PROGRAM
BUILDING MUSEUMS 2021™

FEBRUARY 25–26, 2021
Ready, Aim, Build Workshop

MARCH 1–4, 2021
Virtual Symposium
Dear Colleagues

On behalf of the Mid-Atlantic Association of Museums (MAAM), the Building Museums™ 2021 Planning Committee, and the many volunteers who assisted us in making this conference a success, welcome to this year’s Building Museums™ Virtual Symposium!

Over the past twelve months, we as a country have endured many challenges. The museum industry has not been exempted from these difficulties. Therefore, we believe that, as leaders in the Museum world, it is critical that we foster conversations to discuss inclusion and best practices for welcoming, healthy, and safe environments.

This year marks our 16th Symposium. Building Museums™ Symposium is the only national conference dedicated to the best practices associated with constructing new buildings, rehabilitating existing structures, and/or renovating museum spaces. We are certain that Building Museums™ 2021 will actively engage you in sessions and discussions on the process, promise, and pitfalls of planning and managing museum building projects.

MAAM and the Symposium Planning Committee are deeply grateful for the generous support of our sponsoring firms whose level of underwriting is recognized in this program and in the Expo area on our Hopin conference page.

We look forward to hearing your feedback about the conference. Enjoy the Symposium!

Sincerely,

Averie Shaughnessy-Comfort
Executive Director, Mid-Atlantic Association of Museums

Michael Cagno
Chair, 2021 Building Museums™ Symposium
MAAM Vice-President
Building Museums is a national symposium on the process, promise, and pitfalls of planning and managing museum building projects.

This symposium is for museum leaders, architects, planners, project managers, technical experts, and all those who plan or implement new construction, renovation, or expansion projects for museums. This year, our conference moves online. We will cover topics such as the future of museums post-COVID, social justice and representation in museum projects, managing a successful project, and much more. Building Museums™ is an annual, international symposium produced and managed by the Mid-Atlantic Association of Museums [MAAM] but is open to everyone with an interest in this important topic.
Schedule-at-a-Glance

NOTE: all times are approximate and subject to change. All times are listed in Eastern Standard Time (EST), UTC-5. All scheduled events will take place at hopin.com/events/building-museums unless otherwise noted. Pre-registration and additional fees are required for the Ready, Aim, Build Workshop.

February 25 and 26, 2021

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Monday, March 1, 2021

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<td>SESSION 2A: Reinventing a State History Museum: the Montana Heritage Center</td>
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<td>SESSION 2B: NOTE: Reschedule to Thursday, March 4th (Session 11C)</td>
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<td>SESSION 2C: Feeling Welcome=Belonging: Inclusive Stakeholder Engagement Throughout a Major Capital Project</td>
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<td>SESSION 3B: Memory of Montrealers: Designing a New, Inclusive Institution with Community at its Heart</td>
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<td>1:15 PM–2:30 PM</td>
<td>SESSION 4: The Future of Museums Beyond the Pandemic</td>
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<td>2:45 PM–3:45 PM</td>
<td>SESSION 5A: Healthy Buildings: What You Need to Know About Indoor Air Quality and Your Building Systems</td>
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<td>4:00 PM–5:00 PM</td>
<td>SESSION 6A: Achieving Carbon Neutral Museum Design</td>
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<td>SESSION 6B: Righting the Ship: The Sailing Museum</td>
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<td>5:00 PM–6:00 PM</td>
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<tr>
<td>1:30 PM–2:30 PM</td>
<td><strong>SESSION 7</strong> Buildy Award Presentation: National Museum of African American History and Culture and Louisiana Children's Museum to be Honored as 2021 Buildy Award Winners</td>
<td>Zoom</td>
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<tr>
<td>2:30 PM–2:45 PM</td>
<td><strong>BREAK</strong></td>
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| 2:45 PM–3:45 PM  | **SESSION 8A** Building on a Legacy—Preserving a Historic African American Cultural Resource—The Josiah Henson Park Visitor Center & Museum  
**SESSION 8B** The Milton Resnick and Pat Passlof Foundation: A Case Study in Design and Historic Preservation  
**SESSION 8C** The Perfect Fit: Assembling the Architect and Interpretive Design Team | Hopin-Sessions  |
| 3:45 PM–4:00 PM  | **BREAK**                                                                     | Hopin-Sessions/Expo |
| 4:00 PM–5:00 PM  | **SESSION 9A** Creating a Visitor Experience Focused Master Plan: The Ice Age Fossils State Park  
**SESSION 9B** Inside Outside Upside Down: Rethinking Museum Architecture & Experience Design | Hopin-Sessions  |
| 5:00 PM–6:00 PM  | **EXPO HOUR**                                                                 | Hopin-Expo      |

### Thursday, March 4, 2021

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<th>Time</th>
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<tr>
<td>1:00 PM–1:30 PM</td>
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<td>1:30 PM–2:30 PM</td>
<td><strong>SESSION 10</strong> Deconstructing White Space</td>
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<tr>
<td>2:30 PM–2:45 PM</td>
<td><strong>BREAK</strong></td>
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| 2:45 PM–3:45 PM  | **SESSION 11A** Creating Potential for an Equitable and Open Museum: the MoMA PS1 Master Plan Study  
**SESSION 11B** A Community-Driven Design Process for Reconciliation in the Commonwealth  
**SESSION 11C** Aligning Mission and Intent: Renewing the Rothko Chapel at Fifty | Hopin-Sessions  |
| 3:45 PM–4:00 PM  | **BREAK**                                                                     | Hopin-Sessions/Expo |
| 4:00 PM–5:00 PM  | **SESSION 12A** The Rockwell Museum Master Plan: Deepening Community Engagement through Thoughtful Strategic Planning  
**SESSION 12B** Imagining the Unimagined: Reconceiving an Academic Museum from Building to Brand | Hopin-Sessions  |
| 5:00 PM–6:00 PM  | **NETWORKING HOUR**                                                           | Hopin Networking/Sessions |
For more than two decades, Solid Light has captured cultural- and corporate-client visions and transformed them into truly engaging and unforgettable experiences. Design. Media. Fabrication. Be brilliant! Call us at 859.312.8155.
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*Design. Build. Operate.*
The Mid-Atlantic Association of Museums (MAAM) is excited to announce two recipients for this year’s Building Museums™ Symposium’s Buildy Award: The Smithsonian National Museum of African American History and Culture and the Louisiana Children’s Museum. The Buildy Award recognizes both museums for their leadership and exemplary accomplishment through the planning, construction, and life after opening. Spencer Crew, Interim Director, and Kevin Young, the new Director of the National Museum of African American History and Culture and Julia Bland, Chief Executive Director of the Louisiana Children’s Museum will accept their museum’s awards in March 2021 during a virtual Awards Ceremony at MAAM’s 16th Building Museums™ Symposium. The award recognizes the museums as an institution, their director and staff, and the building/design construction teams whose completed museum construction projects demonstrate high achievement in the lessons of the Building Museums™ Symposium: careful, creative planning and diligent implementation, leading to institutional sustainability. The purpose of the Buildy Award is to increase awareness within the field, and by the public at large, of the value of museums and the need for their ongoing rehabilitation and expansion to serve future generations.

This year, the Buildy Award Selection Committee of the Building Museums™ Symposium chose to honor these two museums, in part, because each address significant social issues: social/racial justice and climate change/global warming, respectively.

