



11<sup>TH</sup> ANNUAL SYMPOSIUM

# BUILDING MUSEUMS® 2015

MARCH 22-24, 2015 ★ THE LIBERTY HOTEL BOSTON  
BOSTON, MASSACHUSETTS



NEW BUILDINGS  
EXPANSIONS  
RENOVATIONS



## FINAL PROGRAM



#MAAMBuilds15



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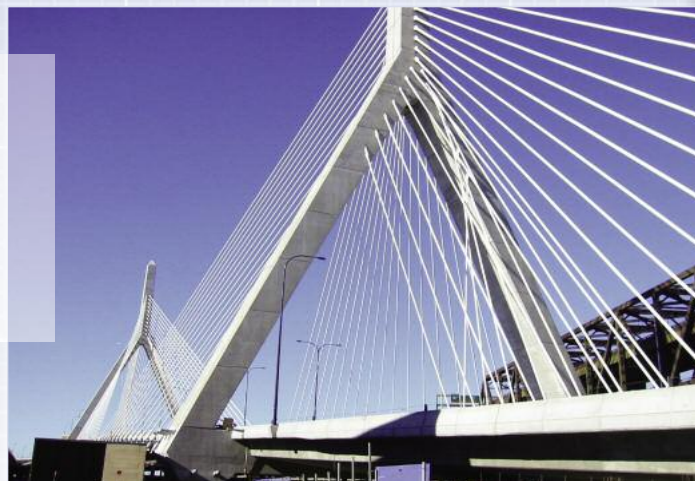
## PROGRAM AT-A-GLANCE

### SUNDAY, MARCH 22

- 9:30AM-3:00PM . . . **Museum Tour | PRE-REGISTRATION REQUIRED**  
New Bedford Whaling Museum Tour with Lunch  
/ Meet in Hotel Lobby
- 12:00PM . . . . . **Registration Desk Open / 4th Floor Foyer**
- 1:00PM-3:00PM . . . **Pre-Symposium Workshops | CONCURRENT**  
*PRE-REGISTRATION REQUIRED*
- Current Discussions on Sustainability Standards and Museums / **Acorn**
  - All Great Ideas!...But what is the RIGHT PROJECT for us and can we AFFORD it? / **Walnut**
- 3:30PM-4:45PM . . . **Opening Plenary Session / Esplanade & Walnut**  
Smithsonian Institution South Mall Campus Master Plan – A Radical Reinterpretation
- 4:45PM-5:00PM . . . **Break**
- 5:00PM – 6:30PM . . . **Opening Reception / 5th Floor Rotunda**

### MONDAY, MARCH 23

- 8:00AM-5:00PM . . . **Registration Desk Open / 4th Floor Foyer**
- 8:00AM-8:30AM . . . **Networking Continental Breakfast**  
/ Liberty Ballroom Foyer
- 8:45AM . . . . . **Introduction & Announcement of**  
**Buidly Award Winners / Liberty Ballroom**
- 9:00AM-10:15AM . . **Plenary Session / Liberty Ballroom**  
Harvard Art Museums
- 10:15AM-10:30AM . . **Break**
- 10:30AM-12:00PM . . **Breakout Sessions | CONCURRENT**
- The Transformation Process: Bringing Together the Old and New / **Liberty Ballroom**
  - Cardinal Residence to Museum Transformation / **Walnut**
  - Building the Idea – Architecture and Interpretive Planning Partnerships / **Esplanade**
- 12:00PM-1:15PM . . **Networking Lunch with Expert Sessions & Roundtable Discussions / 5th Floor**
- Masterplan Maintenance Rijksmuseum
  - Building Systems: The Unseen Necessity
  - Project Business Feasibility: Audiences, Operations, and Results
  - Form Follows Function, but Function Follows Program – Effective Museum Programming for Education, Inclusion and Engagement



- 1:30PM-3:00PM . . . **Breakout Sessions | CONCURRENT**
- Turning Corners: “Your Brain” fills the void at The Franklin Institute / **Liberty Ballroom**
  - Building Consensus Towards an Achievable Vision: Revitalization of the Historic Baltimore Museum of Art / **Esplanade**
  - Building Sports Museums and Halls of Fame / **Walnut**
  - Buidly Award Winners’ Session / **Acorn**
- 3:15PM-4:30PM . . . **Plenary Session / Liberty Ballroom**  
Clark Art Institute
- 5:00PM-6:00PM . . . **Networking Reception / 3rd Floor Rotunda**
- 6:30PM . . . . . **Dine-Arounds – Sign up at Registration Desk**

