



## CMMA 2020 National Conference Proceedings October 6-7, 2020

### Conference Chairs:



**Jessica Ferguson**  
Producer  
City of St. Charles, MO



**Pete Safran**  
AVP Creative  
Lincoln Financial Group

## President's Welcome

**Susan Kehoe, Director, Academic Strategies, Sr.  
Executive Producer, GMU-TV  
George Washington University**



Welcome to our first virtual conference!

We all experienced radical change in 2020 with the advent of Covid-19. In education, we deal with student anxiety and isolation. But we in CMMA are lucky; we still have jobs. In this time of free-floating anxiety, CMMA helps keep us together as a management community. And this virus is rewriting our creativity.

There is something immensely powerful about sharing with people you trust. In our monthly Zoom meetings, we have had some excellent conversations about race since George Floyd's death. Hope bloomed. Things that previously seemed too difficult to talk about became possible. Those conversations helped shaped this conference.

This year primed us for radical changes in our industry. We need to be unflinchingly honest. We need to be positive, creative. We will come out of this unprecedented time hopefully better.

We wash our hands; we practice social distancing. This pandemic has helped me embrace my positivity. We will get through this! We are blessed to have each other.

## Welcome from Conference Co-Chairs

Jessica Ferguson/Pete Safran

After welcoming everyone, Jessica especially welcomed and thanked our partners:

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Jessica also welcomed new CMMA members:

## Welcome New Members | 2020

- Ethan Frogget | Los Alamos National Labs
- Chris Ervasti | US Bank
- Robert Luna | Thrivent Financial
- Sarah Devens | Thrivent Financial
- Tom McDonnell | 3M
- Rose Lambert | 3M

## Race Relations and Racial Injustice: Bring Your 'A' Game

Julius Rhodes, SPHR, Founder and Principal – mpr group

[jrhodes@mprgroup.info](mailto:jrhodes@mprgroup.info)

Bob Thomas, AMM

Production Manager, AT&T

[bobthomas1959@gmail.com](mailto:bobthomas1959@gmail.com)

Professor Kevin Gannon

Director, Center for Excellence in Teaching and Learning

Grand View University

[kgannon@grandview.edu](mailto:kgannon@grandview.edu)

**Julius Rhodes:**

I am indebted to my parents and their influence in my life.

Married 30 years; two adult children.

The slide features a light blue background with the title "Then and Now" in a large, dark blue font. Below the title are two photographs. The left photograph shows a family of four (Julius, Linda, Lauren, and Jerome) smiling together in a casual indoor setting. Below this photo is a caption: "Julius, Linda, Lauren and Jerome – Runaway Bay, Jamaica: August 2012". The right photograph shows four people (Julius, Linda, Lauren, and Jerome) dressed in professional attire, standing in front of a brick building. At the bottom left of the slide is a circular logo with the text "LEADING TOGETHER". At the bottom right, there are social media icons and handles for Twitter (@CMMA1), Facebook (/CMMA.ASSOCIATION), LinkedIn (in), and a website icon (CMMA.ORG).

My personal philosophy:

- Expand your horizons
- Excellence without excuses
- The most important things in life don't happen at work

## Community Agreements for this Conference

- Challenge assumptions
- Push the limits
- Listen
- Be open to growth
- No hidden agendas
- Open dialogue
- Be present, kind and respectful
- Make this a safe space

## What we will cover:

- A brief history of race, race relations and racial injustice and opportunities to improve and advance the dialogue on this most critical topic
- Bob Thomas will speak about his experiences as a Black man dealing with issues of racism in America.
- Professor Kevin Gannon will discuss the nature of Allyship as in “Bring Your ‘A’ Game”.

Talking about race is not easy. It’s okay not be okay with current state of affairs. What’s not okay is letting our fear keep us from doing what we need to do. Covid-19 impacts every part of our lives. “When ‘I’ is replaced by ‘WE’, even illness becomes wellness.” Malcolm X

Prior to the conference, a pre-conference survey was sent to all registered attendees; the survey was designed to gather some baseline information on the issue(s) of race relations and racial injustice. We had a 33.6% response rate.

The full survey results are included in these Conference Proceedings in the next section. We need to translate the beliefs of our group into action.


True or False: Race is a biological or genetic category that has generally been used to identify different classes of people. Correct answer is False. Race is a MYTH! But it is a myth we have to deal with every day. It impacts how we treat each other. Race has been used to both help and hinder progress in this country, beginning with slavery.





In the 1940’s, Mexicans were classified as white—because we need them for labor. By the 50’s they were no longer classified as white in the US Census. This changed to limit immigration.

Ethnocentrism: *I am better than you because I am who I am, and I evaluate your culture according to preconceptions about you that center on my own culture.* Marginalized persons absorb and believe the myths.

## The Evolution of Racism

- Internalized (Individual)
- Interpersonal (between persons)
- Institution (cultural practices that perpetuate inequity)
- Structural (public policies reinforcing group inequity)
- Overt (blatant and readily apparent)
- Covert (subtle and ambiguous)
- Associative (previously neutral but race related over time)



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“Blacks and people of color are not just White people with dark skin.” Thomas Burrell

Some people said America had overcome racism when Barrack Obama became President. It just went underground. Now we are experiencing a surge in racism, driven by a deep fear of demographic change.

Things will never be the same. We are becoming more diverse. We must understand that the experience of black people and people of color. Tolerance is not progress; it always favors the existing group in power.

“Today our very survival depends on our ability to stay awake, to adjust to new ideas, to remain vigilant and to face the challenge of change.” Dr. Martin Luther King

George Floyd’s death shook us all up. But the problem originated when the first slaves were brought to this country.

There is no going back; there is only going forward. How do we move forward? What we have done in the past has been good enough to get us where we are today, but it’s not good enough for the future. It starts at the individual level, but it cannot stop there. We do not live in isolation. Service to others above self.

“I can never be what I ought to be, until you are what you ought to be. And you cannot be all you ought to be, until I am all I ought to be.” Dr. Martin Luther King

All of us need to make a psychological shift. Either we will stand together as brothers and sisters, or we will perish. Or at the very least, we will make no progress from where we are today.

## Two Opportunities

- Understanding people, which entails being more collaborative
- Sharing successes with others that will allow us to be more engaged and connected

On average, what percentage of WHO YOU ARE do you bring to your professional and personal endeavors? Ask yourself if you are being consistent between your personal and private self.

## Abraham Lincoln words to remember:

“I’ve never thought there to be a difference between a public and a private man.”

“America will never be destroyed from the outside. If we falter and lose our freedoms, it will be because we destroyed ourselves.”

## Increasing the Dialogue

- Personally and professionally we must name what we want and need. What makes you you, and why should people care?
- We need to pursue a course of proactivity, not reactivity. We cannot continue to live in the past.
- This movement has to be on-going and not just a moment. When we do what is needed, we will name and claim what we need and want.
- Continually educate ourselves on issues.
- Build trust by being trustworthy.
- Use our voice, platform, and privilege which each of us has to support marginalized people and communities.
- Share our thoughts and be vulnerable. Being vulnerable makes you more vulnerable.

These things are not easy. Nothing worthwhile ever came easy. Anything worth having is worth striving for. We have to stand together and work for equality for all. We need to be fully aware of economic inequity and work to change it.

“If you see a good fight, get in it.” Dr. Vernon Johns

“Together, you (we) can redeem the soul of our nation.” John Robert Lewis



## Bob Thomas

For over 35 years I have served as an Executive in the Corporate, Non-Profit and Private Settings:

- I've been a member of CMMA since May 8, 1989
- Currently Production Manager for AT&T Corporation
- Served as the Executive Vice President for the Public Access Corporation of the District of Columbia, known as DCTV
- 24 years at the JCPenney Company (Last Position Manager of Facility & Com Services)
- Owner of Harvey Communication for 15 years
- Serves on various boards & currently Board Chair of The Black Academy of Arts & Letters



Does this equal success? For me, that's not necessarily true. Fact or Fiction: African American Male or Black man lives in an upper middle-class neighborhood living the American dream. For me it's Fiction.

### Examples: Driving while Black.

I have a very nice car, which I worked very hard to buy. First example:

- Driving to my mother's; noticed I was being followed
- Suddenly police cars coming from every direction
- Officer got out of unmarked car. Do you know why I stopped you? No. Get out of the car. I informed him I was not getting out of the car. All I have to do is bump you with the car door, it's all over. You open the door, and I will get out. So he opened the car door and we walked over to the sidewalk. He asked to see my license and registration. I told him where it was and told him he would have to get it because I wasn't moving. He was black, by the way, and two other officers surrounding me were white—all holding guns on me. I said to him: The only reason you stopped me is this, and I pointed to my skin. The white officers held up their hands and walked away.



### Example Two

- Every time I get in the car I risk being stopped.
- A white officer once stopped to ask me if I was a professional football player. "We can't really see your face during the games with your helmet on."

- A lot of people would not expect me to go through these experiences. We need to change the culture.
- Every time I leave the house, I'm very nervous. I know many of you can't understand this.

Definition of culture change: modification of a society through innovation, invention, discovery, or contact with other societies.

- In the US, we can't understand what other people who don't look like us go through.
- Have to be open to conversation.
- I have never seen the NRA support a person of color carrying a weapon as they do for white people.
- When I get to work, I have to be a little different than I am at home. I have to fit the norm for business behavior.
- But with my friends, if I speak as I am now, I don't fit in at all.
- When I have an open position as a manager, I always try to bring in women and people of color. I'm not saying I will bring in someone not qualified.
- When I managed the TV station in Washington, DC, the staff was very diverse—but no whites! I told the station they had to bring in whites so our station represented everyone.
- It's very important to me that you ask me questions that sometimes people just don't want to do.
- Covid-19 has enabled many of us to see things about racism we've never seen before.
- You think I am one of you, and when I'm with you I am. But when I'm not with you, I am someone else.

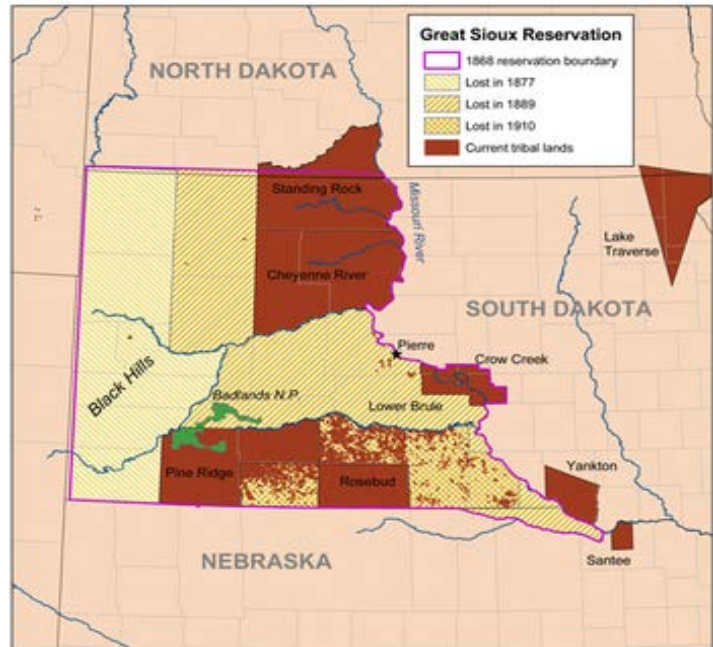
### **Kevin Gannon, aka "The Tattooed Professor"**

I've been asked to talk about being an effective white ally.