National Museum of African American History and Culture

The National Museum of African American History and Culture (NMAAHC) in Washington, D.C. is the only national museum devoted exclusively to the documentation of African American life, history, and culture. It was established by an Act of Congress in 2003, following decades of efforts to promote and highlight the contributions of African Americans. The museum examines the history and culture of African Americans in the United States through exhibitions, programs, and convening spaces for discussion of relevant topics. The design of the building is full of symbolic gestures that tie the African American experience with the lives of current visitors, either as memory or as hope. Since its opening in September, 2016, the museum has attracted more than seven million visitors and received more than 40 awards and recognitions. In 2018, the museum was awarded a LEED Gold certification by the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) program.

The architectural collaboration of four firms -- design architects The Freelon Group, David Adjaye Associates, Davis Brody Bond and The Smith Group, plus the structural engineering firms of Guy Nordenson and Robert Silman, MEP/FP engineering firm of WSP, the landscape architecture firm of Gustafson Guthrie Nichol, and the exhibition design firm of Ralph Appelbaum Associates -- met challenges along the way to create an extraordinary building and site. It is on a small, five-acre parcel of the Washington Monument Grounds, had extensive federal agency reviews and required private funding on a level that no African American museum had ever raised before. Approximately $270 million was raised within the private and philanthropic communities which was half the cost of the museum. The federal government funded the other half.

The Buildy Award Committee noted several factors which contributed to the success of The National Museum of African American History and Culture:

1. Ingenuity in planning and process: Museum historians and conservators visited more than 12 cities across the United States to engage people who had museum-worthy artifacts to lend or donate and showed them how to care for them and keep them in their own collections. This collecting and preservation initiative, known as “Save Our African American Treasures” was a brilliant way to build a unique and outstanding collection while creating excitement about the Museum.

2. Community benefit: The Museum ably serves local school groups and residents, but also draws a large number of visitors from across our nation and abroad. Regardless of race, age, or educational background it’s impossible to visit and not be emotionally moved by the exhibits or leave not having learned something striking about African American history and/or culture.

Louisiana Children’s Museum

The Louisiana Children’s Museum (LCM) in New Orleans, LA seeks to strengthen and support families and to have fun while doing it! Their mission is to create a place where kids use play, shared exploration, and dialogue to connect with the people and the world around them.

Following Hurricane Katrina, Louisiana Children’s Museum sought to holistically address the health and development of children in a state that often ranks 48th or 49th in educational outcomes. The museum
relocated from an indoor-focused experience in New Orleans’ Warehouse District to a new campus centrally located in 1,300-acre New Orleans City Park. The Museum, which opened to the public in August 2019, presents a transformative model for children’s museums, one that weaves together indoor and outdoor learning opportunities along with literacy, parenting, early childhood research and environmental education activities to create a holistic and supportive environment for children and their families.

The design process for the Louisiana Children’s Museum was intentional, iterative, integrated, and fully engaged members of the community from the youngest to the oldest. Architectural, landscape, interior, exhibit, learning and graphic design processes all used shared goals from the Learning Framework and beautifully wove the planning processes together. Each design was effective in making the richly diverse culture of New Orleans, and those who shape the culture, visible and appreciated. As such, the museum has been recognized formally with national rankings, architectural, construction, and graphic design awards. The LCM is LEED Gold certified. The team, led by LCM CEO Julia Bland and project manager Allison Stouse, worked with Richard Franko FAIA of Mithun, architect and lead designer for the project. Mithun provided landscape architecture and interior design, while ARUP provided MEP and lighting, and Thornton Tomasetti the structural engineering. Collaborating architects were Waggonner & Ball Architects. Exhibitions designed by Gyroscope, Inc. built upon the Learning Framework by Vergeront Museum Planning, with environmental graphics by Studio Matthews.

The Buildy Award Committee noted several factors which contributed to the Louisiana Children’s Museum’s success:

1. **Originality of concept:** The Museum’s educational mission is served by the integration of landscape features with building design.

2. **Community benefit:** The Museum provides a great experience for both kids and adults. The space was designed so that everyone can learn something new when they visit.

3. **Site:** The interplay between interior and exterior spaces is extraordinary, especially for a museum.

The Buildy Award is the only award program that recognizes the museum leadership and design team for their part in guiding the planning and construction process to a high level of success. The museum director must address the competing interests of staff, trustees, financial contributors, artists, architects, engineers, contractors, visitors, and other parties. Winners of the Buildy Awards have managed to guide their teams to create lasting assets for their institutions and their communities within a financially sustainable framework.
Workshop, Buildy Awards, and Virtual Tours

NOTE: all times are approximate and subject to change.
Pre-registration and additional fees are required for the Ready, Aim, Build Workshop.

Ready, Aim, Build: A Museum Planning Workshop

Thursday February 25 and Friday, February 26, 2021
Beginning at 2:00 PM EST on 2/25/21

LOCATION: Zoom
Attendees will receive a Zoom links prior to the sessions.

Attend two days of discussion, conversation, networking, and inquiry with a group of your peers. A multidisciplinary group, including museum planners, architects, engineers, exhibit designers, and general contractors will take you through the museum-building process—from inception to construction. AIA continuing education credits are available.

SPEAKERS: Chris Wood, Jame Anderson, David Greenbaum, Hal Davis, Sarah Ghorbanian, Monteil Crawley, SmithGroup; Robert Sullivan, Maria Elena Gutierrez, Chora; Jared Oldroyd, Clark Construction; Daniel Pomfrett, Cumming; Gretchen Coss, Gallagher and Associates

Note: Pre-registration is required; fee $25.00 for MAAM Members, $35.00 for non-members.

Participants must be employed by a museum to attend.
A short application process is required. Registration is limited to 40 participants.

Buildy Award Presentation

Wednesday, March 3
1:30 PM EST

This national award recognizes the most outstanding recent museum building projects. The purpose of the Buildy Award is to increase awareness within the field, and by the public at large, of the value of museums and the need for their ongoing rehabilitation and expansion to serve future generations.

The Mid-Atlantic Association of Museums (MAAM) is excited to announce two recipients for this year’s Museums℠ Symposium’s Buildy Award: The National Museum of African American History and Culture and the Louisiana Children’s Museum. The Buildy Award recognizes both museums’ leadership and exemplary accomplishment through the planning, construction, and life after opening. Join us on Wednesday, March 3, 2021 to learn more about these projects.

Virtual Tours and Pre-Recorded Sessions

March 1-4, 2021

MAAM will make available a number of virtual tours and 2 pre-recorded sessions to conference attendees. Visit the Reception area in Hopin to view tours and sessions. AIA CEU’s are not available for pre-recorded sessions.

Expo Open Hours

Expo opens daily at 1:00 PM Eastern Time
Visit the Expo during Breaks from 2:30 to 2:45 pm and 3:45 to 4:00 pm daily
Visit the Expo during Expo Hour from 5:00pm to 6:00 pm on Monday, March 1 and Wednesday, March 3.

