drew Hyde)	Community/Brokerage Mgr. (Jim Zien)	School/Resource Mgr. (Becky Corwin)
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Business Office P & Development Maintenance & Security Sales & Product Development Neighborhood Exhibit Project Full-time Co-op Program	Visitor Center Operations Part-time CWS and Volunteer Programs Super Teacher Exhibit Development *Design & Production School Programs Program Development Projects & Proposals *-Hopi Program Project -Exhibit Garden Proposal -Changing Themes Proposal -Tapestry Proposal -Wellspring Proposal	Community Outreach Co-op Program Projects, Proposals & Ideas - D Street Project - Roxbury Project - Earthmobile " - City Learning Group Proposal - Open City " - Community Re- sources Task Force Proposal - Youth Tutoring Proposal - Telephone Resource Center Proposal - Learning Places Idea	Teacher Training Staff Development Resource Center Operations Kit Circulation Kit Development Circulating Collection Teaching Collection Cultural Collection Natural History Collection Projects, Proposals & Ideas - Workshop of Things Project - MATCH Project - Hopi Mini-MATCH Project *- Japanese Tea House Project - Collections Project - Collections Renewal Proposal - Model Cities Partner- ship School Proposal - Culture Bank Idea
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*indicates location to be reviewed.

Project Teams

- A. Project Director (anyone -- Mike to Co-op) reports to appropriate Manager.
- B. Resource people drawn from Program, Brokerage, Resource, as required.
- C. Representative from Business Office

FRIDAY EVENING DISCUSSION GROUPS

TASKS:

1. Discuss the following questions:
 - a. In reviewing Mike's presentation of the "new" Children's Museum, what questions do you have or potential problems do you see at this point in time?
 - b. What is missing from the model that Mike presented? What has been overlooked? Where are the holes that must be filled for the picture to be complete to you?
2. Summarize the results of your discussion on flip chart paper and be prepared to report to the total group later in the evening.

QUESTIONS ASKED

A. Definitions

1. What is the "existing community"?
(See Decision 1.)
2. Is brokerage the same as community resource development?
(See Decision 2.)
3. Is "program" short and intensive and "resource" open ended and long range?
(Implications for structure)
(See Decision 2.)
4. What do we call "X"? -- division, department, group, area, section, services, clump, cluster ---
Decided on "division" for now.

Structure

1. Are there other "middle managers" e.g. department heads?
Yes, but they are not a part of Management or Management Group
(see definitions).
2. Should functions be listed under each Manager be changed?
(See Decision 3 & 12.)
 - a. Too much under resource?
Perhaps. This is something for Becky & Management Group to look into and resolve.
 - b. Organized around personalities?
No, jobs were defined and then candidates sought to fit them but they were modified based on middle managers feedback.
 - c. Why is Design & Production under Program, not Support?
(See Decision 4.)
3. Is each person under primary direction of single middle manager?
Yes.
4. Where should Co-ops be?
(See Decision 6.)
5. What is super teacher? Where located?
(See Decision 7.)
6. Are some proposals listed dead or dying?
Not now, but may be soon.

C. Managerial Functions

1. What will managers do?
(See Definitions)
2. Will management raise as well as manage funds?
Yes.
3. What role in personnel policy?...hire, fire?
Yes.
4. Do they (should they) have autonomy over budgets?
Once set, yes.
5. Is Drew V.C. Manager? Idea guy?
Yes, both.
6. Will managers just manage?
No, will also be developers.

Process

1. How will overhead be established and allocated?
See Decision 11.
2. Is budgeting by project or by division?
Both.
3. How does Mary work with four divisions?
Through Phyl.
4. Who allocates funds to divisions and how?
See Decision 11 for a start, more to come later from Mike & Phyl.
5. How will goals be set?
At all levels (See decision 14).
6. How will priorities be determined?
Ditto.
7. How will you handle intradepartment and division complaints?
With Phyl, Division Managers and in Middle Management Group.
8. Who has ultimate jurisdiction in heated matter?
Depends on where the heat is.
9. What happens to money when project stops?
If raised at divisional level, money stays there; if raised at Executive Director level, money goes back to Mike for redistribution.

Process (continued)

10. Is there time commitment or contracts for project directors? Yes.
Middle managers? No.
11. Need for incentives: positive feedback, results, funding, recognition.
See Decision 14 and 15.
12. How do we work effectively with corporate and board members?
Mike is setting up a task group to plan and launch a Corporate and Board Development Project.
13. How are proposals handled - writing, decisions, etc.?
See Decisions 13 and 16.
14. Where and how are personnel policies set with regard to salaries, etc.?
See Decision 15.