### TUESDAY, MARCH 24

- 8:00AM-2:30PM . . . **Registration Desk Open / Liberty Ballroom Foyer**
- 8:00AM-8:30AM . . . **Networking Continental Breakfast**  
/ Liberty Ballroom Foyer
- 8:45AM-10:00AM . . **Plenary Session / Liberty Ballroom**  
Against all Odds: Turning Challenges into Opportunities at the National September 11 Memorial Museum
- 10:00AM-10:15AM . . **Break**
- 10:15AM-11:45AM . . **Breakout Sessions | CONCURRENT**
- From Initial Vision to Reality: Strategies for Maximizing Impact When Capital Budgets Are Cut / **Liberty Ballroom**
  - Take it Outside: Extroverting the Museum / **Chestnut**
  - Building (and Rebuilding) Academic Museums – Reshaping Teaching Museums for the 21st Century / **Esplanade**
- 12:00PM-1:30PM . . **Plenary Session / Liberty Ballroom**  
Optimizing Adaptive-use: The Opportunities and Constraints of Working with Historic Structures
- 2:00PM-3:00PM . . . **Museum Tours / Meet in Hotel Lobby at 1:45PM**  
*CONCURRENT | PRE-REGISTRATION REQUIRED*
- Institute of Contemporary Art
  - Edward M. Kennedy Institute
- 3:00PM . . . . . **Symposium Adjourns**



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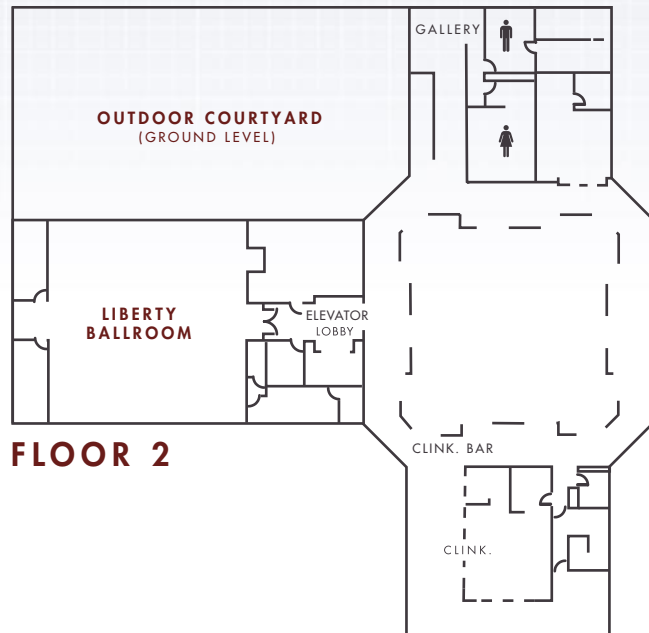
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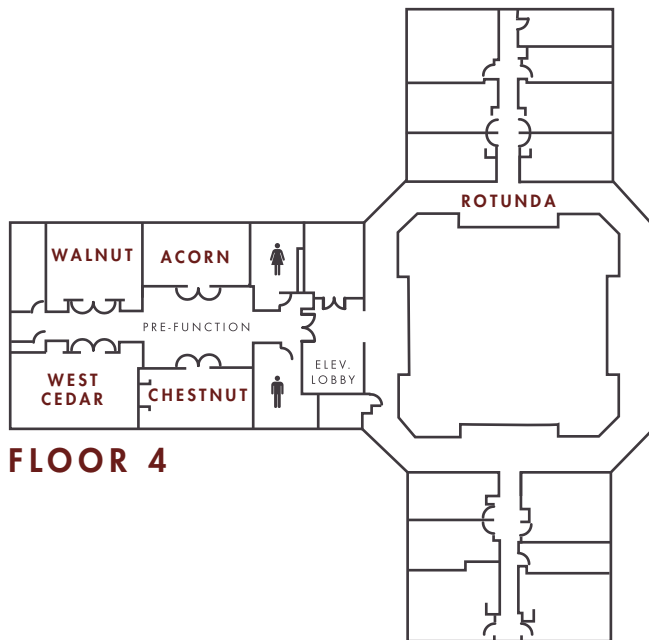
## MEETING ROOMS