The Expo area in Hopin is where you will find virtual booths from our generous sponsors! Stop by at the following times to learn more about our sponsors and check their booths for special offers and content.
Virtual Tours

**Planet Word**, Washington, D.C.

**US Olympic & Paralympic Museum**, Colorado Springs, CO

**Statue of Liberty Museum**, New York, NY

The new Statue of Liberty Museum on Liberty Island opened to the public in May, 2019. The Museum is part of a $100 million Liberty Island beautification effort funded by the Statue of Liberty-Ellis Island Foundation in collaboration with the National Park Service. The fundraising campaign was led by chairperson Diane von Furstenberg. FXCollaborative designed the museum and the experience design firm ESI Design created the exhibits. Phelps Construction Group built the structure. SBI Consultants served as the owner’s representative.

Statue of Liberty Museum Video by ESI design: [https://vimeo.com/336152805](https://vimeo.com/336152805)

**Museum of the Bible**, Washington, D.C

Pre-Recorded Sessions

**Basis of Design**

Bases of Design have existed in some form for years, but in the last 10 to 15 years digital documentation and collaboration has made them the backbone of many successful projects. A Basis of Design (BOD) is a living document initially created at the beginning of a project, which itemizes the decisions that are the premise for the design, such as gallery lighting levels, exhibit content and flexibility, temperature and humidity requirements, collection storage, and others. This panel will present Bases of Design for previous projects and discuss the value added by those BODs, successes and failures in formulating them, those elements that are “must haves” in any valuable BOD, and what any museum director should expect from the design team in creating a valuable BOD.

Speakers: Jane Curry, Sr. Project Manager, Office of Capital Projects, Princeton University; Erin Flynn, Partner & Director of Architecture, Cooper Robertson & Partners; Scott Hughes, Principal, Silman; Christopher Vahlsing, Principal, Kohler Ronan

**Bringing History to Life: Case Study/Intrepid Museum**

This case study explores the process of 3D scanning the interior and exterior of a national landmark designated decommissioned aircraft carrier which is the museum. It will explore the scanning technology and process, and the proposed AR/VR mixed reality projects that will contribute to digital and accessible storytelling.

Speakers: Elaine Charnov, M.A. (Moderator/Speaker) SVP, Exhibits, Education & Programs, Intrepid Sea, Air & Space Museum; Matt Woods, SVP Operations & Security, Intrepid Sea, Air & Space Museum; Keith Alcorn, Sr. Sales Engineer, AEC Technical SME, FARO
**Keynote and Session Descriptions**

**NOTE:** All times are approximate and subject to change.

Pre-registration and additional fees are required for the Ready, Aim, Build Workshop.

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**KEYNOTE**

**Resilient, Flexible and Efficient: Creating a Sustainable Museum in the Desert**

Monday, March 1, 2021
1:30 PM to 2:30 PM EST

Scottsdale’s Museum of the West seeks to be a highly efficient, sustainable museum while becoming a major cultural destination. Join project leaders, the museum director, and designers, as they describe energy modeling, planning and preconstruction processes, specific materials and systems, reducing energy use, minimizing local impact, enhancing operations and resiliency, and maximizing use of daylight and fresh air. Inspired by Western woven baskets and red cliffs, the iconic building opens to public spaces organized like horseshoes around a courtyard bringing natural light into highly flexible interiors for shifting programming.

**LEARNING OBJECTIVES**

1. Discuss general approaches for meeting performance criteria and budget objectives for initial and operating costs, including passive design strategies, as part of a museum project targeting challenging environmental and resiliency goals.
2. Describe the use of daylight and energy modeling as well as economical building techniques for museum projects pursuing highly sustainable, high-efficient design approaches including strict energy-efficiency targets.
3. Explain the use of self-shading structures, thermal mass and highly insulating, locally sourced materials that reduce environmental impact for an urban desert museum location.
4. Explain the use of efficient energy systems that support a climate-controlled environment, as well as the resulting energy-use intensities of the building as compared with baseline museum performance.

**MODERATOR:** Christiana Moss, FAIA, principal, Studio Ma, Phoenix, AZ

**SPEAKERS:** Mike Fox, Director/CEO, Western Spirit: Scottsdale’s Museum of the West, Scottsdale, AZ; Hamish List, P.E. Trane Technologies, Miami, FL

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**SESSION 2A**

**Reinventing a State History Museum: the Montana Heritage Center**

Monday, March 1, 2021
2:45 PM to 3:45 PM EST

“Montana’s Museum,” operated by the Montana Historical Society and located since 1953 in the landmark Veterans and Pioneers Building on the state capitol campus in Helena, is “the guardian of Montana’s history. Over the years, as the Society’s collections have grown and its activities have expanded, the existing building became less and less capable of adequately supporting the institution’s mission. In 2019, the state legislature committed funding for design and construction of a new facility and the Historical Society pledged funds for new exhibits. The new Montana Heritage Center will more than double the size of the Society’s public and back-of-house spaces. This case study session, presented while we are still in the early stages of planning and design, will explore the choices we are making and how we are making them, as we seek to create an experience that integrates striking contemporary architecture with a historic building, that expresses multiple perspectives in a first-person voice, that leverages the power of objects—both commonplace and unique—as repositories of human history.

**LEARNING OBJECTIVES**

1. What is involved in the early stages of planning and design and how to incorporate the vision into the process
2. How to integrate striking contemporary architecture with a historic building
3. How to incorporate stories of many cultures and how to leverage objects in your design process
4. How to fundamentally rethink the role of a state history museum and envision it in a new space

**SPEAKERS:** Molly Kruckenberg, Director, Montana Historical Society, Helena; David Koel, Design Director, Principal, Cushing Terrell, Billings, MT; Anthony Houtz, Project Manager, Architect, Associate, Cushing Terrell, Billings, MT; Michael Mercadante, President, Main Street Design, Cambridge, MA
SESSION 2B

NOTE: Rescheduled to Thursday, March 4th.
See Session 11C on page 19.

SESSION 2C

Feeling Welcome≠Belonging: Inclusive Stakeholder Engagement Throughout a Major Capital Project

MONDAY, MARCH 1, 2021
2:45 PM TO 3:45 PM EST

Having the right voices at the table is vital to ensure a capital project will promote a museum’s values. Diversity amongst decision-makers and a clear understanding of audience needs are invaluable for success. This panel will explore how inclusive stakeholder engagement creates buy-in, enhances fundraising, and informs a building’s form and function. Panelists will share insights on how the alignment of aspirations, management of stakeholder expectations, and consensus on achievable goals in turn allows for improved decision-making.

Learning Objectives
1. Understand the importance of diversity in a project’s leadership, hired consultants, and project decision-makers.
2. Learn ways in which to harness the power of different points of view that will enhance your museum’s programmatic growth alongside its physical growth.
3. Discover how to align aspirations with reality and set achievable goals for a capital project.
4. Learn how to align Board, staff, and consultants within the framework of mission and vision through a clear plan for stakeholder engagement.

MODERATOR: Susanna Sirefman, President, Dovetail Design Strategists, New York, NY

SPEAKERS: Betsy McClelland, Director of Capital Projects, The Studio Museum in Harlem, New York, NY; Marquise Stillwell, Founder and Principal, Openbox, New York, NY

SESSION 3A

Building a Better Budget: You Can Run, but You Can’t Hide from the Bottom Line

MONDAY, MARCH 1, 2021
4:00 PM TO 5:00 PM EST

Unexpected or unaccounted costs can upend any renovation or construction project by hijacking precious funds or leaving budget gaps and impacting confidence in the project. This session will help ground financial planning in realism, by discussing often overlooked or underestimated project costs. The panel discussion will cover budgeting for fit-out, activation, staffing and operations and maintenance, in addition to the planning, design and construction costs for a typical museum project. Panelists will highlight some of the key costs focusing on three specific areas: planning, design/construction, and activation. Attendees will learn the elements of a comprehensive budget for a building project, consider approaches to sharing cost information, and consider impacts of staffing costs.