E. Evaluation

1. Should there be an evaluation after three months?
Yes, see Decisions 17 and 18.
2. What happens after McBer?
Ditto.

DECISIONS REACHED

1. The community(s) which TCM serves will be defined by Management Group for review by Board and Staff prior to October meeting.
Resp: Mike.
2. Brokerage and Resource functions will be pushed out, refined and then priorities foci established.
Resp: Management Group plus Staff in Brokerage & Resource Divisions.
3. Departmentalism will be decided by Division Management and reviewed by Management Group for consistency and across divisions as appropriate.
(See decision 12)
Resp: Division Managers/Staff plus Management Group.
4. Placement of Design & Production will be reviewed by Management Group with Allan and Drew present.
Resp: Phyl, to get decision made by week of May 3rd.
5. Neighborhood Exhibit Project will be moved under Sales & Product Development (because it is intended to be revenue producing).
6. Full time Co-ops - recruited by Support Division to fill specific jobs in any or all Divisions.

Part time (Work Study, volunteers, Jr. Curators) will be recruited, trained and supervised by responsible individual in Program Division (based on Exhibit Manning Task Force Report/recommendations).
7. Move Super Teacher to Program Division after review by Drew and Management Group. Change name and make hire/no hire decision based on budget considerations.
Resp: Drew and Phyl with Management Group.
8. Review "Exhibit Manning Study" as starting point for Co-op review.
Resp: Phyl and Drew with Maury's Committee.
9. Exhibit Garden Proposal - make decision regarding location in organization.
Resp: Carolyn, Drew, Phyl.
10. Develop guidelines for placing projects, activities, etc. in various divisions to insure consistency.
Resp: Mike & Phyl.

11. Establish overhead and budget for FY 1972 by May 7th.
Resp: Mike & Management Group.
12. Discuss concepts of "departments" and "projects" and their relevance to the reorganization (see decision 3).
Resp: Management Group.
13. How do divisions or individuals get help on proposals from other divisions?
 - one alternative: set up proposal team similar to Project Team. Contributions of various Divisions negotiated in Management team, or
 - one Division spearheads proposal effort; buys time from other Divisions or negotiates for time in return for funding if proposal comes through.
 - Billing number or account and budget for each proposal approved by Division Manager and/or Management Group, to track and allocate costs.Resp: Mike and Management Group.
14. Build skill in goal setting and planning and managing by objectives to provide feedback, reinforcement, performance review, etc.
Resp: Mike, Phyl, McBer.
15. Work on rationalizing salary and promotion policies
 - formulating equitable policies
 - communicating policies clearly to Staff
 - implementing policies effectivelyResp: Phyl and Personnel Policy Committee.
16. Proposals
 - Questions -
 - a. How to set priorities?
 - b. How to facilitate communications re: potential funders, proposals that might be funded, etc.?
 - c. How to coordinate resources to produce and market proposals?
 - Stages
 - a. Setting priorities
Resp: Management Group
 - b. Developing idea
Resp: anyone
 - c. Clearing specific ideas
Resp: Management Group
 - d. Allocation of resources (people, money) to produce proposal
Resp: Division Manager and/or Management Group
 - e. Marketing proposal
Resp: Division which produces plus Carolyn, Mike.

16. Proposals (continued)

Possibilities:

- Proposal Teams
- Proposals as regular Management Group agenda item with Carolyn, Mike in attendance - for communications and coordination.
- Proposal policy and procedures to be developed and reviewed with Management Group and Carolyn.

Resp: Mike.

17. Review progress towards reorganization in September.

Determine goals and measures for next four months now so progress review is in terms of pre-specified goals.

For example, by some future date, say September, systems should be debugged and functioning reasonably well and Staff should have developed (and be comfortable with) skills required to make systems effective.

Resp: Mike with McBer.

18. Review evaluation of McBer input to date.

McBer make inputs re client??

Resp: Mike, Phyl, Executive Committee by May 7th.

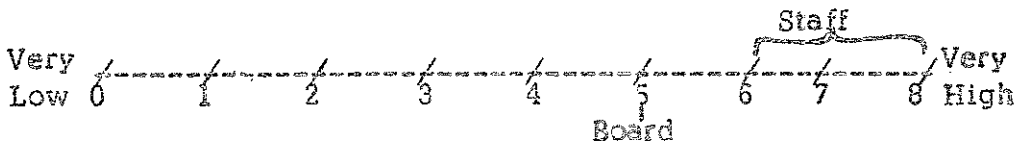
RESOURCE INVENTORY - INDIVIDUAL EXERCISE

PART I: Please think carefully about your response to the following questions before you begin to write. Be as objective and candid as you can. At this point, the information is solely for your own use. Later in the day you will have a chance to share and test your perceptions if you wish to do so. This evening we will ask you to provide us with whatever information about yourself you believe will help us in reviewing and eventually finalizing staff assignments.

1. What skills and resources do you feel you have to contribute to the new Children's Museum? List and describe briefly.
2. In which part of the organization and in what capacity do you feel you can work most effectively and contribute most? Why?
- 3.

PART II: Please be frank and open in responding to the questions in Part II. You will have a chance to share and discuss your responses in small groups, but you need share only as much as you wish.

What is your level of commitment to the Children's Museum as presently envisioned?