### The Liberty Hotel

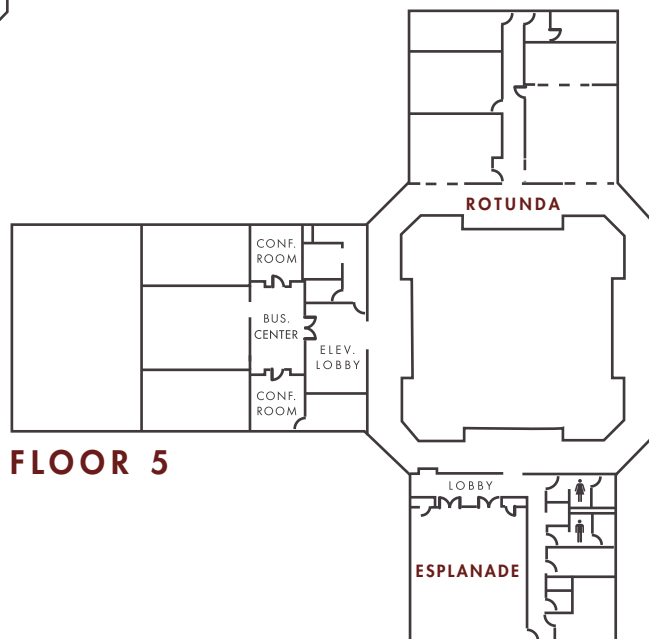
215 Charles Street  
Boston MA, 02114  
(617) 224 4000  
[www.libertyhotel.com](http://www.libertyhotel.com)



FLOOR 2



FLOOR 4



FLOOR 5



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## GENERAL INFORMATION

### Please Observe

- ✓ Please wear your name badge at all times.
- ✓ Full security checks are in place at each event hosting facility; all bags are subject to search.
- ✓ MAAM and our host facilities are not responsible for lost or stolen items.

### Food & Beverage

Limited food and beverage will be provided during the Symposium. Full registration fee includes a light continental breakfast on Monday and Tuesday; lunch and refreshment breaks on Monday; and receptions on Sunday and Monday.

### Photocopying & AV Equipment

MAAM is unable to provide photocopying services.

MAAM is unable to provide laptops or audio-visual equipment that was not reserved in advance.

## ABOUT THE SYMPOSIUM

Welcome to the 11th Annual Building Museums® in Boston, Massachusetts. Building Museums® is an international symposium presented by the Mid-Atlantic Association of Museums (MAAM) and is open to anyone interested in the design and planning of museums. This symposium brings together museum leaders and staff, architects, planners, project managers, technical experts, and all those who plan or implement new construction, renovation, or expansion projects for museums. The goals of the program are to:

- Better understand the process of planning, implementing, and surviving new construction, renovation, or expansion projects
- Examine case studies, current trends, topical issues, and specific projects related to building projects across a broad range of museum sizes, budgets, scope, diversity of disciplines, and collecting vs. non-collections-holding institutions
- Actively discuss museum building projects with other museum professionals, architects, planners, project managers, and technical experts to better inform the process of building

Access resources for museum leaders and staff, architectural firms, consultants, and students through the Building Museums Resource Guide.