My family immigrated from Ireland. They were extremely poor when they arrived in the United States. They settled in South Dakota for a very important reason: land.



In this map, the purple boundary indicates lands set aside for indigenous people in perpetuity. Then gold was discovered in this land. Dark brown areas are still held by Sioux nation today. Well over half of that land had been taken from them.



- My family were able to take advantage of the Homestead Act. All you had to do was settle on the land and make some sort of improvement. It was essentially free land.
- In 2000, nearly 46 million Americans were descendants of Homestead Act beneficiaries.
- Nearly 10% of the land in the U.S. was essentially given away under the terms of Homestead legislation
- Land is a source of prosperity.
- Approximately 1.6 million white people benefited, including my family. Less than 10,000 black families.
- This is a perfect example of systemic racism. This doesn't mean my family didn't work hard, but it was easier because of the color of our skin.

### Percentage of Wealth owned by African Americans

1865: 0.55  
 1990: 1.0%  
 2015: 1.5%

- The story has essentially not changed in more than a century.
- My family had access to land, and that land created generational wealth.
- If nothing changes, it will take over 200 years to close the wealth gap in the US.
- If we were born white, we have to understand there have been different rules for us than for people of color. We have to recognize the environment into which we were born.

How do we describe the cultural structures in which we operate in on a daily basis? We lose perspective.

- For many white people, *RACE* is something other people have.
- Think of "race" as a *verb*, not just a *noun*. In US society, people are *raced*.
- Race as a verb is active in our society

- In your organization, who deals with issues of color? Is it only people of color?

### Ok, so what do we do then?

- Recognize “the power of accumulated power,” and what it does for or to us on a daily basis.
  - I came home in a police car more than once in high school, but I don’t have a record. I think it’s because I’m white and lived in a good neighborhood.
  - Is it easier and more comfortable for you as a white person to listen to me than it was to listen to Julius and Bob?
  - We need to be honest about our own privilege before we can do anything about the inequities.
- White people: don’t take it personally or get defensive. ***Don’t take the off-ramp in hard conversations.***
  - Don’t erase their experience or downplay or excuse it
- Know when to listen, know when to speak; **de-center yourself and your feelings.**
  - Don’t make the conversation about you.
  - We can only do this if we recognize the we easily engage in off-ramp behavior.
- Educate, and continue to educate, yourself.
  - What media do you watch? Who do you listen to on a podcast?
- Educate other white people.
  - Are you willing risk your benefits as a white person to speak up?
  - We must be actively anti-racist.
- Risk your unearned benefits to benefit others. Use your platform for others to stand on.
- “Being an anti-racist requires persistent self-awareness, constant self-criticism, and regular self-examination.”
- This is hard work. It’s not easy.

### What’s Next?

- People of color are not your personal “Diversity Trainers.” Conversations and questions are great, but be careful about what work you’re asking someone else to do. You need to do the hard work yourself.
- Please....stop saying “I don’t see color.” You may be saying I don’t hold the color of your skin against you. We are actually erasing important things about the person. We do not see them or their experience. Don’t erase others’ experiences. Their color is seen all the time.
- Expand your media consumption (social and otherwise).
- Pay attention to the spaces you’re in. Why are they the way they are? How might you change that?

### It takes all of us. Where are you in the all of us?

## Q&A

**Chris Barry, Best Buy, Moderator**



*Q: How do I show support when I don't agree with the extreme tenants of protestors?*

Julius:

A lot of people got confused when protests were sabotaged by violence and looting. I don't know anyone who condones this, but we can't allow the issues to be co-opted. You have to be informed consumer and don't default to the worst expressions of the issue.

Kevin:

Be careful with words. Black Lives Matter is perfectly in tune with the founding of this country. Who has been portraying that movement to you? Are you listening to the founders and the actual demands of the protestors, are you absorbing the videos and sound bytes that focus on the looting and violence? Who is painting that portrait for you?

*Q: How do we have conversations about race within our group—and make them positive.*

Kevin:

If it's mostly a white space, we have to be willing to make ourselves uncomfortable and make others comfortable. Push past this and be willing to ask the difficult questions. Push those around us to do better. All white conversations will continue as they have unless someone challenges them. This is the least we can do.

*Q: This is on a lot of our minds. What are the do's and don'ts of engaging our workforce on these issues? What are the consequences if we don't?*

Bob:

I don't want you to think I'm too aggressive, but I think you have to have an honest conversation. You may not like what I say, but you have to respect it. I disagree that the protests are a bad thing, for example. When you begin to dialogue, things get better and better.

Julius:

You've got to start tomorrow. You've got to be willing to vulnerable, and to make other people uncomfortable. Provide hope: honor other people's experiences and feelings. This is a journey, not a destination. Become an effective white ally by setting an example.

*Q: I'm disappointed with the polarization in social media. How do we create a social media space like this conversation?*

Kevin:

Be careful not to assume everyone is at fault for the negative positions on social media. In many ways we show ourselves in our worst light as a nation. Need to model the kinds of conversations that we want to be part of. We need mindful curation of social media.

Chris:

We have a social media group on diversity inclusion at Best Buy, and I'm part of it. We have four key words to follow in our conversations: grace, empathy, courage, vulnerability

Julius:

We can't respond to everything on social media. What do you share? What makes you you, and why should people care? You need to vary the channels you participate in.

*Q: Is there a difference between how men and women of color are treated, and why do you think this is?*

Julius:

This is a conversation my wife and I have all the time. I think that within the black community there is a wedge being driven between men and women. Women are more desirable in the corporate world; seen as less threatening. Many more black women are getting the education they need to advance themselves.

Bob:

The press gives the impression most black men are in jail. In the 60's, perception was that most black women are on welfare. I was a single parent for 26 years of a child with cerebral palsy.

*Q: My significant other is a police officer. We have so many heartbreaking, polarizing conversations. How can we tell our story without minimizing the black experience?*

Julius:

I think it goes back to sharing your thoughts and being vulnerable. Listen to both sides. Share openly and honestly. All of us are going through traumas.

Bob:

My fraternity and their families get together in the parking lot every week. We have police officers in the group. We have a rule that if someone is talking, we don't interrupt. We listen. Next time you can talk about how you feel. You slowly work out your differences over time.

*Q: Where do I put my anger at folks over overt and implied racism?*

Kevin:

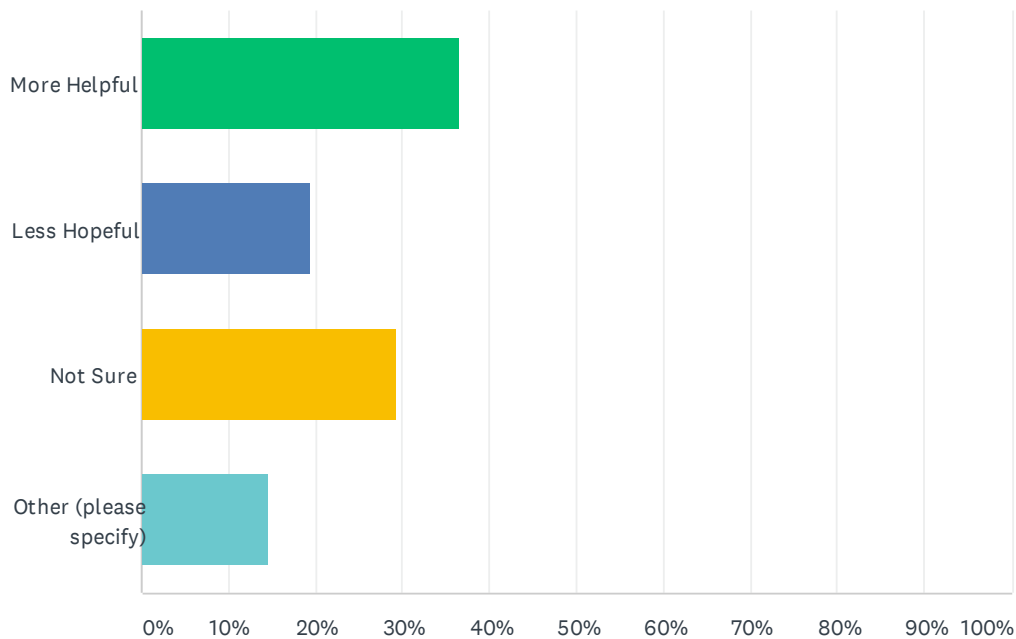
There's a lot to be angry about if you care about these issues. Put your anger into motivation. You can either become completely cynical, or you can use it to add a sharper edge to what you can do. Convert the anger into affirmation for what you can contribute to the situation.

Bob:

I don't think I've figured it out. I know the anger is not good for my health. I depends on the day, and what's going on, how well I deal with it.

## Q1 As a result of result of recent racial and/or social events which response best describes how you feel about the prospects for actionable and sustained change in our society?