Learning Objectives
1. Attendees will be able to identify all the elements of a comprehensive budget for a building project.
2. Attendees will learn how to prioritize expenses and develop a financial model that projects budgets out over several fiscal years.
3. Attendees will consider approaches to sharing cost information with executive management to help define funding strategies.
4. Attendees will learn to consider the different ways building/renovation projects can impact staffing costs, including staff augmentation and retraining.

SPEAKERS: Laura Linton, Chief Administrative Officer, Glenstone Museum, Potomac, MD; Anita Ayerbe, AIA, Principal, The Savias Group, Arlington, VA; Michael Zisk, RA, Program Manager, Smithsonian Institution, Washington, D.C.
SESSION 3B

Memory of Montrealers: Designing a New, Inclusive Institution with Community at its Heart

MONDAY, MARCH 1, 2021
4:00 PM TO 5:00 PM EST

Institutions grow and evolve, most often slowly, but sometimes in great spurts. Montreal’s History Center is currently going through a massive change, including a new brand, an updated mission, new permanent exhibitions and a new building located right at Montreal’s heart, the intersection of two of the city’s most iconic streets. Inclusivity is core to this institution’s mission and the process for creating and designing the new MEM (Centre des mémoires montréalaises) is being conducted with extensive collaboration and consultation, Montreal residents having been part of the process since Day 1. This panel will explore the challenges -and rewards -that come with involving citizens in an ambitious project such as this one. This case study dissects the making of this new institution, from strategy and planning to the design phases, highlighting how collaborative processes inform inclusive projects. Concrete lessons learned will be shared, informed by best practices and experience gained, in order to help guide similar institutions in the development of their project involving important consultative processes.

Learning Objectives
1. Learn from key challenges involved in creating a new identity and mission for a museum that existed previously in another form.
2. Grasp the complexities involved when designing inclusive projects: how does one curate the content? Make editorial decisions? How is the design influenced by citizen’s input?
3. Learn from the concrete project experience of the hands-on team working on the project from 2018 to today.
4. Benefit from a panel which addresses a project that is ongoing, with an opening date scheduled for 2022.

MODERATOR: Geneviève Angio-Morneau, Cultural Projects Sector Lead and Creative Director, GSM Project, Montreal, QC, Canada

SPEAKERS: Catherine Charlesbois, Chief Curator, MEM-Centre des Mémoires montréalaises, Montreal, QC, Canada; Olivier Bergeron-Martel, Collaborator, Boîte Rouge Vif, Chicoutimi, QC, Canada; Erika Kiessner, Head of Interactive Design, GSM Project, Montreal, QC, Canada

SESSION 4

PLENARY: The Future of Museums Beyond the Pandemic

TUESDAY, MARCH 2, 2021
1:15 PM TO 2:30 PM EST

The world has changed in many ways since the COVID-19 pandemic. Now that we are a year in, we ask: how will we forge ahead as a field? This session seeks to provide you with the latest information regarding audience research, visitor engagement, and thoughts on re-imagining our museum spaces. Panelists from La Placa Cohen and Slover Linnett present their recent analysis, “Centering the Picture”, from one of the largest and most ambitious audience research studies in the cultural sector, Culture and Community in a Time of Crisis. Panelists from two museums discuss how these findings, as well as other issues, are playing out at their institutions, sharing how the pandemic is changing their practices and what they are doing to remain relevant.

Learning Objectives
1. Attendees will hear from researchers and learn how visitor behavior is effecting new museum spaces and experiences.
2. Attendees will learn how to continue and expand community engagement opportunities despite the pandemic.
3. Attendees will learn practices in digital engagement to serve their audiences.
4. Attendees will learn how museums are reimagining their physical spaces as a result of the pandemic.

MODERATOR: Sara W. Smith, Sr. Project Manager, RLMG, Watertown, MA; Manda Martin, Strategy Director, LaPlaca Cohen, New York, NY; Jen Benoit-Bryan, PhD Vice President & Co-director of Research, Slover Linnett Audience Research, Chicago, IL; Kathryn Hill, President & CEO, Levine Museum of the New South, Charlotte, NC; Makeeba McCreary Patti and Jonathan Kraft, Chief of Learning and Community Engagement, Museum of Fine Arts, Boston; Marilyn Holifield, Founding Director, Miami Museum of Contemporary Art of the African Diaspora, Miami, FL
SESSION 5A

Healthy Buildings: What You Need to Know About Indoor Air Quality and Your Building Systems
TUESDAY, MARCH 2, 2021
2:45 PM TO 3:45 PM EST

The session focuses on indoor environments and long-term implications for healthier spaces—specifically, the basics of Indoor Air Quality and building mechanical systems, the impact of temperature and humidity on the transmission of coronavirus, opportunities and challenges of retrofitting existing systems, and options for the design of new systems. Speakers will present the topic of Indoor Air Quality (IAQ) and HVAC systems drawing on a range of scenarios and questions posed by museum clients—both before, and as a result of, the global pandemic, and will look at the ramifications of both short- and long-term treatment and technology options available in the design of building systems.

Learning Objectives
1. The ABCs of building mechanical systems.
2. The role that temperature and humidity plays in the transmission of COVID-19.
3. Commercially available treatments that can mitigate the transmission of airborne viruses through building mechanical systems.
4. Both short-term and long-term options for creating a healthier indoor building environment

SPEAKERS: Adam J. Trojanowski, P.E., LEED® AP, Principal, Altieri, Norwalk, CT; Kristen A. Butts, P.E., LEED® AP, Associate Principal, Altieri, Norwalk, CT; Sara M. Josephson, P.E., LEED® AP BD+C, Associate, Altieri, Norwalk, CT; Larry Jones, LEED® Fellow, Associate Director, Atelier Ten

SESSION 5B

The Modern Collections Storage Facility: Lessons and Best Practices on Flexibility, Collaboration, and Sustainability
TUESDAY, MARCH 2, 2021
2:45 PM TO 3:45 PM EST

Born out of the Comprehensive Facilities Master Plan, the Smithsonian Institution’s Dulles Collections Center houses the world’s most important collection of aviation and aerospace artifacts and archives. Designed for maximum flexibility, the LEED Gold facility seamlessly adapts to the Smithsonian’s current, and future, collections space needs. Close coordination between the Smithsonian, architect, and engineers led to innovative designs that promote flexibility to meet present and future needs. Regardless of an institution’s size and collections space requirements, this project offer insights into how the decision-making process can lead to a better understanding of the needs of a modern storage and collections facility. Learn from the owner, architect, and leading engineer as they illustrate the diverse range of perspectives and exchange of ideas and views throughout the design process. The successes, challenges, and lessons learned from this project are also now being utilized in the design of another collections space for the Smithsonian.