### Building Museums 2015

<http://www.midatlanticmuseums.org/building-museums.html>



## 2015 PLANNING COMMITTEE

### Co-Chairs

**Martha Morris**, George Washington University, Washington, DC

**Carole Wharton**, L. Carole Wharton, LLC, Daytona Beach, FL

### Committee Members

**Joan Bacharach**, National Park Service, Washington, DC

**Michael Cagno**, Noyes Museum of Art, Oceanville, NJ

**Mary Case**, QM2, Washington, DC

**Walt Crimm**, AIA, LEED AP, Walt Crimm Associates, Inc., Philadelphia, PA

**Carl Freedman**, AIA, Aegis Property Group

**David Greenbaum**, FAIA, LEED AP, bd+c, SmithGroupJJR, Washington, DC

**Tom Greene**, AIA, NCARB, LEED AP, David M. Schwarz Architects, Washington, DC

**Guy Hermann**, Museum Insights, Mystic, CT

**Charlie Moleski**, Becker Frondorf, Philadelphia, PA

**Sharon Park**, Smithsonian Institution, Washington, DC

**Diana Pardue**, Statue of Liberty National Monument & Ellis Island at National Park Service, New York, NY

**Joe Perryman**, Cost+Plus, St. Petersburg, FL

**Jessica Reid**, Mueller Associates, Baltimore, MD

### Symposium Coordinator

**Brian Mandrier**, Hauck & Associates, Inc.



## Attention Architects

We are pleased to announce that the Building Museums® 2015 sessions will enable you to receive educational credits from the American Institute of Architects. Session sign-in sheets will be provided and must be returned to MAAM staff at the conclusion of each day.





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# 2015 BUILDY AWARD

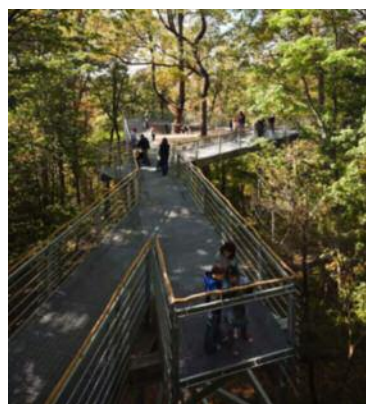
HONORING OUTSTANDING RECENT MUSEUM PROJECTS

**T**he Building Museums® Symposium has selected two museum directors to receive the 2015 “Buildy” Award in recognition of their exemplary accomplishments in leading their institutions through the challenging process of museum construction. **Bruce Karstadt**, Director of the **American Swedish Institute**, Minneapolis, Minnesota and **Paul Meyer**, the F. Otto Haas Executive Director of **Morris Arboretum of the University of Pennsylvania** in Philadelphia, will receive the award and the praise of their museum peers, in a ceremony at the 11th Annual Building Museums® Symposium in Boston. The award recognizes museum directors whose completed museum construction projects demonstrate high achievement in the principles espoused in the Building Museums Symposium: careful, creative planning and diligent implementation of construction projects that lead to institutional transformation and sustainability.

★ Director Bruce Karstadt led the American Swedish Institute (ASI) through a major expansion project, named the Nelson Cultural Center that increased the Institute’s size by 34,000 square feet at a hard construction cost of \$13.5 million. ASI worked closely with the museum users and the neighborhood to determine how best to serve the needs of both groups. In addition to these goals, the Institute sought a building that would embody modern Swedish architecture. In order to retain the character of the existing one hundred year old French-Chateausque mansion the Institute occupied, the architect, Tim Carl of HGA Architects (Minneapolis, MN), separated the new and historic buildings with an elegantly spare courtyard reminiscent of modern Swedish design. By utilizing some of the colors and materials of the old, the contemporary Institute engages in a respectful dialog across the courtyard with its French-Chateausque neighbor. ASI has made its new assembly spaces available for neighborhood activities. This has strengthened its local role while benefitting the neighborhood and community. With the additional goal of being environmentally sustainable, the project is LEED Gold certified, with 96 geothermal wells and two green roofs. This project demonstrates that the thoughtful consideration of context, both architectural and social, is critical to institutional growth. For more details about this project and the American Swedish Institute, visit [www.asimn.org](http://www.asimn.org) or contact Laura Cederberg, Communications & Marketing Manager, at: [laurac@ASImn.org](mailto:laurac@ASImn.org)



American Swedish Institute Nelson Cultural Center Expansion & Renovation



*Out On A Limb*  
Tree Canopy Walk  
(Part of Tree Adventure)