Answered: 41 Skipped: 0



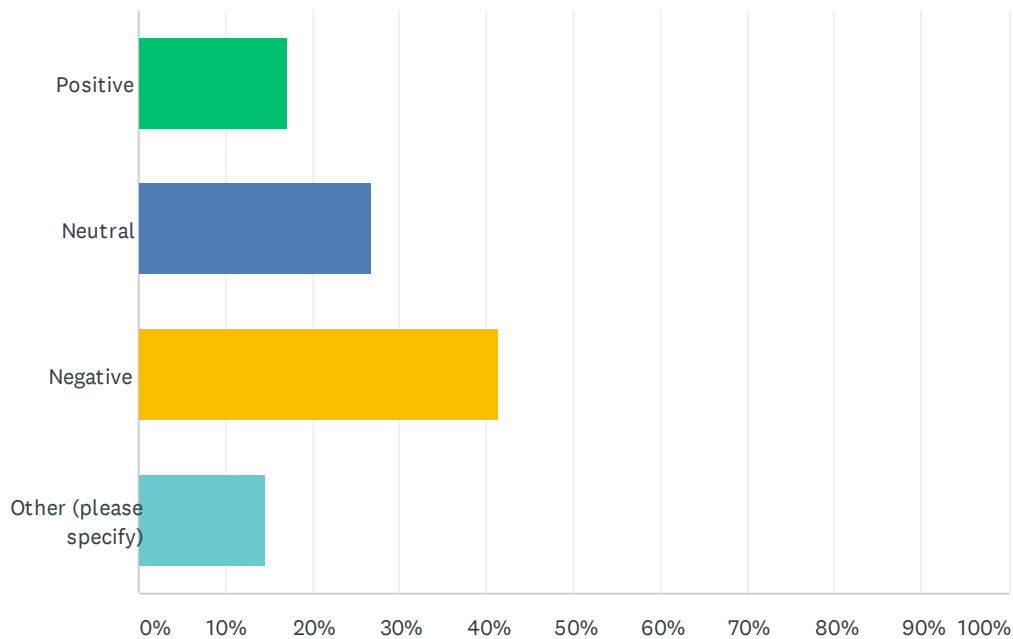
ANSWER CHOICES	RESPONSES
More Helpful	36.59% 15
Less Hopeful	19.51% 8
Not Sure	29.27% 12
Other (please specify)	14.63% 6
<b>TOTAL</b>	<b>41</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	I don't think it has moved the needle significantly. Although it helped people feel entitled to call out racism, the resists are more determined than ever. So it invigorated both sides.	10/3/2020 12:10 PM
2	depends on who wins the election	10/3/2020 10:34 AM
3	Fearful that we will simply move on without seeing change.	10/1/2020 4:06 PM
4	With the current leadership in the federal government, I am less hopeful for actionable and sustained change	10/1/2020 9:20 AM
5	Less hopeful due to the associated violence.	10/1/2020 7:26 AM
6	discouraged, but hopeful	9/30/2020 10:42 PM



## Q2 Do You feel race relations in our country between BIPOC (Black, Indigenous and People of Color) and whites is:

Answered: 41 Skipped: 0

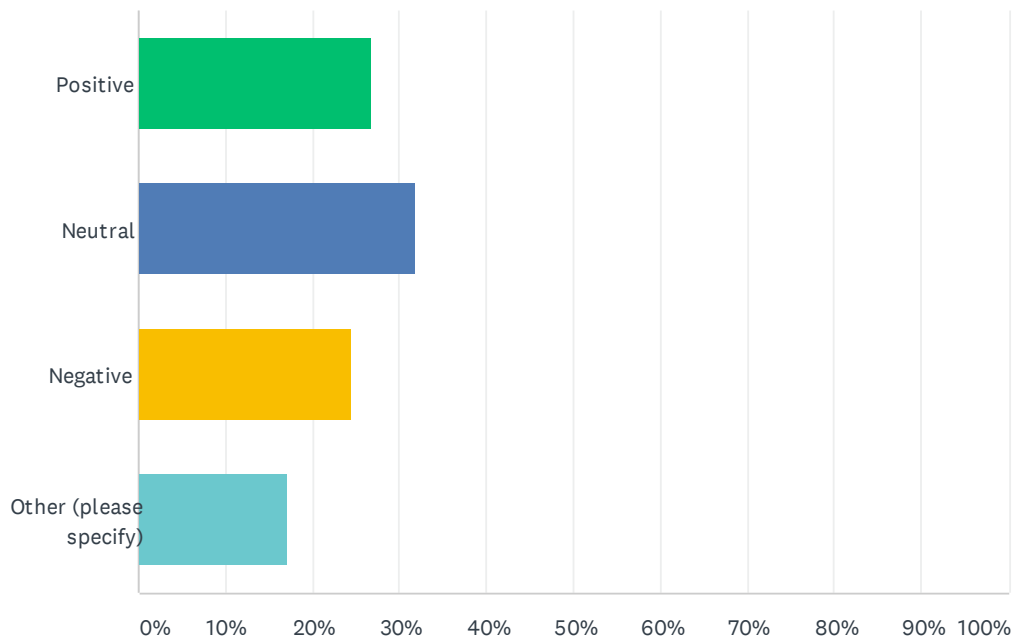


ANSWER CHOICES	RESPONSES
Positive	17.07% 7
Neutral	26.83% 11
Negative	41.46% 17
Other (please specify)	14.63% 6
<b>TOTAL</b>	<b>41</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	The same as it's been before with more light thrown on the situations thereby creating awareness. Good or bad, this also creates momentum on both sides.	10/4/2020 2:50 PM
2	all of the above, depending on many factors	10/3/2020 10:34 AM
3	Mostly positive, but there are clearly times and places where that is not the case	10/1/2020 1:08 PM
4	I think that white people are finally having their eyes open to the injustices BIPOC have been facing and that will improve relations and help bring about change with some, but for others they'll deny it's true and potentially get more violent	10/1/2020 5:48 AM
5	All of the above. It seems to depend on groups	9/30/2020 7:27 PM
6	I think it's impossible to judge that as a gross generalization. There's more to consider like geography, population, and you can't bundle people into "BIPOC" either.	9/30/2020 7:26 PM

### Q3 How would you describe what you have heard, not necessarily what you believe, about Blacks, LatinX, Asian and other People of Color given recent events and media portrayals?

Answered: 41 Skipped: 0

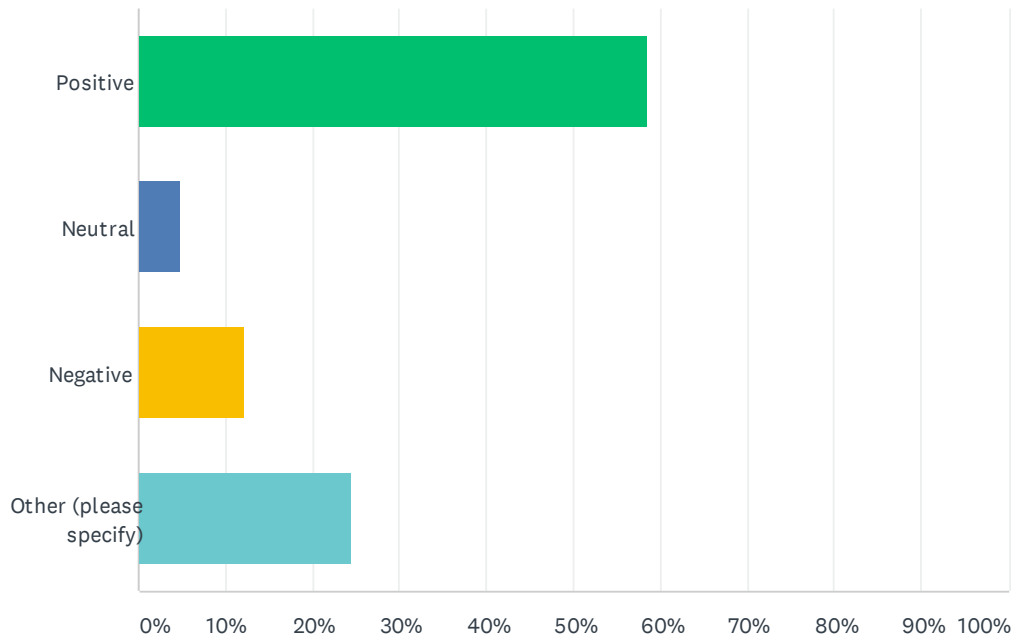


ANSWER CHOICES	RESPONSES	
Positive	26.83%	11
Neutral	31.71%	13
Negative	24.39%	10
Other (please specify)	17.07%	7
<b>TOTAL</b>		<b>41</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Portrayals of race in the media, entertainment and business channels generally speaking have been improving but there is a need to gain perspective from the areas in need of change and inclusion.	10/4/2020 2:50 PM
2	negative from far right; positive from left	10/3/2020 10:34 AM
3	Always have to consider the source	10/3/2020 9:42 AM
4	If the criminals or suspects had not resisted arrest, it would not have escalated out of control.	10/1/2020 7:26 AM
5	I've heard both positive and negative, depending on the news or "news" organizations reporting.	10/1/2020 5:48 AM
6	I don't trust the media for fairness. Can't count their opinion anymore.	9/30/2020 7:27 PM
7	That would depend on the source	9/30/2020 4:35 PM

## Q4 Describe your feelings regarding the recent Black Lives Matter (BLM) movement and recent protests.

Answered: 41 Skipped: 0

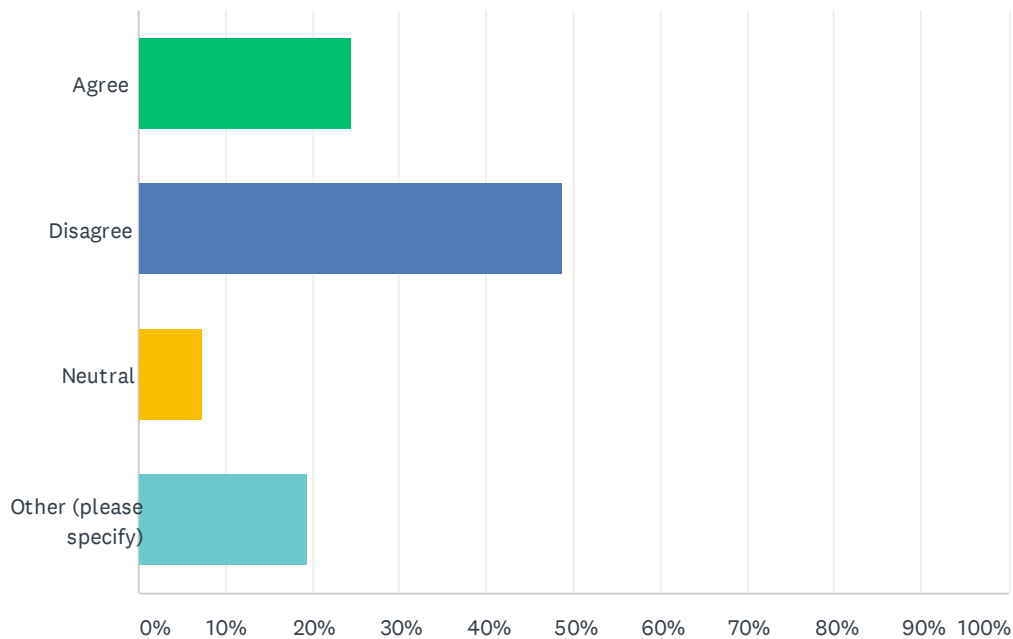


ANSWER CHOICES	RESPONSES	
Positive	58.54%	24
Neutral	4.88%	2
Negative	12.20%	5
Other (please specify)	24.39%	10
<b>TOTAL</b>		<b>41</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Black Lives Matter have been undermined by opposing forces, the government and the media. The organization has a right to exist, protest peacefully and ask for justice.	10/4/2020 2:50 PM
2	I feel very positive, but feel the associated violence has tainted it.	10/3/2020 12:10 PM
3	positive when peaceful; negative when violent	10/3/2020 10:34 AM
4	Back and forth every day depending on the media stories I see.	10/1/2020 11:20 AM
5	Hopeful, but don't quite understand all the destruction	9/30/2020 10:42 PM
6	I think there's more to the story than Black Lives Matter... Seems political to me	9/30/2020 7:27 PM
7	As an idea, very positive. As an organization, I'm not a fan	9/30/2020 5:17 PM
8	Was in support of BLM, not as much now. Still want to support my black family members.	9/30/2020 4:44 PM
9	Positive on protests. Negative on rioting.	9/30/2020 4:35 PM
10	Understand the protest not the looting	9/30/2020 4:34 PM