Learning Objectives
1. Attendees will learn how to design a modern, climate-controlled storage and collections facility that can be scaled and customized to address the needs of any institution.
2. Attendees will understand how to promote and implement flexibility and future proofing design and engineering solutions to accommodate different types of collections.
3. Attendees will understand how architectural, structure, and engineering designs can promote energy savings, achieve stringent sustainability goals, and facilitate an accelerated construction schedule.
4. Attendees will learn the successes resulting from closely communicating, reviewing, and discussing the space’s requirements and needs with the owner, architect, and engineering teams.

SPEAKERS: Douglas Erickson, Chief of Collections Processing Unit, National Air & Space Museum, Washington, D.C.; Doug Satteson AIA, LEED AP, Senior Associate, Ayers Saint Gross, Baltimore, MD; Todd Garing, PE, LEED AP BD+C, Vice President, Mueller Associates, Linthicum Heights, MD
SESSION 5C

TUESDAY, MARCH 2, 2021
2:45 PM TO 3:45 PM EST

As the Nelson-Atkins Museum of Art considers its future 13 years after its last successful expansion, changing behavior and societal attitudes about culture led museum leadership to seek a new way to arrive at a set of recommendations for future action. The museum formed a task force to participate in a study led by a team of consultants on the forefront of research and innovation in cultural topics and museum architecture. For museums of all sizes contemplating their future, this session will focus on the unique approach and benefits of involving specialists in design, cultural forecasting, and digital strategy at an early stage in the planning process. In addition, it will summarize key findings of the study, identifying trends, challenges, and opportunities that are relevant to institutions of all sizes, now magnified and more urgent due to the impacts of COVID-19 and social justice movements.

**Learning Objectives**
1. Gain insights on how early involvement of a team of architects, cultural forecasters and digital strategists can add value to the strategic planning process.
2. Learn about trends in culture, museum design, and digital technologies that are impacting the future of institutions of all sizes.
3. Gain an understanding about the opportunities and constraints inherent in these forecasts.
4. Use the information presented to stimulate new thinking on future programs, space needs, and design goals for those considering museum projects

**SPEAKERS:**
- **Bruce Davis** AIA LEED AP, Partner, Cooper Robertson, New York, NY; **Karen Christiansen**, Chief Operating Officer, The Nelson-Atkins Museums of Art, Kansas City, MO; **David van der Leer**, Principal, DVDL DD, New York, NY; **Brad Baer**, Partner & Chief Strategy Officer, Bluecadet, Philadelphia, PA

SESSION 6A
Achieving Carbon Neutral Museum Design

TUESDAY, MARCH 2, 2021
4:00 PM TO 5:00 PM EST

Bowdoin College is building a Center for Arctic Studies to house the Peary-MacMillan Arctic Museum. The Center examines interrelationships of northern climatic, environmental, and social systems. Given challenges posed by a warming Arctic, minimizing the Center’s carbon footprint is an important driver in the building’s design and program’s messaging. In this session, representatives from the Center for Arctic Studies and the HGA design team will discuss ways they collaborated on systems and material selection to align the Center’s mission and sustainability goals with the building’s design. Speakers will address the benefits of using mass timber for the primary structural component of the building, including its impact on the museum’s carbon emissions and carbon emissions in the construction industry as a whole.

**Learning Objectives**
1. Learn how carbon neutrality in new building design can be achieved through multiple design disciplines.
2. Understand mass timber’s viability as a structural option for museums, offering a multitude of benefits, including natural fire resistance, strength comparable to steel and concrete, shorter construction schedules and neutral carbon footprint.
3. Understand how museum-level temperature and humidity requirements can be met while balancing sustainability and energy efficiency through careful mechanical system selection.
4. Understanding the design, choice of materials and sustainability approaches critical to the museum’s messaging and mission.

**MODERATOR:** **Rebecca Celis**, AIA LEED AP BD+C, Vice President, HGA, Minneapolis, MN

**SPEAKERS:**
- **Susan A. Kaplan**, Ph.D., The Peary-MacMillan Arctic Museum, Bowdoin College, Brunswick, ME; **Lauren Piepho**, PE, HGA, Minneapolis, MN; **Leighton Deer**, PE, Vice President, HGA, Minneapolis, MN
SESSION 6B
Righting the Ship: The Sailing Museum

TUESDAY, MARCH 2, 2021
4:00 PM TO 5:00 PM EST

The Sailing Museum is a new museum currently under construction in Newport, RI. Learn about a museum project that has been through a relocation, redesign and brand repositioning, as well as part of significant and historic adaptive reuse and how it shifted its opening due to recent market conditions. Hear from the Museum’s Executive Director about how she “righted the ship”. The Sailing Museum is designed by HealyKohler Design and ConsultEcon prepared the business and pre-opening plans. The Sailing Museum is planned to open to the public on Memorial Day 2022.

Learning Objectives
1. Participants will learn how existing museum projects in construction have shifted or not shifted from their plans due to the pandemic and social activism.
2. Participants will build literacy about various planning services to support their museum project’s development.
3. Participants will be able to identify which pre-design plan(s) will benefit them, and what types of data or guidance each type of plan will provide.
4. Participants will explore the challenges and opportunities in performing pre-design services, and be able to discuss them with their board, staff and stakeholders.

SPEAKERS: Elena Kazlas, Principal, ConsultEcon, Cambridge, MA; Heather Ruhsam, Executive Director, The Sailing Museum, Newport, RI; Terence Healy, Principal, HealyKohler Design, Washington, D.C.

SESSION 7
BUILDY AWARD PRESENTATION

WEDNESDAY, MARCH 3, 2021
1:30 PM TO 2:30 PM EST

The Mid-Atlantic Association of Museums (MAAM) is excited to announce two recipients for this year’s Building Museums™ Symposium’s Buildy Award: The Smithsonian National Museum of African American History and Culture and the Louisiana Children’s Museum. The Buildy Award recognizes both museums for their leadership and exemplary accomplishment through the planning, construction, and life after opening.

Learning Objectives
1. Tying the mission to the design comes from interaction of space from entry to exit
2. The key to the designs have been in the appropriate selection of materials for the exterior as a preview of the interior
3. Integrating landscape and wayfinding is key to making the visitor comfortable and able to move efficiently through spaces.
4. Interactive exhibits are intended for younger audiences who may be having a first time visit to a major museum.
SESSION 8A

Building on a Legacy—Preserving a Historic African American Cultural Resource—The Josiah Henson Park Visitor Center & Museum

WEDNESDAY, MARCH 3, 2021
2:45 PM TO 3:45 PM EST

The Josiah Henson Park is a historic park home to a portion of an original plantation where Reverend Josiah Henson lived and worked as a slave from 1795 to 1830. Henson’s 1849 autobiography is said to have inspired Harriet Beecher Stowe’s novel, Uncle Tom’s Cabin. Explore the challenges of preserving an important historic site while creating a 21st-century experience that is accessible, welcoming, and sustainable. This session explores the transformation of a historic plantation into a public museum and educational center that supports research and education of the enslavement of African Americans in Maryland. Overcoming these challenges, the transformed park is a powerful example of stewardship of cultural resources associated with enslavement.

Learning Objectives
1. Understand the challenges faced in restoring and developing a historic plantation site to serve 21st-century visitors.
2. Celebrate a powerful example of stewardship of historic resources for community and educational purpose.
3. Consider how thoughtful design can navigate introducing modern elements while preserving a historic legacy.
4. Appreciate the importance of preserving and providing access to cultural resources associated with enslavement.