★ Director Paul Meyer of the Morris Arboretum saw a preliminary mock-up of the Kew Gardens, London, tree canopy walk when it was just a small, temporary test structure made of construction scaffolding. He immediately saw the potential of such an experience and came back to champion the creation of a similar structure at the Morris Arboretum. Director Meyer and his architect, Alan Metcalfe, principal at Metcalfe Architecture and Design (Philadelphia, PA), were able to take advantage of sloping terrain to avoid the need for stairs and elevators that were eventually needed at Kew. They also added several exhibit elements: a giant bird’s nest and an enclosed pavilion along the walk. The excitement of being on an open metal grating walkway fifty feet above the ground naturally draws visitors together. But Out on a Limb has taken this a step further. Three segments of walkway are joined together with a rope netting. Visitors can walk, roll or tumble out onto this netting and when they do, they instantly bond with the other net walkers, whoever they may be, in an intense, shared experience. Out on a Limb, at a cost of \$2.5 million, is a relatively small investment for a large institution; but its impact has been significant. It increased attendance by 30% and the project has generated publicity that benefits the entire arboretum. This project illustrates the value of bringing excitement to an educational mission. For more details about this project and the Morris Arboretum, visit [www.morrisarboretum.org](http://www.morrisarboretum.org), or contact Susan J. Crane, Director of Marketing, at: [cranesj@upenn.edu](mailto:cranesj@upenn.edu)

Both of these projects demonstrate successful developments in the new attitudes that are beginning to guide the process of institutional growth and building design in the 21st Century: respectful and appropriate attention to context, careful pre-planning to model business growth, engagement with user groups and the surrounding community, consideration of building impacts beyond the site boundaries, conservation of resources, and planning for the future. They are fine examples, not just for museum building, as recognized with the Buildy Awards, but for all types of building design and construction.

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## Sunday, March 22

9:30AM-3:00PM. . . . . **Museum Tour** ★ *PRE-REGISTRATION REQUIRED* . . . . . **Meet in Hotel Lobby**

### *New Bedford Whaling Museum Tour with Lunch*

Enjoy a hard-hat tour of the 20,000 sq.ft. Wattles Jacobs Education Center at the New Bedford Whaling Museum (Mount Vernon Group, architects) led by President and CEO, **James P. Russell**. Transportation and lunch will be provided; time allows for a stroll in historic New Bedford (weather permitting). As a result of the tour, participants will learn: 1) which institutional problems the new building will solve, including archival storage, research, education, exhibition, and special event space; 2) Development and role of the project team; 3) how space efficiency and economics evolved; 4) how the building bridges multiple historic floors, street levels and facades; and 5) The fundraising plan and project prioritization process.

Construction updates: <http://www.whalingmuseum.org/construction-updates>

Building project fundraising material: [www.whalingmuseum.org/support/museum-building-project](http://www.whalingmuseum.org/support/museum-building-project)

1000 museums: [www.1000museums.com/museums/new-bedford-whaling-museum](http://www.1000museums.com/museums/new-bedford-whaling-museum)

#### TOUR SCHEDULE:

9:30AM	Depart Liberty Hotel
10:30AM	Arrive New Bedford
	Museum orientation, history, project development
	Lunch
2:00PM	Depart New Bedford
3:00PM	Arrive Liberty Hotel in time for Opening Plenary Session at 3:30PM

12:00PM. . . . . **Registration Desk Open** . . . . . **4th Floor Foyer**

1:00PM-3:00PM. . . . . **Pre-Symposium Workshops** | CONCURRENT ★ *PRE-REGISTRATION REQUIRED*

### *Current Discussions on Sustainability Standards and Museums* . . . . . **Acorn**

Sarah Sutton, LEED-AP, Principal, Sustainable Museums

Doug Simpson, LEED-AP BD+C, Associate Principal, Cambridge Seven Associates

Jim Moisson, Harvard Art Museums

William Stanton, Harvard Art Museums

At the 2013 AAM Summit on Sustainability Standards in Museums, the field began a discussion of whether or not to embrace green standards for building, renovations, and exhibits in museums. Meanwhile individual institutions must make their own choices. This discussion will briefly remind the audience of current metrics (LEED, Living Building, etc.), review key aspects of applying standards to design, and hear about a museum's choice process.