Q5 Which response best describes your feeling about defunding police departments (defunding could mean anything from shifting funds away from police departments to other areas or removing funding in total)

Answered: 41 Skipped: 0



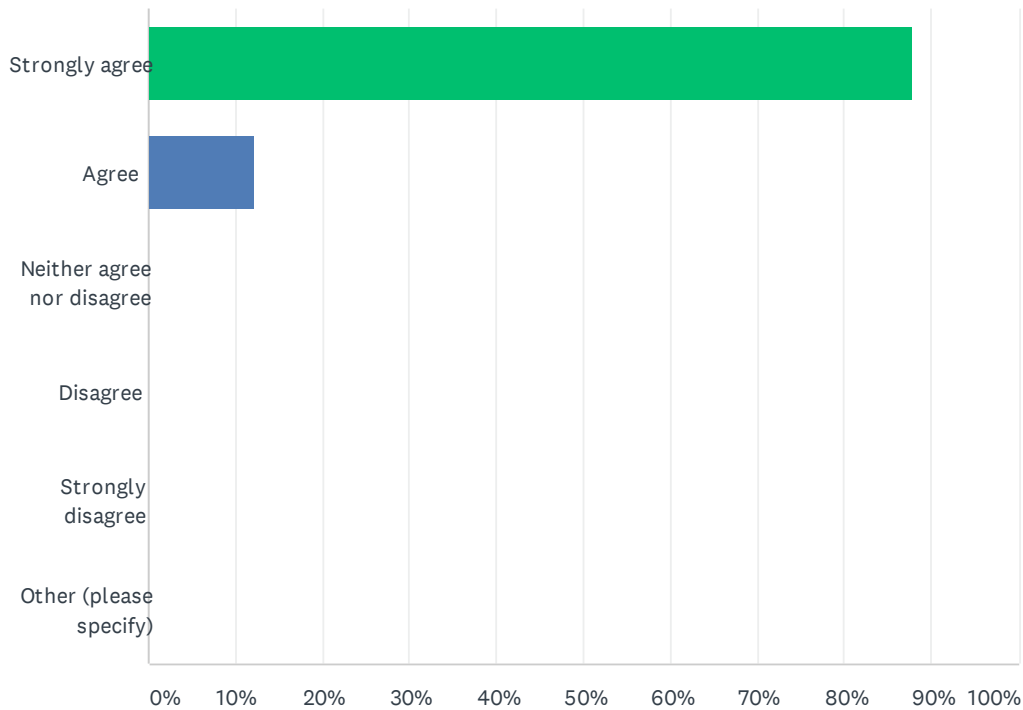
ANSWER CHOICES	RESPONSES	
Agree	24.39%	10
Disagree	48.78%	20
Neutral	7.32%	3
Other (please specify)	19.51%	8
TOTAL		41

## Race Relations and Racial Injustice: Bring Your 'A' Game

#	OTHER (PLEASE SPECIFY)	DATE
1	It should be a treated as a transparent process of identifying where the needs are greatest along with looking at the records of funding in the past and the performance records of those allocations. Clearly, change needs to happen but it is not a wholesale defunding.	10/4/2020 2:50 PM
2	I prefer a term like reallocating rather than defunding.	10/3/2020 12:10 PM
3	positive about shifting funds to social support; negative on total defunding	10/3/2020 10:34 AM
4	I dislike the poorly thought-out slogan. It is confusing & bad communication. . Police are vital to protect people & property. Without police being given a monopoly on force people will take "justice" into their own hands which has not worked out well historically. Some reform is overdue - mostly policy by government (politicians) to end the drug war & reduce the enormous amount of laws (especially victimless crime laws) which over-criminalize life (especially for the poor & minorities)& lead to increased police interaction with the public. More interaction is more chances for something to go bad. Less laws = probably less police and more funding for mental health and other services.)	10/1/2020 1:20 PM
5	I work in government and understand it's not this simple. It's complex and I don't believe you'll ever actually "defund" police, only shift who controls the money. Such as in the environemtn where I work, funds oversight would be moved from the police department budget office to the CEO's budget office.	10/1/2020 9:17 AM
6	Not defund, but restructure. We'll always need the law, but the law shouldn't be considered Gods	9/30/2020 10:42 PM
7	Police Departments are necessary and have been for the entirety of the country. However, the position and response of police in an overworked society needs to be focused better. By this I mean police are asked to perform duties outside their expertise and training. Keep the peace, protect the citizenry, be marriage crisis counselors, understand and navigate mental illness, run toward danger, understand the intricacies of immigration and race relations, and a myriad of other human conditions and all at a split seconds notice. Funding for Law Enforcement and Community Relations needs to be provided by governing bodies to ensure police can do the job of Law Enforcement, and also for supplemental departments attached to the Police Department in order to assist in providing a more compassionate comprehension of the situations police find themselves enmeshed in as a matter of routine.	9/30/2020 9:32 PM
8	this requires more discussion and specifics. The right is using it to scare people that there will be no one to respond to an emergency.	9/30/2020 5:09 PM

## Q6 I believe in the importance of race relations, racial justice, diversity, equity, and inclusion personally and professionally

Answered: 41 Skipped: 0

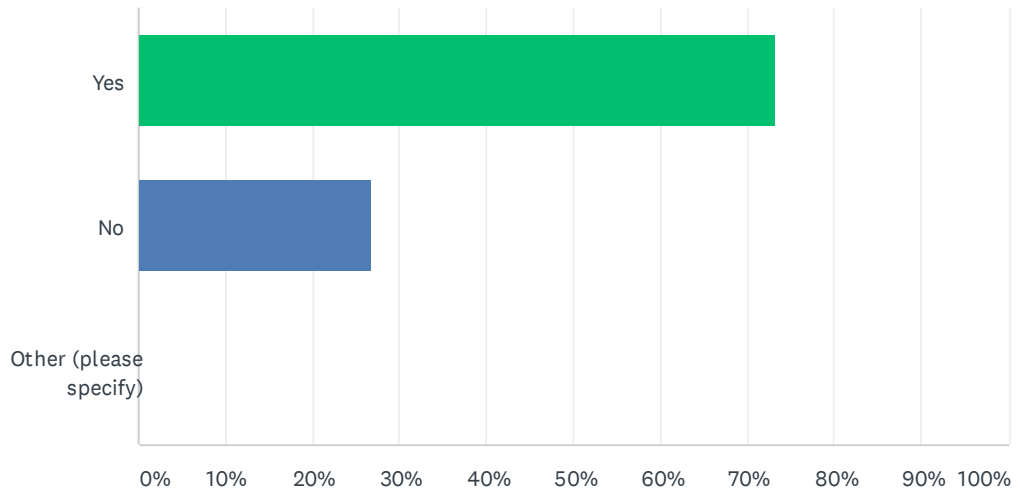


ANSWER CHOICES	RESPONSES	
Strongly agree	87.80%	36
Agree	12.20%	5
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Other (please specify)	0.00%	0
<b>TOTAL</b>		<b>41</b>

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

## Q7 Is your personal friendship group racially diverse?

Answered: 41 Skipped: 0

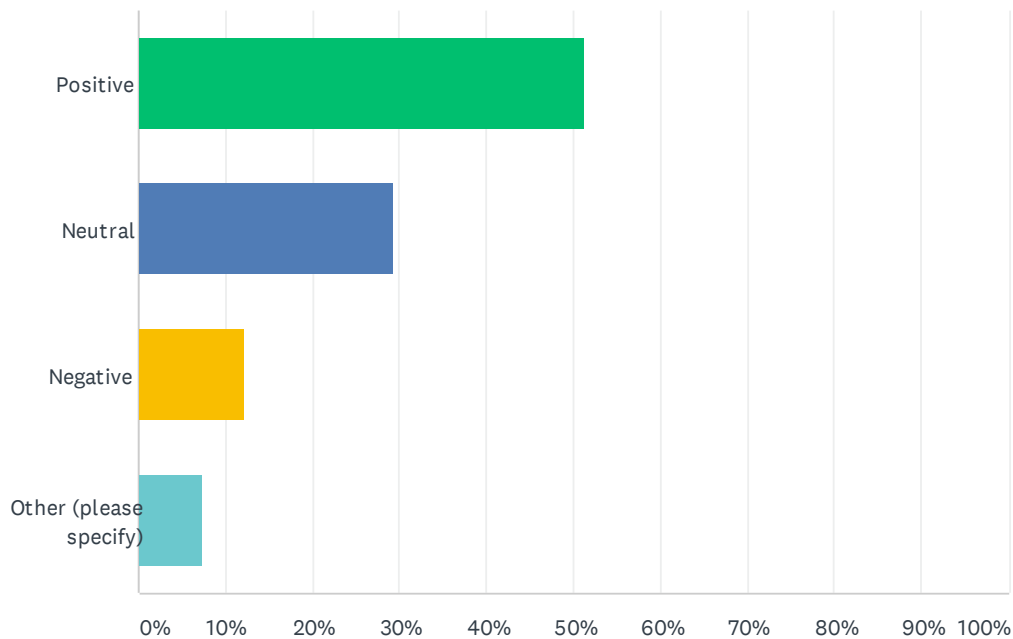


ANSWER CHOICES	RESPONSES
Yes	73.17% 30
No	26.83% 11
Other (please specify)	0.00% 0
<b>TOTAL</b>	<b>41</b>

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

## Q8 From an overall perspective, rate your experience with race relations and racial equity

Answered: 41 Skipped: 0



ANSWER CHOICES	RESPONSES
Positive	51.22% 21
Neutral	29.27% 12
Negative	12.20% 5
Other (please specify)	7.32% 3
<b>TOTAL</b>	<b>41</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	rather limited in central Wisconsin. If anything negative to native Americans and hispanics	10/3/2020 9:48 AM
2	Personally, positive mindset. Professionally, negative mindset - companies have a long way to go in balancing the compensation levels with regard to racial equity and in ensuring all voices can be heard.	10/1/2020 9:20 AM
3	More positive than negative. However I remove myself from being affiliated with fools	9/30/2020 10:42 PM



Q9 What do you believe CMMA and other similar firms can do to improve race relations and racial justice within our association and in society