MODERATOR/FACILITATOR: Miharu Moritmoto, AIA, Associate, Ziger|Snead Architects, Baltimore, MD

SPEAKERS: Steve Ziger, FAIA, Partner, Ziger|Snead Architects, Baltimore, MD; Shirl Spicer, Countywide Museum Manager, Park Planning & Stewardship Division M-NCPPC, Montgomery County Department of Parks; Joey Lampl, Cultural Resources Manager, Maryland-National Capital Park Planning Commission, Montgomery County Department of Parks

SESSION 8B

The Milton Resnick and Pat Passlof Foundation: A Case Study in Design and Historic Preservation

WEDNESDAY, MARCH 3, 2021
2:45 PM TO 3:45 PM EST

From 1976 to 2004 the Abstract Expressionist painter Milton Resnick lived and worked in a twice-converted tenement building at 87 Eldridge Street in New York City. Resnick was married to the painter Pat Passlof who occupied a similar building on the same block, not more than 100 feet away. After Resnick’s death in 2004 and Pat Passlof’s in 2011, the Artists’ Estate with the direction of the will of Passlof formed the Milton Resnick and Pat Passlof Foundation and initiated an ambitious plan to restore 87 Eldridge and establish a space dedicated to the exhibition of Resnick and Passlof’s work as well as that of other postwar and contemporary painters. Panelists will discuss the steps taken by the young Foundation to develop their program and budget, execute an architectural design competition and see the project through design, construction and the transition to operation. Many arts institutions are similarly faced with the challenges of reusing existing structures. This entails developing program, budget and spatial requirements to make the most of what the building has to offer while also striving to imbue the project with an aesthetic identity. Attendees will learn how this particular team worked through these issues and with close coordination between the Foundation’s Board members, the architect and engineer rose to meet the challenges and open the space to the public.

Learning Objectives
1. How to liaison with neighboring buildings
2. How to implement Americans with Disabilities Act requirements in a non-compliant historic structure
3. How to manage natural and artificial light sources in the space
4. How to develop a strategy that incorporates both structural design requirements and an engagement strategy with the neighborhood

SPEAKERS: Ted Sheridan, AIA, ASA, LEED AP, CPHD, Ryall Sheridan Architects, New York, NY; Scott Hughes, PE, Silman Associates, Ann Arbor, MI; Susan Reynolds, Director, Milton Resnick and Pat Passlof Foundation, New York, NY
The Perfect Fit: Assembling the Architect and Interpretive Design Team

WEDNESDAY, MARCH 3, 2021
2:45 PM TO 3:45 PM EST

Few decisions have greater impact on a project than selecting the Architect, and for museums where exhibits and collections are the raison d’être, the Interpretive Planning team. How should teams be assembled? How do you facilitate team dynamics? This panel examines how selection processes set your project up for success. Drawing upon three selection processes at The Franklin Institute (Philadelphia, PA), the Jewish Museum of Maryland (Baltimore, MD), and the Folger Shakespeare Library (Washington DC), the panel will examine three very different approaches. The panel will cover best practices for assembling teams; who should be selected first; whether the Owners should contract directly with each party; how you delineate the scope of work for each team and where gaps can occur; as well as suggestions for managing a selection process with a selection committee.

Learning Objectives
1. Attendees will gain greater insight into the components and steps of the selection process.
2. Attendees will learn key tips for internal management of the selection process within an institution.
3. Attendees will better understand the design purview of the Interpretive Design team.
4. Attendees will learn the costs and benefits associated with different methods for team selection.

MODERATOR: Charles Moleski, Managing Partner, Becker & Frondorf, Philadelphia, PA

SPEAKERS: Marvin Pinkert, Executive Director, Jewish Museum of Maryland, Baltimore, MD; Abby Byshhe, VP, Experiences and Business Development, The Franklin Institute, Philadelphia, PA; Shari Berman, Partner & Director of 2 Dimensional Design, Evidence Design, Brooklyn, NY

Creating a Visitor Experience Focused Master Plan: The Ice Age Fossils State Park

WEDNESDAY, MARCH 3, 2021
4:00 PM TO 5:00 PM EST

In 2018, hsd was commissioned to work on a Visioning Document for the new 315-acre Ice Age Fossils State Park (IAFSP) in Nevada, including external trail planning and exhibit design for the new Visitor Center. The session will expose attendees to the process and methodologies of developing a comprehensive visitor experience master plan. Panelists will share the process of creating a visitor experience-focused, site-wide masterplan for the Ice Age Fossils State Park in Nevada incorporating a visitor center and outdoors trails.

Learning Objectives
1. Learn about the process, methodology and steps involved in developing a project vision and subsequent interpretive plan to support it
2. Understand the development of an interpretive master plan project from conception through to implementation.
3. Learn how to deliver a compelling visitor experience plan reflecting project objectives.
4. Identify how to structure a visitor-focused experience planning commission.

SPEAKERS: Kate Aitchison, Senior Interpretive Design Strategist, Haley Sharpe Design, Toronto, ON, Canada; Gary Walker-Kerr, Director & Designer, Haley Sharpe Design, Toronto, ON, Canada; Garrett Fehner, Park Supervisor I, Department of Conservation and Natural Resources, Nevada Division of State Parks, North Las Vegas, NV; Dana Dapolito, Program Manager, Park Planning, Department of Conservation and Natural Resources, Nevada Division of State Parks, Reno, NV
SESSION 9B

Inside Outside Upside Down: Rethinking Museum Architecture & Experience Design

WEDNESDAY, MARCH 3, 2021
4:00 PM TO 5:00 PM EST

Undertaking any museum capital works is a significant commitment that must guarantee a great outcome for visitors before ever breaking ground. Understanding your audience is an essential first step for a successful capital project—but the most impactful experiences are created when there is close collaboration between architects, landscape architects and exhibit designers across the life of the project. Join architectural and museum professionals to unpack why the first step in any building project should be defining the visitor experience. Panelists will share their experience and perspective on starting design strategy by understanding the audience and engaging the community in order to deliver a successful and meaningful visitor experience.

Learning Objectives
1. Why it is essential to identify and define the visitor experience before architects begin their work, allowing the building structure to work for the intended experience rather than the experience to fit within the structure of the building.
2. Why understanding the audience and engaging the community is the very first step for a successful museum experience and should help guide the design strategy.
3. Successful collaborative planning steps taken by the architect and visitor services teams to ensure delivery of a shared vision and world class visitor experience expectations.
4. Pitfalls to avoid when considering new building elements and the infrastructure of supporting systems as it relates to the end user experience.

MODERATOR/FACILITATOR: Remi Carette, Director Business Development, Art Processors, Melbourne, Australia

SPEAKERS: Jarrod Rawlins, Senior Curator, Museum of Old and New Art (Mona), Hobart, Australia; Margarita Papadimitriou-Baynes, Associate, Perkins Eastman, New York, NY; Ian Lomas, Principal and Studio Leader, Woods Bagot, Sydney, Australia

SESSION 10

Deconstructing White Space

THURSDAY, MARCH 4, 2021
1:30 PM TO 2:30 PM EST

A museum’s role is to serve as a space for the community to learn and engage with history, natural sciences, technology, and our culture. This year, social justice has solidified its role in the museum space. As we design and interpret new and existing museums, how do we talk about social justice? How does social justice impact the design of museums? This panel will explore the topic of social justice in museums and will share how museum projects are evolving and emerging from revealed truths.