### *All Great Ideas! . . . . . But what is the RIGHT PROJECT for us and can we AFFORD it?* . . . . . **Walnut**

Joe Perryman, FRICS MAPM DipProjMan LEED-AP, President, Cost+Plus

Walt Crimm, Principal, Walt Crimm Associates

There is no shortage of goals or ideas for supporting programs or collections care in a building project, but ultimately how do you select the right project? While the scope of the complete wish list may suggest and project one budget, the reality is closer to the scope that can be built within the museum's fundraising capacity. The skill is in how to understand the reality – the costs and expectations during pre-design or feasibility phases, to make informed decisions, and then to control the project and the costs during design and construction.

Attendees will learn how to work with project and cost management as a key planning and design tool to ensure promises made are promises kept. Using specific examples of situations you are likely to encounter, this interactive session will work through potential scenarios with a focus on how to communicate information, reflect expectations of all stakeholders, proper scope definition, first budget development, qualifiers in your budget that may backfire, understanding cost with little information, value engineering, proper contingency use, coordination with fundraising, ongoing cost management process, bid alternates, and much more.

*Continued* ➤



Sunday, March 22 *Continued (times and sessions are subject to change)*

- 3:30PM-4:45PM . . . **Opening Plenary Session** . . . . . Esplanade & Walnut  
**Smithsonian Institution South Mall Campus Master Plan – A Radical Reinterpretation**  
 Ann Trowbridge, Architect and Associate Director of Planning, Smithsonian Institution  
 Ziad Shehab, Associate and Project Manager  
 Sean Franklin, Project Manager  
 Michelle Spofford, LEED AP, Architect + Senior Planning Manager  
 Christopher Lethbridge, Project Manager  
 Sharon Park, Associate Director  
*Master Plan team staff from both Smithsonian and BIG will be in the audience to answer questions.*  
 The Smithsonian Institution is the National Museum of the United States encompassing the sciences, art, research and history. The new South Mall Master Plan includes new construction, renovations and expansions, preservation and green initiatives. Revitalization of the Castle is at the heart of the South Mall Master Plan. The proposed plan will provide an expanded and improved visitors' center and accessibility to and from the museums and gardens of the South Mall. The underground will be restored, expanded, and revitalized. In addition, new amenities, a new central loading dock, and a sustainable central utility plan to replace aging systems will be added, and the Haupt Garden will be expanded.  
 The Master Plan also provides a flexible framework for integrating both interim and permanent uses of the Arts and Industries Building, renovation and expansion of the Hirshhorn Museum and Sculpture Garden. Renovation of the Castle is expected to begin in 2021.  
 The presentation will illustrate the impetus for this new plan and why it is necessary. It will touch upon the reuse of space and historic preservation, sustainability, leadership, and museum board responsibilities. It will also focus on planning for collections storage and management as well as the visitor experience as it relates to the museum building project and on lessons learned in terms of project management and the relationship between museum staff and external consultants.  
 The three key lessons: **How** to manage a successful master planning project within a large institution with varied stakeholders throughout the planning process; **How** it's possible to integrate sustainability into the institution's goals and mission by including it throughout the master planning process; and **How** to be sympathetic to and respectful of a historic property when planning a renovation/revitalization for museum use.
- 4:45PM-5:00PM . . . **Break**
- 5:00PM-6:30PM . . . **Welcoming Reception at Liberty Hotel** . . . . . 5th Floor Rotunda

## Monday, March 23

- 8:00AM-5:00PM . . . **Registration Desk Open** . . . . . 4th Floor Foyer
- 8:00AM-8:30AM . . . **Networking Continental Breakfast** . . . . . Liberty Ballroom Foyer
- 8:45AM-9:00AM . . . **Introduction & Announcement of Buildy Award Winners** . . . . . Liberty Ballroom
- 9:00AM-10:15AM . . . **Plenary Session** . . . . . Liberty Ballroom  
**Harvard Art Museums**  
 Maureen Donovan, Deputy Director Harvard Art Museums  
 Deborah Martin Kao, Chief Curator, Harvard Art Museums  
 The Harvard Art Museums recently completed a six year renovation and expansion designed by the Renzo Piano Building Workshop. The project brings the Fogg, Busch-Reisinger, and Arthur M. Sackler museums and their collections together under one roof for the first time, inviting students, faculty, scholars, and the public into one of the world's great institutions for arts scholarship and research. The new facility features 40 percent more gallery space, an expanded Art Study Center, conservation labs, and classrooms, and a striking new glass roof that bridges the building's historic and contemporary architecture. The panel will discuss the planning, design and implementation of this new facility from the perspective of key staff involved in the program and oversight of the project.
- 10:15AM-10:30AM . . . **Break**