Answered: 41 Skipped: 0

## Race Relations and Racial Injustice: Bring Your 'A' Game

#	RESPONSES	DATE
1	Every venue will be different as to what needs to be done. Open discussion is starting point.	10/4/2020 2:50 PM
2	be inclusive,intentional, proximate with a diverse groups of people. Our membership needs to be more diverse. This will allow us to learn and share different perspectives that will only make us stronger.	10/3/2020 2:12 PM
3	Overall, CMMA has done a decent job. I think reaching out to HBCs to encourage more participation, internships and scholarships would be a positive move.	10/3/2020 12:10 PM
4	Hire diversity on our own teams. Make sure media programs we produce reflect diversity. Seek out diversity for our membership.	10/3/2020 10:34 AM
5	Be open and welcome to all, and create a statement regarding diversity and inclusion.	10/3/2020 10:14 AM
6	Be positive role models	10/3/2020 9:48 AM
7	Carefully consider programming content to appeal to diverse audience and membership and project and inclusive profile	10/3/2020 9:42 AM
8	Promote diversity and stand up for equal rights and diversity.	10/3/2020 9:21 AM
9	IDK	10/1/2020 4:31 PM
10	Keep the importance of racial justice in the forefront of our minds and actions. Talk openly and honestly with each other. Serve as allies for our BIOPIC friends and family.	10/1/2020 4:06 PM
11	Do not discriminate based on race for membership or leadership positions.	10/1/2020 1:20 PM
12	Model positive relations both professionally and personally	10/1/2020 1:08 PM
13	Having this kind of conversation and expecting individuals to take responsibility for their journey. Continue to demonstrate open minds and hearts. Stand up and speak out against injustice.	10/1/2020 11:20 AM
14	Keep it front and center, keep dialogue going. Education is everything.	10/1/2020 10:38 AM
15	Champion. Champion. Champion. Keep in mind that all need to be heard, and respected, regardless of gender, race or status.	10/1/2020 9:20 AM
16	I'm not sure what kind of role you could play. I think this is a great start. Also being able to consult with organizations on the "how to start" when it comes to really doing what it takes to improve race relations - action!	10/1/2020 9:17 AM
17	As with gender equity, CMMA should make efforts to reach out to any marginalized group and make available opportunities to actively participate and take leadership roles.	10/1/2020 8:59 AM
18	keep having conversations - create videos on subject	10/1/2020 7:41 AM
19	Ignore gender, race, sexuality and hire the best person for the job and not because you need to check a diversity box otherwise it becomes reverse racism	10/1/2020 7:26 AM
20	CMMA is open to anyone that would like to join	10/1/2020 6:43 AM
21	I don't know - I'm new this year to CMMA and don't know exactly what it has the potential to do yet.	10/1/2020 5:48 AM
22	Recruit a more diverse membership	10/1/2020 4:46 AM
23	Though question ... I believe in small and lasting actions....	9/30/2020 11:54 PM
24	Continue hearing feedback from the community and bridging the gaps with education and collaboration	9/30/2020 10:42 PM
25	Read this not long ago and thought it contained some valid ideas. <a href="https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/ten.aspx">https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/ten.aspx</a> On top of it all, ensure the measures agreed upon to establish a more equitable and diverse membership and view within CMMA is vetted by a racially diverse committee. It can't be the product of what a bunch of old white folks think we need to do to be more "woke" because, as we may have heard the term, none of us actually understand it at its essence. Cheers!	9/30/2020 9:32 PM

## Race Relations and Racial Injustice: Bring Your 'A' Game

26	na	9/30/2020 8:55 PM
27	Not sure you can help..	9/30/2020 7:27 PM
28	Recruit a diverse membership, create and continue dialogue.	9/30/2020 7:26 PM
29	Encourage conversation. I worked with a person who often said, "we'll know when we have achieved diversity and equality when we stop talking about it" The problem with that thought however is if we don't talk about the issues there is no awareness or sensitivity, pretending there's no problem won't lead to change.	9/30/2020 7:06 PM
30	Provide resources to help members to have more inclusive, diverse hiring and general policies and best practices within their companies.	9/30/2020 5:19 PM
31	Keep the dialogue going. Keep diversity as a priority in all of our efforts.	9/30/2020 5:17 PM
32	offer tools and training to members. promote reading list to raise awareness and education around the issues. Act as internal advocate for diversity, and inclusion.	9/30/2020 5:09 PM
33	I think being open and honest about the fact that more representation, inclusion, and training is necessary at every level in our society is a good place to start for everyone. As a hetero, white male, the very best advice I've ever gotten on this topic is, "Be quiet, and listen."	9/30/2020 4:55 PM
34	Encourage inclusiveness.	9/30/2020 4:44 PM
35	-	9/30/2020 4:44 PM
36	Make sure you have a racially diverse leadership (which is certainly NOT the case right now). Strive to promote members who are owned, operated, or represented by BIPOC persons and/or serve those communities.	9/30/2020 4:43 PM
37	I think educating the members on the importance of race relations and how to appropriately approach it is a big first step for any organization. I feel like we have been taught that having open discussions i taboo so there has been a lack of openness and engagement on the topic.	9/30/2020 4:36 PM
38	unsure	9/30/2020 4:35 PM
39	Model by example of hires and members	9/30/2020 4:34 PM
40	Make diversity education and racial equity a integral part of the fabric of the company or organization	9/30/2020 4:32 PM
41	Offer education that develops leadership competencies in diversity, equity, and inclusion.	9/30/2020 4:30 PM

## Q10 Please add any comments you believe are important to assist in the discussion of this matter now and in the future.

Answered: 16 Skipped: 25

#	RESPONSES	DATE
1	We can't be silent.	10/3/2020 2:12 PM
2	I'm glad to see this on the agenda.	10/3/2020 12:10 PM
3	No other comments, thanks.	10/3/2020 10:14 AM
4	Language is an issue, Perception that minorities do not want to mix into American Society	10/3/2020 9:48 AM
5	This can't be done in isolation just at the workplace or a professional association but must be instilled as a value system and way of life. Correct childhood education, both at schools and in the home is important.	10/3/2020 9:42 AM
6	It's a complex issue which unfortunately has not been helped by recent events and media coverage that tries to boil it down to good people versus bad people. The line separating good and evil runs down the middle of every human heart.	10/1/2020 1:08 PM
7	Find a way to keep the story alive when the news moves on	10/1/2020 7:41 AM
8	Congrats to CMMA for addressing this today. This needs to be an ongoing matter.	9/30/2020 11:54 PM
9	I hope this survey is used to it's highest capacity and for the greater good.	9/30/2020 10:42 PM
10	I think the discussion of racial and cultural appropriation in all forms of communications needs addressing. Years ago the company I worked for thought producing a video, which features a segment where a very white "Mom & Dad" did a "Rap" dressed in hoodies (appropriately emblazoned with the marketing catchphrase) with the "dad" on the couch emulating rap star "movements" and singing the rap while the very pregnant "mom" mocked him from behind and threw contrived "gang hand signals". When they asked me my thoughts I told them I thought it was pretty racist and the general national audience of retail clients and possibly salespeople would have a much different reaction to what they (the tragically white marketing senior management) thought was cool and contemporary. They didn't understand my commentary and brought the video to be a mainstay at their booth at CES in Vegas. I see this in messaging in companies throughout the country. It sends such a false representation of culture and a company, and often without the realization of the ethical and moral dilemma it poses.	9/30/2020 9:32 PM
11	We all play a part and need to hold our elected officials and employers accountable to do the right thing.	9/30/2020 5:19 PM
12	I am glad we're having this conversation! let's keep it going! Bottom line is a more diverse and inclusive workforce makes for a more financially successful company.	9/30/2020 5:09 PM
13	I think simply raising up the voices that want to be heard is very important. People in a position of privilege have a responsibility to seek out the voices that are trying to make a difference in educating our society about the injustices endemic to so many of our social, economic, and political structures. I think we also need to be very careful not to place the burden of our education on people in minority roles that aren't interested in educating us. Let's listen to what the vocal people have to say without dragging some people into a limelight they may not desire.	9/30/2020 4:55 PM
14	How to show my support for my black family and black friends when I don't agree with the extreme tenets of BLM?	9/30/2020 4:44 PM
15	What are the do's and dont's of engaging a workforce on race relations?	9/30/2020 4:36 PM
16	Personally, I need to know where to put my anger at both the overt an implied racism I see. In an environment in the US where the president himself foments racism and others in his orbit enable and encourage despicable behavior.	9/30/2020 4:32 PM

## The Creative World “BC & AC” (Before Covid and After Covid)

Carol Whitworth, Home Agency

I am coming to you from Bristol, England. This is really a weird presentation, because I can't see anyone!

I want to tell you about my creative world, before and after Covid-19.

February 2020. We were going to have a fantastic year. Six big new clients ready to spend a lot of money. Then everything changed. And it seems like it's never going to end. I've been in business almost 40 years, and this year has by far been the most challenging.



Before lockdown, I was ready to have a chat with Andrea at Crews Control to start staffing my U.S. projects. She calmed me down a bit, but then we went into lock down. My world turned upside down—the Covid roller coaster. On March 12<sup>th</sup>, \$250,000 worth of business cancelled.

As a hobby, I sing. We travel around the country to festivals. I also love flying, getting on these great big birds and coming to the US. My world became so small. I just sat there at my table and tried to get on with things. Most days I just sat there in my PJ's.

Bristol also got involved with the Black Lives Matters movement. Bristol is known for tobacco, wine, chocolate, and being the center of slave trade in Great Britain. When the slave ships used to come into the harbor, any slaves who did not survive the trip were just thrown into the water—which is where the protestors tossed the offending statues during Black Lives Matters protests.

### The elephant in the Zoom:

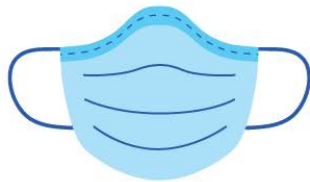
- Anti-social distancing
- Blue skype thinking
- Blursday
- Who's zooming who?
- Zoomed out
- Zoom bombing
- Quaranteams
- Coronacoaster
- Quarantini
- Covidiot
- Maskara (fixing your eye make-up before putting on a mask)

Coronadose  
Quentin quarentino  
Fattening the curve (the Covid 15)

We started posting pictures and recipes for “loctails” which became very popular. 70 in total.  
But we started drinking earlier and earlier in the day, which was not a good thing!

This made me smile:

## Treat your MASK like your UNDIES



**Dinnit** touch or **rive** at it,  
especially in public  
**Dinnit** borrow one from **ya**  
**marra** or lend yours to them  
**Mack** sure its **canny** tight  
but comfy

**Mack** sure it's the **reet**  
way round  
If its stained or **hacky, hoy**  
it in the bin  
If its damp or **foisty**, change it  
**Dinnit** gan commando!

  
Sunderland  
City Council

In the UK, we were encouraged to go out. Eat out to help out.

That's how it is in the UK. Give first, then take away.

We decided to do something to help our clients for free. We made six videos, one each week. You can go to our website and download them.