Learning Objectives
1. Attendees will learn how social justice impacts physical space, design, interpretation, and the visitor experience.
2. Attendees will learn about architectural projects that are folding in social justice and what opportunities and challenges they’ve encountered along the way.
3. Attendees will learn how to incorporate social justice into their museum projects.
4. Attendees will learn about the importance of community outreach and engagement and how it informs their museum project’s design.

MODERATOR: Ivan O’ Garro, Associate, AIA, NCARB, SmithGroup, Washington, D.C.

SPEAKERS: Tracey G. Riese, Trustee, Brooklyn Museum, El Museo del Barrio, E.L. Education and Sarah Lawrence College; Stephanie Archangel, Rijksmuseum, Amsterdam, Netherlands; Dread Scott, Artist, Brooklyn, NY
Creating Potential for an Equitable and Open Museum: the MoMA PS1 Master Plan Study

Thursday, March 4, 2021
2:45 PM to 3:45 PM EST

Founded in 1976, PS.1 was a defining force in the alternative space movement in New York, transforming a historic nineteenth century public school building in the heart of Long Island City into a site for artistic experimentation and creativity. When the institution first opened, the neighborhood was a declining industrial hub with a population of less than 7,000. Today, Long Island City is the fastest growing residential neighborhood in America. In 2020, MoMA PS1 and B-KD worked on a strategic plan to rethink the uses of the existing Museum building and its exterior courtyards. This session will explore how subtle design implementations enabled the Institution to explore the potential intersections of spatial and programmatic configurations to establish a flexible, porous, and equitable environment.

Learning Objectives
1. Attendees will have a better understanding of relationship between program flexibility and operation costs
2. Attendees will understand goals and objectives of a strategic plan in a rapidly growing neighborhood and engaging stakeholders.
3. Attendees will learn how to translate the master plan as a document for the existing building and grounds
4. The presentation will illustrate how minor/ surgical design solutions can provide and enhance flexibility

Moderator: Allison Robin, Principal, Envoie Projects / Project Management & Owner’s Representation, New York, NY
Speakers: Koray Duman, Principal, Büro Koray Duman, New York, NY; Kate Fowle, Director, MoMA PS1, Long Island City, NY

A Community-Driven Design Process for Reconciliation in the Commonwealth

Thursday, March 4, 2021
2:45 PM to 3:45 PM EST

In 1998 the Richmond Slave Trail Commission was established with the sole mission of preserving and interpreting the history of slavery in Richmond, VA, and its effects on the city, state, and ultimately the nation. So, how does a city-appointed commission who represents a community in need of acknowledgment, healing, and reconciliation, that lives amongst civil war monuments, establish and build a cultural institution that bears witness to this national tragedy and grapples with the legacies of enslavement from the ground up?

In the former capital of the confederacy, planning for the National Slavery Museum is underway. In this case study, presenters will discuss what it takes to create a cultural institution with, and for, a community that demands to have their voices heard and legacies of slavery acknowledged. Panelists will share the story of how the discovery of archeological remains of a slave auction complex has led to the creation of the National Slavery Museum. Learn how a community tells the authentic story of a people and culture interrupted by the Trans-Atlantic slave trade and how the history and ongoing legacies of African enslavement are still presenting our culture today.

Learning Objectives
1. An in-depth look at what it takes to found, fund, and develop what is to be the National Slavery Museum in the former capital of the confederacy.
2. A concrete example of a multi-tiered community-driven design process spearheaded by a dedicated group of individuals alongside a comprehensive design team.
3. How a comprehensive design team works together through the complexities of public engagement, constrained site features, and difficult histories
4. An understanding of how an extensive programming, planning, and engagement process supports a design process to form a concept of healing, acknowledgment, resistance, and empathy.

SESSION 11C

Aligning Mission and Intent: Renewing the Rothko Chapel at Fifty

THURSDAY, MARCH 4, 2021
2:45 PM TO 3:45 PM EST

As museums strive to broaden and deepen their engagement with the public, the Rothko Chapel is a case study of a cultural organization that unites art and social justice. The renewal of the Rothko Chapel building realizes Mark Rothko's original vision and the expansion of its campus strengthens the Chapel's mission. John and Dominique de Menil founded the Rothko Chapel in 1971 as a place for spiritual engagement fostered by art and as an institution dedicated to social engagement and action. Panelists will describe how the project furthers the Rothko Chapel's mission through the renovation of the existing building and the enlargement of its campus to support expanded visitor ship and public programs. The client and design team will explain the planning and development process, in which they were thought-partners guided by shared principles that defined the project goals.

Learning Objectives
1. Attendees will understand the Modernist legacy and mission of the National Register of Historic Places-listed Rothko Chapel, which is grounded in both the spiritual experience of Mark Rothko's art and the de Menil's vision of collective action to advance social justice.
2. Attendees will understand how the Rothko Chapel's building committee and its design team worked as thought-partners to develop and implement a masterplan to support its mission.
3. Attendees will understand how the scope of the renovation of the Rothko Chapel strengthens visitor experience through new daylighting, acoustic, structural reinforcement and other modifications to the building fabric.
4. Attendees will understand how the design of a new campus integrates the existing Chapel and public plaza with new landscape, accessibility and buildings that preserve the close relationship with the surrounding context.

SPEAKERS: Stephen Cassell, FAIA, Principal, Architecture Research Office, New York, NY; Alissa Chastain, Project Manager, Architecture Research Office, New York, NY; Christopher Rothko, Chair, Rothko Chapel Board of Directors Head, Rothko Chapel Opening Spaces Campaign, Houston, TX; Adam Yarinsky, FAIA LEED AP, Principal, Architecture Research Office, New York, NY

SESSION 12A

The Rockwell Museum Master Plan: Deepening Community Engagement through Thoughtful Strategic Planning

THURSDAY, MARCH 4, 2021
4:00 PM TO 5:00 PM EST

When the Rockwell Museum decided to embark on a Museum Master Plan, the focus was always on their community and how the museum could grow and develop to better serve them. With shifting demographics and evolving visitor expectations presenting unique challenges, The Rockwell Museum’s masterplan sought to rethink their programs and spaces in order to craft memorable, engaging and community focused experiences. Panelists will discuss the process, people, challenges, and opportunities involved in the Master Plan and how it developed a roadmap for the Rockwell Museum to realize its goals.

Learning Objectives
1. Attendees will learn what is involved in a museum master plan and will understand how to determine if the process will work for their institution.
2. Attendees will learn the rules and responsibilities of those involved on a Master Plan team and how to assemble their own team.
3. Attendees will learn the reasons for embarking on a master plan and will understand the length and time commitment involved in the process.