4. What could increase your commitment to the Museum?

Staff:

- Proper work load.
- Fair managing.
- Recognition of what our work load is.
- Caring for what people do and are - interest in us as people.
- Reorganizing work skills.
- General improvement of executive management.
- Recognition of one's personal value to the Museum.
- Knowing where one stands.
- Strong middle management.
- Just being optimistic.
- A raise.
- Leaving early today!

Management Group: Help from McBer.
Major emphasis on integrating resources toward
development of city learning center.
A supporting staff (especially administrative).
Eventual relocation to center city.

Corporation & Board: Clear tasks.
Challenging tasks.
Feedback.
Sense of accomplishment.
Effective management.

5. What could decrease your level of commitment?

Staff: Overload of work and other opposites of #4.
Further failure in executive management -
this time make it or break it.
Repetition of fruitless meetings.
Lack of concern about personnel and its aims
and prospects.
Vacillation in administrative matters.
Too many Museum commitments.
Semi-annual reorganization.

Management Group: Finding out that people are still getting their way
by a temper tantrum with Mike.
A crippling budget.
Trend toward inner-orientation by Museum.
Definite statement that Museum will not relocate.
Stasis - in budget and program.
Greater concern for growth than quality/impact.
Trends toward commercialism.
Arrogance of Museum vis-a-vis other institutions.

Please bring this with you to all meetings and discussions. It is your property
and no one will collect or see it, but you may want to refer to it periodically.

Some unclassified comments:

- How will the "loss" of Becky affect the teacher-training program, "style"
and teamwork of the Workshop?
- Don't drop the school visits - they have value!
- It's crucial to be able to learn and grow.
- We want to be sure that there are ways to channel unique museum resources
outward.
- Communication is GOOD.

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INDIVIDUAL RESOURCE INVENTORY

Name: _____ Date: _____

1. List and briefly describe your resources and skills which you believe are most relevant to the work of the Museum.
2. Where do you believe you can contribute most to the Children's Museum? In what functional area? In what capacity? Why?
3. If you had your druthers, what would you most like to do? Why?

RESOURCE INVENTORY - GROUP EXERCISE

TASKS:

1. Divide into small groups of from two to four persons each (three is optimal). Choose as group partners persons who you know fairly well and with whom you would be willing to discuss your skills, resources and interests as they relate to the Museum?
2. Share (to the extent you are willing) your responses to questions 1 and 2 in the Resource Inventory - Individual Exercise and help each other reality test (e.g., do others agree with you about your most important skills and resources? Do others recognize potential contributions you can make that you are not aware of? Do others agree with you regarding where and how you can contribute most?)
3. Discuss your responses to questions 3, 4 and 5 in the Resource Inventory - Individual Exercise. What statements can you make, based on your group discussion, regarding the willingness of the staff to commit themselves to the "new" Children's Museum? What pitfalls should be avoided? Summarize the results of your discussion on flip chart paper and be prepared to report to the total group.

*

It will probably be most productive if one group is made up of the management group plus Steve Rhinesmith, and another of any trustees who are present plus Mike and Dave Berlew.

IMPLEMENTATION TASKS

1. Design and carry out evaluation of progress to date. (By May 7th.)
2. Management Group meets by May 7th to:
 - clarify budgeting/planning task
 - agree on budget allocations among divisions
 - plan way of getting more individual feedback from each staff member.
3. Division Staffs meet through May to:
 - review list of tentative priorities/goals
 - revise list of specific goals, including both current and new activities and prioritize them
 - reach decisions regarding elimination of low priority activities.
 - formulate action plans to achieve goals, to include:
 - budget
 - schedule and
 - indicators of progress and goal attainment for measurement and evaluation purposes
 - analysis of possible obstacles to goal attainment and plan to overcome them
4. Management Group meets to review reality test and either approve goals/plans (by end of May) or ask for revisions and coordinate activities of divisions
5. All through Fiscal 1972 carry out plans with
 - periodic reviews of progress within each Division
 - periodic review of progress by Management Team
 - revision of goals and/or plans by Divisions and Management Group as required by unanticipated or changing circumstances.

The Children's Museum
Monday a.m. - 5/3/71

MEMO

To: All the Staff
From: Mike
Re: Announcement of Drew Hyde's appointment.

A major oversight of mine during the bustle of the retreat was to forget to ask you not to pass on the announcement of Drew Hyde's appointment to anyone outside the Museum's staff and board. He wants to get to certain people first before the announcement is made publicly and won't have completed the job until Thursday. So if you have mentioned it to anyone else, please give them a call immediately and ask them to see that word doesn't spread any further until Friday. My apologies for saddling you with this extra, but important, task.

Again, let me thank you for putting so much energy, thought and good spirits into the retreat. We covered a bewildering amount of detail in a very short period. It will take time to sort out all of the issues to everyone's satisfaction. In the meantime we will all be pushing hard to reduce the level of uncertainty and achieve a smooth, quick transition into an effective new Museum.

Handwritten notes:
Mike
Announcement
Drew Hyde
5/3/71