<https://www.homeagency.co.uk>

We also developed resources to help our team cope with working from home.

The ideas below were consolidated onto a graphic image our employees could use as a reference.

### **The Creative Commute**

How long do you usually spend commuting? Think of ways to put this extra time to good use.

Get creative and start the day on a positive. You could learn a new skill, language or instrument, or do something energetic like a dance workout.

### **The Good Morning Coffee**

Many people will miss the natural connections they make at the coffee machine or over breakfast. Encourage a pre-work video call to share a coffee with someone outside your team.

### **The Concentrated Sprint**

The average British person has an average attention span of just 14 minutes. Think about how much uninterrupted work you can do in that time. Set a 14-minute timer and practice closing everything else down to concentrate on one task at a time.

### **Active Meetings**

Try hosting a meeting while walking around the house to keep your energy up. Or set your computer on a higher surface and stand up during the meeting.

### **The Store Cupboard Recipe Book**

Video, photograph and share your lunch and recipes, which may end up in a company cookbook. Even better if you have a global team!



## Communicating with Your Team

# 1

### Communicate a unifying message

You might already have an internal rally cry or core message that your people get behind. We recommend complementing it with a positive unifying message, statement or hashtag specific to today. Show your people that you're with them and that you're stronger together as a business. Think about the sentiment of 'we've got this' or 'we're in this together'. Your people will start to recognise the message as a positive call to action throughout a time of change and disruption. Create a conversation around it.

# 2

### Set out your intent

We've all been in the midst of crisis comms and reacting to daily change and for lots of our professions it's still all-consuming for the moment. For your people who have started working remotely, set the intent that you're finding a new normal and be clear about what that looks like for your business.

Think about creating 'the ultimate guide to remote working at ...' – Launch it alongside your unifying message.

# 3

### Create weekly and daily structure

Your communications activity can start to provide a new routine for people at home. Set a weekly calendar of positive opportunities for interaction.

Why not try setting a daily company thought or idea of the day for everyone to get involved with?

# 4

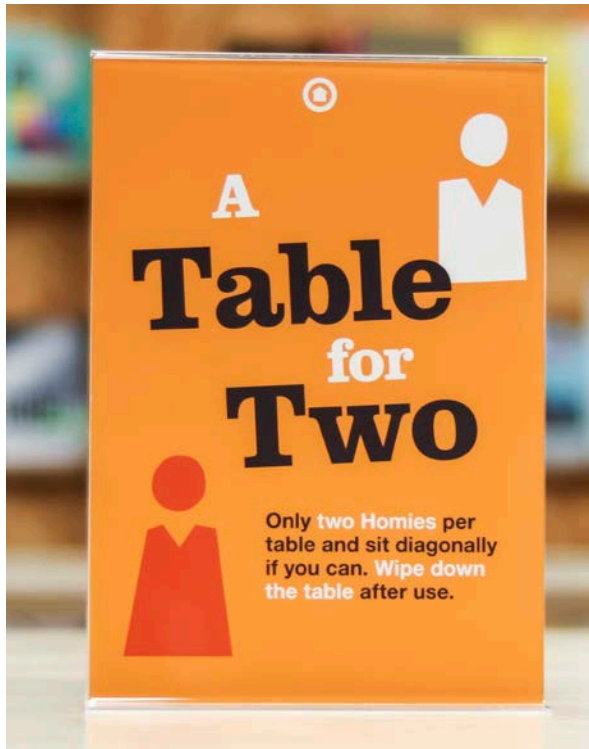
### Create connections

We're all making a huge effort to connect with our teams, but what about those people in our business who we enjoy interacting with over lunch, at the watercooler, or coffee machine? Ensure your communications content promotes connections with people outside their immediate network and project work.

Think about a buddy system for daily or weekly check-ins.

We finally got back into the office in early September. We put together posters to help everyone navigate the new environment.





Note: Carol's presentation was peppered with short videos. Watch the recording of her presentation to view the videos.

*What if the new normal was the new normal you?*

We won the IoIC award for 2020. We haven't been able to get together to celebrate yet, but we will!

Sheep aren't the most intelligent animals on the earth. But in a small Welsh town, the sheep did something amazing. They needed to get from one field to another, but there was a cattle grid in the way. They tucked their legs under their bodies and rolled across. We all need to be that creative!

#### **Q&A**

*Q: How do you stay closely connected to your clients who put their projects on hold?*

Carol:

We kept sending them the Covid-19 video tracks we developed. Stayed in touch. Slowly coming back now. We lost all of the jobs early on. We managed to just stay in the black.

*Q: Take us back to the early days. How did you transition to coming back to work?*

Carol:

Some people were far more anxious about Covid than others. Called people regularly. Every Thursday we discuss what's new, what's coming in, what has dropped out, celebrate what's good. We started working in New Zealand and America on the West coast. We looked for leads where there were none before.

*Q: Is this the hardest thing you've gone through in business?*

Carol:

Yes, it is. Very challenging. We've gone through recessions; we've got Brexit. So much change over the years. But Covid-19 is the worst.

*Q: What is the greatest gift Covid gave to you?*

Carol:

I got such a gift from Covid. It made me realize that I will never retire! I want to come to work every day until they drag me out.



## The Show Must Go On: Production in a Virtual World

**Pete Safran, AVP, Creative, Lincoln Financial Group**

**Stephané Aknin, VP Creative & Communications, Prudential Financial**

**Eliana Hassan, SVP Operations for CrewsControl**

### **Pete:**

Over 250 registrants for the conference today, including six past CMMA Presidents!

When Covid hit, we were all sent home. What do we do now?

- How do we keep production going?
- Let executives film themselves? Sent them guidelines, but got really bad stuff back.
- Needed control over production.



### **Stephané:**

If I had to summarize the situation in three words that made a difference for us:

- Sourcing
- Partnership
- Education

Sourcing

- [OpenReel](#)

Partners

- OpenReel became our partners in technology to help us do what we need to do.

Education

- Of our leaders
- This took time
- I was getting really anxious how we could continue adding value
- Convinced them we had a solution with sourcing and partnerships
- Since then all of our leaders have made video messages
- Interaction with producer made a big difference in quality
- Producers are doing their own editing at home
- Bare minimum set-up: ring light & tripod in the executive's home
- Over 300 recordings using OpenReel



**Eliana:**

**Crews Control & Open Reel**

- Since 2018 Crews Control has been a premiere reseller and channel partner for OpenReel
- Established the partnership to address corporate video challenges (UGC & Rogue Video) as part of our consulting practice
- Open Reel is a remote direct & capture tool that enables production teams to capture HD footage and collaborate using a subject's iPhone, iPad or webcam when on location crewing isn't possible
- Good disaster recovery tool for Corporate Communications teams



OpenReel is a President's Partner this year; we are happy about that.

We formed this partnership with OpenReel way before Covid-19 hit. We wanted a way to control the video quality using our Crews Control teams.

After March, we reminded our clients that these resources were available with them.

## Remote Controlled Video Shoots

### View, Direct & Capture Every Take



### Control Your Subject's Camera (WEBCAM, PHONE, TABLET)

Start/Stop • Focus • Exposure • ISO • Temperature • FPS • Stabilizer • Teleprompter

### View Everything In Real Time

- Plug and play
- Director has full control
- Both corporate and agencies using it
- Use has not gone down even as live crews and sanitized studios come back online

**Pete:**

- We are using OpenReel at my company.
- This is no substitute for live production, but it's a great tool during this time of lockdown.
- We lost control when the pandemic hit. This allows us to see into the executive's home and direct the shoot remotely.
- We can see into their homes and give them direction, such as *close that blind, change the camera angle, etc.*
- Does require the executive to be the crew as well, which takes some effort and training.

Using Streaming to Record

- Other tools available besides OpenReel
- Zoom, WebEx, Teams, etc. Lots of options.
- Connect people together; record; make end product as high quality as possible.
  - We often bring the clip into Premiere and make it sharper.
  - Boost the audio. Webex audio can be off sync; fix it in Premiere.

## The Show Must Go On: Production in a Virtual World

Clif Brewer, Director, Media Support Services , Mayo Clinic

Dan Mooney, Sr. Manager Visual Communications, Kohl's Department Stores

Dan:

A couple of years ago, I came across a clip that inspired me.

- Captured footage from nature
- Used as studio background on LED panels
- Made use of the lighting coming from the LED panels
- Actors don't have to imagine something; they are in the environment



**What jumped out at me:**

- Ambient lighting
- Perspective; background moves with camera
- Change focus
- Change background with the click of a mouse
- Very 3D
- I was hooked!

**We must build a wall!**

- We built an LED wall in the studio for production using these principles.
- 16 x 9 feet
- 256 LED panels
- Can control all aspects of the wall
- Create much more realistic settings in the studio than with green screen



**Wins**

- Background locations can be simply shot
- Eliminates greenscreen clean-up in post
- Reflections from the backgrounds add reality
- When shooting celebrities and executives, we can shoot backgrounds under controlled circumstances, then minimize time of executives

**Example**

- We had 90 minutes to shoot four executive presentations

- Could not have done it without the wall
- Every executive had a different background

Planning a panel discussion on the wall using zoom on the wall, moderating it in the studio

### Lessons

- Wall is quite fragile; we have had to replace panels
- Took us awhile to understand perspective
- Heat. Did not fully anticipate how hot it would get.
- Learn new things every day.

### Clif:



The way we use the wall is a bit more traditional. Like Dan, we built this before the pandemic, but it's been a great tool during the lockdown.

We have beautiful buildings on our campus. Lots of stone and glass. All of those beautiful spaces are public. Noise, patients. Very ill patients do not want to appear on camera!

Other solutions we used to try:

- High resolution still photography
- 12 x12 muslin fabric
- Green screen (hate/hate relationship)

Studio was supposed to be remodeled; lost the funding when Covid hit. So we can only use our wall like a greenscreen.

### Technical Considerations

- Plates were shot with a 35mm lens on C300MKII
- Camera placed 12 feet from wall
- Talent placed 7-8 feet from wall
- Talent shot with 50mm at 2.9
- Backgrounds are shot in focus and defocused in post

Happy to share detailed specifications, but your team will still have to go through the learning process.

### Production in a Covid-19 World

- Masking-Social Distancing-Hand Sanitizing
- 1 Person plus talent in studio

- Long distance interviews/b-roll

Tough to do an interview long distance.

- Put laptop next to executive, out of camera view. Works pretty well.
- Our engineer set up ability for director to see what camera sees.
- Now bring executive into studio, director in remote location. Both can see each other.
- [Inogeni](#) capture device
  - HDMI cable converts to USB
  - Director can see what the camera sees including the LED background
  - Other tech options available
- Use a terra deck to feed the image remotely

## Q&A

*Q: How do you handle the audio with OpenReel? What's the best way to get quality audio?*

Eliana:

Recommend peripherals, such as an \$8 microphone from Amazon.