Continued ➤

#MAAMBuilds15



10:30AM-12:00PM . . **Breakout Sessions | CONCURRENT*****The Transformation Process: Bringing Together the Old and New*** . . . . . Liberty Ballroom

Daniel Pomfrett, MRICS, Managing Director, Cumming Construction Management

Jeffrey Streat, Director of Design and Architecture, The Cleveland Museum of Art

David Rolland, Rafael Vinoly Architects PC

This panel discussion centers on the rejuvenation of museums and the integration of a new expansion to complement the existing building. Using the Cleveland Museum of Art as an example, members will discuss the \$350M renovation/expansion and its success from an owner and a designer's perspective. They will touch upon how team members working together from inception to completion ensures success; they will also discuss the key risks and the pitfalls associated with melding a 1916 building with 2014 designs, and building requirements and technologies. Other examples will include the Royal Observatory in London, where a 17th century building housing large telescopes was renovated into a museum and the UK's first planetarium in over 25 years.

Attendees will be able to: 1) Understand the importance of design decisions from the outset and how to complement an existing building; 2) Identify the importance of the team, and how the owner, design and cost team members must all be on the same page from the outset; and 3) Identify the risks with real life examples and discuss how these were overcome.

***Cardinal Residence to Museum Transformation*** . . . . . Walnut

Nancy Netzer, Director, McMullen Museum of Art, Boston College

Paul Corrado, PE LEED AP, Senior Vice President, WSP

David A. Godfroy, AIA LEED AP, Associate Principal, DiMella Shaffer

Boston College was presented with a unique opportunity to relocate the McMullen Museum from its current location tucked away in an academic building to this new location with a new identity. This session will focus on the challenges faced during the design of the Boston College McMullen Museum of Art in its relocation to the historic 1927 Former Cardinal's Residence on Boston College's campus. This project involves the renovation and preservation of, and addition to the existing structure to accommodate the Museum's expanded program. The panel will explore the 30,000 sf museum from the viewpoints of the owner, architect and engineer. The panel will convey to the attendees three key lessons: challenges and strategies for a dynamic façade and building envelope design, intricacies of structural and HVAC coordination, and uses of advanced technology in the process.

Attendees will learn: 1) how to select a historic building suitable for a museum; 2) stronger understanding of the impact of museum climate control on existing facades; and 3) knowledge of how technology can overcome barriers within existing buildings.

***Building the Idea – Architecture and Interpretive Planning Partnerships*** . . . . . Esplanade

Moderator: Matt Kirchman, President &amp; Creative Director, ObjectIDEA (Interpretive Planning and Exhibit Development)

Robert Miklos, FAIA, President &amp; Creative Director, designLAB Architects

Robin Pfetich, Director of Architecture, Massachusetts Department of Conservation and Recreation (DCR)

This session is about shared leadership toward a collective vision. How can "interpretive people" – exhibit planners, educators, and curators – work with "creative people" – designers and architects – to collaborate on the vision for new projects? How can teams collaborate to construct overarching project drivers and ideas that don't "silo" distinct disciplines and viewpoints? Examples and discussion will demonstrate how collaborative ideation and goal setting result in new projects that have wholeness. The panel will share cases in which the building is an exhibit in and of itself; projects in which landscape features, materials, even museum operations and public programming are supported by the original vision created and honed at the onset of the project. Two specific examples will be used to demonstrate what opportunities lie in evaluating existing facilities and operations as a means of envisioning the future: a new Hitchcock Center for the Environment is pursuing the Living Building Challenge and is inspired by principles of bio-mimicry; and a new Walden Pond Visitor Center is inspired by Henry David Thoreau's call to "live deliberately."