MODERATOR/FACILITATOR: Bevin Savage Yamazaki, Assoc AIA, Senior Associate, Gensler, New York, NY

SPEAKERS: Brian Lee Whisenhunt, Executive Director, The Rockwell Museum, Corning, NY; Joe Lembo PE, Partner, Kohler Ronan, Danbury, CT, Amy Kaufman, Principal, AK Cultural Planning, Brooklyn, NY
SESSION 12B

Imagining the Unimagined: Reconceiving an Academic Museum from Building to Brand
THURSDAY, MARCH 4, 2021
4:00 PM TO 5:00 PM EST

Opening in February 2020, the MassArt Art Museum (MAAM) was a 10-year dream in the making. A Strategic Vision Plan became a roadmap for the reimagining. Along the way buy-in from senior administration was secured; naysayers were convinced to join the college’s largest fundraising effort to date; and momentum continued despite turnover of multiple college presidents and vice-presidents. The renovation transformed the unimproved library of a 1906 teachers’ college into a state-of-the-art museum complete with the latest in climate control and professional support spaces. The museum underwent a comprehensive rebranding befitting a teaching museum at a public art and design college. The brand and logomark were instrumental in offering bespoke touches to make the new spaces truly unique and special, further developing a sense of place for visitors. This session will walk through the museum’s process in hopes that other museum administrators, architects, and designers may learn from and improve upon it as they embark on their own institutions’ transformations.

Learning Objectives
1. Attendees will understand the needs of a non-collecting university museum and how it serves the college and general public
2. Presenters will discuss in detail the project vision, building process, and desire for creating a sense of place through the physical spaces, evocative brand, and curatorial mission
3. Attendees will learn the details of this building project, a complete renovation of an historic (1906) building into a state-of-the-art contemporary art museum
4. Presenters will discuss the nuances of this particular project from dream to reality given budget constraints, several changes in leadership, and small staff

SPEAKERS: Lisa Tung, Executive and Artistic Director, MassArt Art Museum, Boston, MA; Chloé Zaug, Deputy Director, MassArt Art Museum, Boston, MA; Tammy Dayton, Founder and Design Director, Moth Design, Boston, MA; Sam Batchelor –AIA, designLAB architects, Partner, Boston, MA
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Bernadette Rogoff, Curator of Museum Collections, Monmouth County Historical Association

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1. Sant Ocean Hall, NMNH
2. Eastern Market
3. Stamp Gallery, National Postal Museum
4. Undercroft Visitor Center, Lincoln Memorial
5. Arlington Memorial Bridge
6. National Air and Space Museum
7. Hirshhorn Sculpture Garden
8. Netherlands Carillon
9. Native American Veterans Memorial
10. Conservation Pavilion, National Zoo
11. National Academy of Science
12. Museum Gallery, DAR Headquarters
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40-years + of creating crowd-pleasing museums, exhibitions, interactives, and other experiences that delight people and generate buzz. We’ve done it all—let’s explore your next project!

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JOIN US

READ, AIM, BUILD! A MUSEUM PLANNING WORKSHOP  2/25-2/26

Attend this three-part session presented by a multidisciplinary group of museum experts who will guide you through the museum building process—from inception to construction.

PANEL DISCUSSION: DECONSTRUCTING WHITE SPACE  3/4

Join us as we facilitate a panel discussion about museums, their role in race relations, and overcoming their unwelcoming stigma among Black Americans.

A COMMUNITY-DRIVEN DESIGN PROCESS FOR RECONCILIATION IN THE COMMONWEALTH  3/4

Witness how the former capital of the confederacy is acknowledging the legacies of slavery through planning for the National Slavery Museum conceived through a robust community engagement process.
PROUD TO PARTNER WITH MUSEUMS TO MAKE EXTRAORDINARY EXPERIENCES HAPPEN
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MAAM BUILDING MUSEUMS 2021

Planet Word Museum, Washington, DC
photo: Beyer Blinder Belle

BEYER BLINDER BELLE
ARCHITECTS & PLANNERS

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Zubatkin specializes in the planning and management of capital construction projects for museum, cultural, and educational clients across the East Coast. We provide leadership across all aspects of a project’s development—from real estate analyses, master planning and programming through design, approvals, construction, and turnover.
Imagine spending two years completely immersed in museum work. CGP’s environment and approach to learning enables students to become fully engaged with local and regional communities, museums, coursework and classmates. Education is collaborative. Students learn experimentally, experientially, ferociously.

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National Mall and Memorial Parks | Washington, DC

A THOUGHTFUL APPROACH TO EXHIBIT DESIGN + INTERPRETATION

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ACCESSIBLE + INCLUSIVE
This pilot project included accessibility workshops to gather feedback at each design phase. Tactile elements morphed based on stakeholder input.

When you have plans to expand, call GeoSonics/Vibra-Tech to develop a vibration control plan to protect your treasures.

A vibration control plan establishes vibration criteria for construction and blasting to protect structures and any treasures inside. The plan can also determine the magnitude of vibration that may be produced by equipment during excavation, demolition and construction activities. Our Re:mote™ Monitoring Technology records measurements continuously and results post to a customized project website. If the equipment measures a reading that is near or exceeds the criteria, project personnel are notified via alarms and text messaging. Let GeoSonics/Vibra-Tech use Re:mote Monitoring Technology to help you meet your monitoring needs.

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HG&Co is a visitor-centered planning, strategy, and evaluation firm with more than 25 years of experience. We begin working with cultural institutions at early-stage development—through opening and beyond. We do audience research, complete needs assessments, facilitate focus groups, develop programmatic and interpretative plans, and conduct evaluation. We turn data into meaningful ideas and strategies.

Understanding your audience will make all the difference.
Ready to Return: The Museum Post-COVID Checklist

**ENTRY**
- Start outside - post branded social distance reminders
- Install automatic doors or antimicrobial coating on door handles
- Install sensor-activated hand sanitation & wall-mounted wipe stations
- Install clear protective panels at information desk & reception
- Post clear wayfinding for directed paths of travel

**EXHIBITS**
- Post clear wayfinding for directed paths of travel
- Continue to post reduced occupancy signage
- Continue social distance reminders
- Apply antimicrobial coatings to high-touch areas
- Upgrade HVAC: HEPA filters, MERV-15, and/or museum-safe dry hydrogen systems

**RESTROOMS**
- Install sensor-activated lights
- Upgrade fixtures to hands-free
- Set automatic faucets to recommended 20-second wash time
- Post branded reminders to wash hands & stay socially distant
- Install hands-free soap and hand sanitizer dispensers
- Apply antimicrobial coatings to high-touch surfaces
- Install automatic doors or foot pulls

**BACK OF HOUSE**
- Install sensor-activated lights
- Post reduced occupancy signs
- Install sensor-activated hand sanitation & wall-mounted wipe stations
- Apply antimicrobial coatings to high-touch areas
- Install panels between work stations
- Upgrade HVAC system

Learn about more ways to keep your patrons safe | contact Falynn Schmidt at schmidt@otj.com
Buildings have a profound effect on how we discover, learn and play.

We promise to ensure the choices we make today impact the future of our built environment to create a better quality of life for all.

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YOU CAN’T MANAGE WHAT YOU DON’T MEASURE.

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“An app designed to complement the physical experience of visiting a museum.”

The Art Newspaper

JACOBS WYPER ARCHITECTS

We build dynamic environments that support cultural institutions and museums to grow and serve their community both now and in the future.

What We Also Do...

Coordinate All Aspects of Design, Engineering and Construction

Navigate Use Zoning and Code Compliance

Provide Proper Documents

Feasibility Analysis for Artifact Storage

Build Teams of Specialist

Help Define Project Needs and Scope

Preserve Historic Structures and Liase With Historic Comissions

Community Engagement Through Workshops And Meetings

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