Pete:

We have sent some microphones to people, but the fewer things you have the executive work with the better. Iphone audio works really well.

*Q: What size are the LED panels?*

Dan:

Roughly 4-6 inches. You buy them in sections and decide what size/shape you want.

Clif:

We landed on a series of panels that we use connected together. But in the studio you can break them apart if you want two panels.

Dan:

We've put two different backgrounds on the wall with 2 speakers to simulated different locations for each.

*Q: Have you standardized your lighting?*

Clif:

Our DP looks at the background and determines where the light is coming from and matches the direction and temperature.

*Q: Is OpenReel tied only to iphone?*



Iliana:

Mac and PC webcams. Tied to IOS

Dan:

Iphone works better than ipad

*Q: How much trouble is it to control background spill onto the subject? Can you adjust brightness and it still looks realistic?*

Dan:

Hasn't been much of a problem, but yes, you can adjust. Easier to modify lighting on subject:

*Q: Camera tracking software?*

Dan:

Projection vs. LED

Projection has gotten better, but there's always a hot spot somewhere. LED is always consistent.

*Q: How difficult is it for tech staff to learn how to use the wall?*

Dan:

Several months. We're still learning every day.

Clif:

Dan does more complex work than we do; it was pretty simple for us.

*Q: Cost?*

Clif:

Talk with our partners who sell them; I don't remember.

Dan:

It was a good two-year sales pitch.

*Q: Has your team been asked to produce large events with multiple speakers, etc.*

Stephane:

Yes, and it keeps coming for us. There's always something better out there, and if we don't have it in house, we use partners. Our team is really creative, but may need help with technical way to deliver.

*Q: How is sharing video on Zoom quality?*

Clif:

\$75 device that I can plug into my computer that picks up Zoom feed. I do video production as a hobby, so I have my own lighting. You too can look this good!

## Managing Through Uncertainty

**Joan Kinsley, Sr. Manager/Executive Producer, The Toro Company**

**Robert Luna, Manager, Media Production, Thrivent**

**Ramiro Bandaras, Director Rollins Media Services, Rollins**

**Greg Sneed, Director, Media Support Services, Mayo Clinic**



Joan:

I have really appreciated CMMA since the pandemic hit. I was part of the team planning the conference for Milwaukee. We started having CMMA support groups on Zoom, which we opened to everyone on a weekly basis. The sharing of resources and information was invaluable. Everything from health and safety to layoffs.

We sent out a survey in advance of this conference to determine what people were dealing with.

What are members are coping with:

- Building new skills
- Online systems became critical
- Connecting/engaging teams

These all rang true for me.

Connecting with employees/teams at home

- Weekly virtual meetings
- Virtual 1:1 meetings
- Virtual Drop-ins (water cooler)
- Virtual team building sessions
- Managing work/life balance & team morale

I came back to my deserted office pretty early. Very quiet and safe. Now our team of four is all back. We meet socially distance in large conference rooms.

Online systems are critical:

- Project Management Systems
- Asset Management Systems
- Zoom/Microsoft Teams, etc.

Our survey showed that many of our members have gaps in these needs.

## Building New Skills

- Learning New Technology & Platforms
- Producing Virtual Live Events
- Directing Video Shoots Online

Folks at home didn't have much to do. We had a big meeting coming up where we had to change from a live event to a virtual event in March. How do we do this? I told my team to research and determine how we could do this. We used the [Blackmagic ATEM Switcher](#) to create our virtual studio. We basically built a production studio on a cart.

Now that our freelance editors are working remotely, our MAM has helped us deliver B-roll directly to anyone/anywhere, so they didn't have to depend on the RAID in our office. Even our part time digital librarian was able to continue her work from home.

### **Ramiro:**

I am very concerned about the health and safety of my team. I have responsibility for managing not only my studio but the whole building, including our Heritage Room. I never thought that I would have to protect the lives of my colleagues.



We had to restructure traffic patterns throughout the facility. Put up lots of signs. We were able to connect with everyone through the video studio, pretty much every day. But we couldn't bring in experts to the studio. But we had to maintain the producer and tech staff in the studio; they had to come in every day to run the remote learning classrooms.

Split team into two groups.

- Producer/engineer in each team.
- Those two teams would never meet each other.
- Separate days in the studio.
- If one team had someone get sick, the other team could come in and maintain the studio.

We do a lot of cleaning and disinfecting!

**Robert:**

I'm a new member, so many of you don't know me. I have a small team and studio. This has been an adventure. So many things happening at the same time, including a move and new equipment. Protests and death of George Floyd affected us directly. 30 or 40 people in the building who had to leave when protests started because they were right outside from us.



We were trying to pack and get out of our space in April. All of that changed. Construction workers got Covid and shut down work on the new building. Lots of extra steps to keep people separated in the building. Editors worked remotely. Lots of project priority juggling.

Greg's team had a lot of staff furloughs. He'll talk about how he managed this.

**Greg:**

Mayo Clinic was state-mandated at all three locations to close operating rooms. Patients stopped coming in. 13% capacity for appointments. Extreme financial losses loomed. Allowed to keep the lights on and stay open, but had to greatly reduce the staff.



Incoming work had greatly reduced in some area, but how are you supposed to know what will happen for the remainder of the year?

Guidelines from HR for reducing staff:

- Performance records
- Annual reviews
- Years of service

Only a very few of our team fit all these criteria. Had to decide who was best qualified to help us keep the lights on. Our criteria:

- Existing skills
- Ability to up-skill
- Attitudes
- Resiliency

Had to furlough nearly 70% of staff.  
Curve flattened. Patients up to 90% capacity.  
Brought back some of our teams in July in August.  
We were fortunate that people coming back had good attitudes.

IT against using Zoom initially. We had technicians on furlough who never used Zoom. When they came back, Zoom was our go-to technology. These employees had to upscale in a matter of hours.

Fortunately, up-skilling is part of our culture. We had the right building blocks in place.

Joan:

With your team in three different locations, keeping morale up had to be very challenging.

Greg:

Some of our older team members were set in their ways. Zoom leveled the playing field; everyone had to learn new ways to do production. Teamwork has been terrific; an accidental benefit of the pandemic.

Joan:

Ramiro, how has the pandemic affected your budget planning?

Ramiro:

We've saved about 35% of what we had for the year. Now my boss says that's what we will have to start with in 2021. Travel is still restricted. Training may never go back to the classroom. I said I was happy to reduce the budget, but if things change, I will need the opportunity to ask for more funding. We had to furlough some people as well.

Two things became clear:

- The need to be creative on a moment's notice. No, we can't do that, but let's do it this way.
- Don't become irrelevant. Continually learn new skills. Make your voice heard; contribute your ideas. Participate in Zoom meetings—say something; ask a question, whatever.

Joan:

That's a good point. How do we know what are employees are doing while working from home? Robert, you have a small team like mine. Some are working from home. You have some young employees with minimal corporate experience. How did you manage this?

Robert:

Our leadership was super supportive about work/life balance. Permission to take time off to do what needs to be done. Part of our culture before the pandemic. We don't have to produce something every day, so we were able to plan the work effectively.

Some people had blocked out areas of time where they were not available for work.

Greg:

We have an Employee Assistance Program. Mayo has made mental health resources available. It's important to manage our own mental health as well. How do you keep work from bleeding

over into all of your life? I used to have a 40-minute drive to and from work to transition between work and home. Maybe take a 40-minute walk after work?

Robert:

Yes, we need that decompression time. We also had time between meetings; that transition is gone. We've had back-to-back Zoom meetings all day long. We're doing better now; shorter meetings with transition time.

Joan:

A big piece of our work now is providing employees with resources for mental health.

Ramiro:

As leaders, we need to listen to our teams. At first, I focused on directing and communicating; but after a while I realized listening to what my folks were going through was very important.

Our employees have to fill out a health survey every day before they come to work, which includes mental health questions.

Robert:

We had to work with movers for packing, but we were not able to go into the new space for 14 days after the move. Used separate crews for packing and for setting up in the new building. Added days and weeks to our timeline.

We also had a brand transition during this time. Everything needed for brand launch got priority.

Joan:

All my editors working in different locations. Review and feedback are much more time-consuming. Layers and layers of management.

## **Q&A**

*Q: How can managers engage more with employees working remotely?*

Greg:

Think about your leadership style. Is it still relevant? Am I strategic enough? Do I need to get out of the operational weeds? Are you leading from heart instead of the mind? Need both. Revamp how you communicate with your team. We had employees start working at Mayo on March 1. Talk about an adjustment! Some employees have less tolerance for ambiguity; need more communication with you. Staff recognition is more important than ever now.

How much do you as a manager depend on face-to-face feedback that you don't get remotely. You don't even get it face-to-face with masks!

Joan:

I think it's really good to challenge your team to be innovative and come up with new solutions. It's energizing.



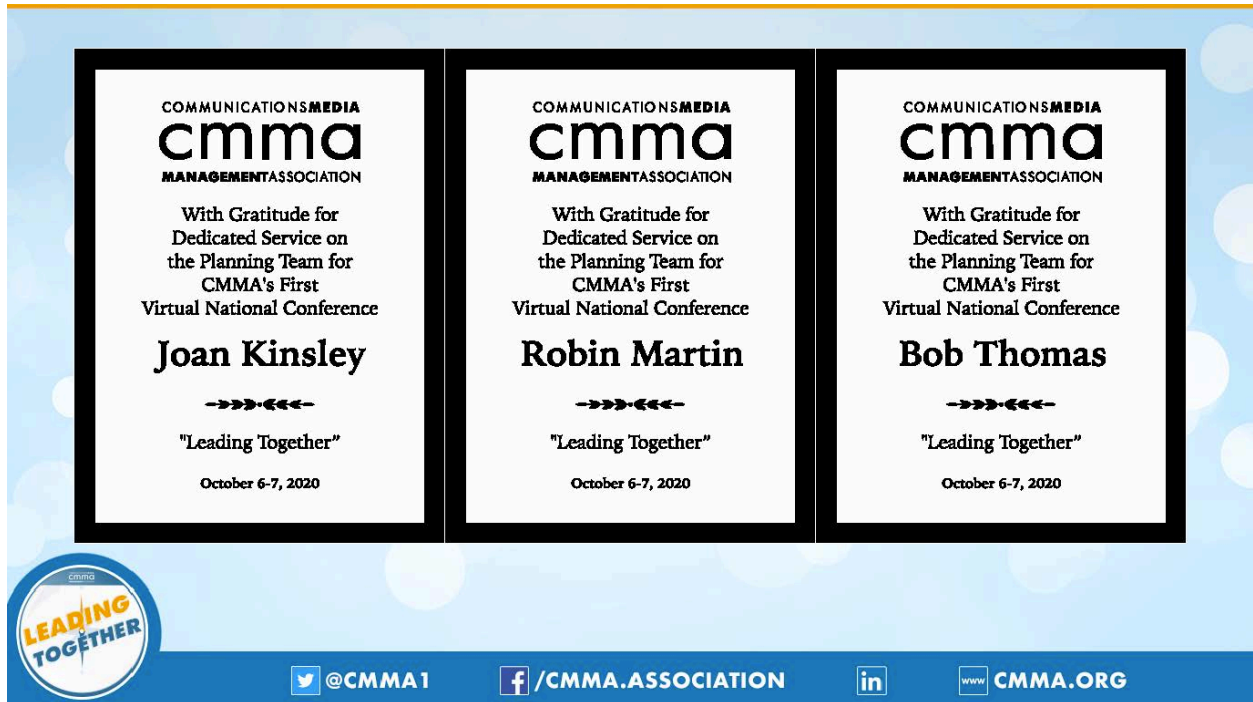
## Awards & Recognition

Susan Kehoe

Conference Co-Chairs



And the full conference team:



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MANAGEMENTASSOCIATION

With Gratitude for  
Dedicated Service on  
the Planning Team for  
CMMA's First  
Virtual National Conference

**Thea Ragatz**

—>>>←←←—

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**Casey Shannon**

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**Gregg Moss**

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**Dan Mooney**

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**Stephane Aknin**

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**Diana Nordrum**

—>>>←←←—

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As President, I get to recognize outstanding work with the Outstanding Member Service award.

First on my list:

**Autumn Schinka**

**Executive Producer/Associate Director, Best Buy**

- Revamped our website
- Cleaner, more professional, easier to navigate



**Kristin Johnson**

**Director of Operations/Executive Producer, Yellow Tag Productions, Best Buy**

- Had a number of events scheduled
- 1<sup>st</sup> virtual Bijou
- Tireless enthusiasm
- More events planned for the last of the year

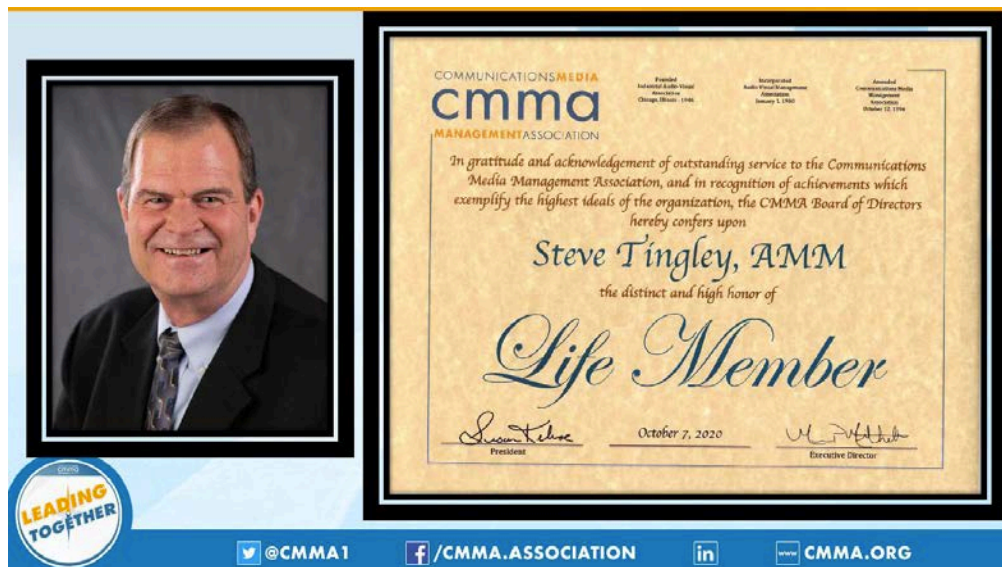


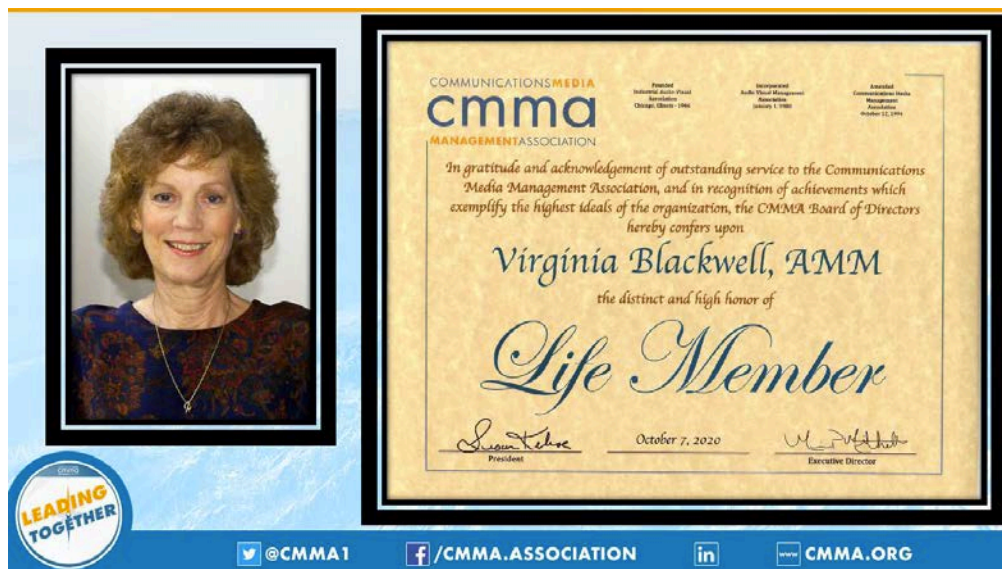
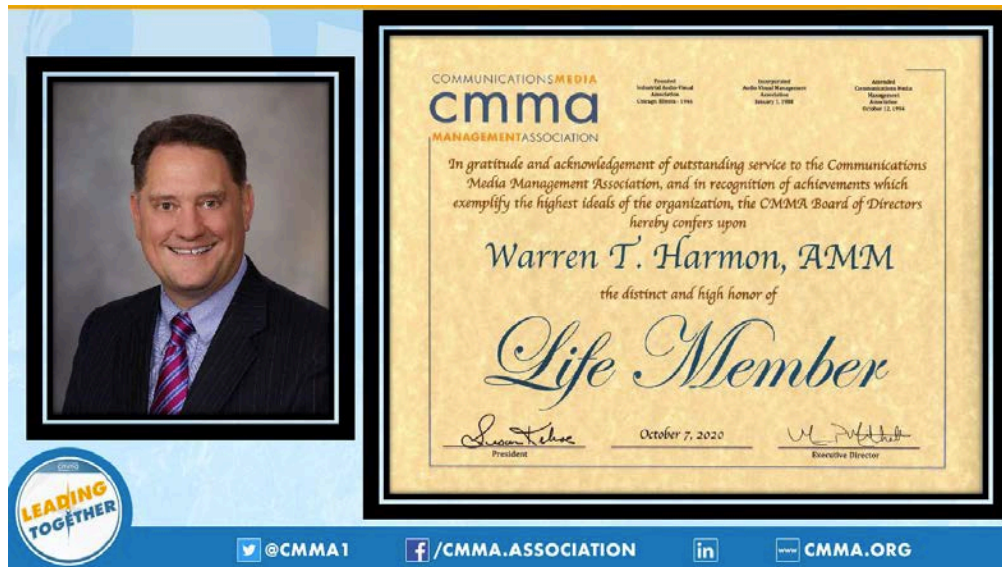
**Diana Nordrum**  
**Manager, Mayo Clinic**

- Every virtual meeting we've had she's worked with it
- She's our secret sauce



CMMA has three new Lifetime Members



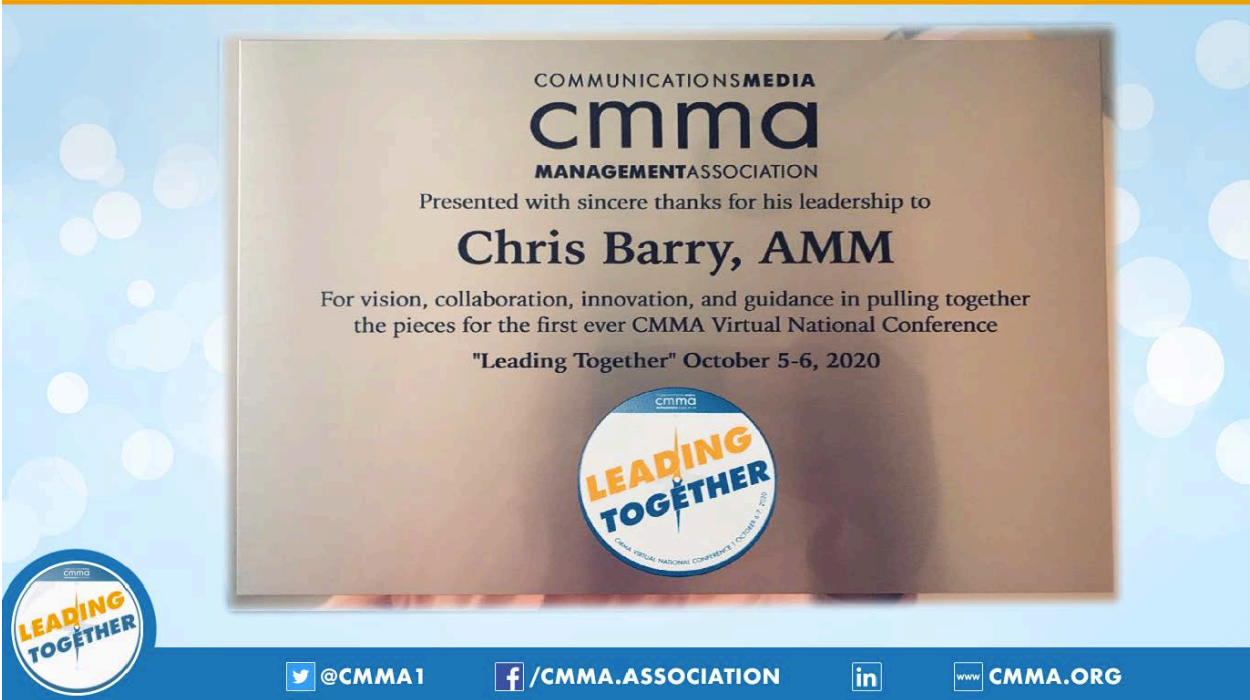


### CMMA Accreditation

- The pinnacle of achievement and recognition in CMMA
- Entitles member to use the designation AMM (Accredited Media Manager) after their name
- Requires completing an application (available online) and having an oral exam from the Awards & Accreditation Committee
- Awarded October 2020 to Greg Sneed of Mayo Clinic. Congratulations, Greg!



And finally, a shout-out to Chris Barry of Best Buy:



# Next year in Milwaukee!