Continued ➤

12:00PM-1:15PM . . . **Networking Lunch with Expert Sessions & Roundtable Discussions** . . . . . 5th Floor***Master Plan Maintenance, Rijksmuseum***

Jean Hilgersom, Managing Director, ToornendPartners, Haarlem, Netherlands

Karen Keeman, Facility Manager, The Rijksmuseum

This session will address the design of the Master Plan Management and Maintenance for the Rijksmuseum in the Netherlands. The Rijksmuseum is a large organization housed in seven different buildings in Amsterdam and Lelystad. In addition to the well-known museum building, there are buildings for offices, workshops and storage. In the Netherlands organization of the maintenance of many governmental owned buildings, like museums, is done by the Governmental Building Services. By 2016, however, the GBS will no longer manage these activities. The Rijksmuseum board of directors decided to organize the maintenance and future investments by themselves. They asked ToornendPartners to help them with this task. The speaker will outline what his firm has provided to the museum and how it is applicable to US museums, particularly when occupying a recently completed construction project. He will cover the goals of high quality, efficient maintenance, reasonable costs, and continuous improvements, as well as the scope of the plan; a structure for the organization, a process that includes the entire organization with feedback loops, a set of well designed tools, including means of evaluation and control, green initiatives, and talent identification.

***Building Systems: The Unseen Necessity***

Paul Corrado, PE, LEED AP, Senior Vice President, WSP

Matthew Payne, Vice President, WSP

Jonathan Dickinson, PE, WSP

This session will focus on recent trends in museum architecture throughout design and construction, and how MEP design engineers are challenged to design systems that are invisible/conform to signature architecture and sustainable solutions. The speakers will use real-life examples and studies to explain their views, including the impact of the curtain wall on the interior space, in both public and exhibition space; how and to what degree the population circulation inside the museum affects air circulation; the propensity of condensation in glass buildings; designing HVAC systems in extreme climates; and the advantages of the integrated design process critical to achieving the project goals in today's iconic cultural spaces.

Attendees can expect to better understand the back-end of building systems and how they impact the museum space.

***Project Business Feasibility: Audiences, Operations, and Results***

Thomas J. Martin, ConsultEcon, Inc.

Elena Kazlas, ConsultEcon, Inc.

Join this dialogue on feasibility studies with individuals who have wide and varied experience. Attendees will be able to better understand the business planning aspects of museum development including market support, operational considerations, implementation, funding and financing, economic impact, and strategies for successful museum development.

***Form Follows Function, but Function Follows Program — Effective Museum Programming for Education, Inclusion and Engagement***

Chad Reilly, AIA, CBT Architects

The success or failure of every museum lies in its ability to create environments that foster dialogue and learning through engagement with the public in new and unique ways. Architects play a major role in reshaping a museum's image by listening to needs and objectives and suggesting design solutions that support the museum's particular mission. The most successful museums create settings for the inclusion of diverse audiences while also engaging repeat visitors. However, the focus on initial visitor experience and public spaces all too often belies a labyrinth of cramped, inadequate, poorly-considered gallery and support facilities. Many museums today are renewing capital campaigns for facility improvements and expansion that can address facility deficits, growing collections and expanding public programs and numbers of visitors.

1:15PM-1:30PM . . . **Break**

Continued ➤



## 1:30PM-3:00PM . . . Breakout Sessions | CONCURRENT

***Turning Corners: "Your Brain" fills the void at The Franklin Institute*** . . . Liberty Ballroom

Peter M. Saylor, FAIA, SaylorGregg, A Studio of JacobsWyper Architects

Richard D. Rabena, Vice President Operations, The Franklin Institute

Jeanne Maier, Director of Exhibits and Design, The Franklin Institute

The Franklin Institute opened its new 56,000 square foot/\$25.2M Nicholas and Athena Karabots Pavilion to wide acclaim in June of 2014. Panelists will address how the new addition seamlessly integrates with the historically rich 1933 partially realized, Beaux Arts building complex to achieve improved overall public circulation, two state-of-the-art exhibit galleries, and significant education/conference offerings which met defined goals and surpassed expectations. In keeping with the Franklin's traditional grandeur both inside and out, the project is at once in harmony with the long renowned programs for science exhibits as well as the simple elegance the building contributes to its Parkway setting.

An expected outcome for attendees will a better understanding of how complex details intertwine with overall design directions and how they must be confronted early and revisited often as ideal planning balances priorities. Key Lessons will include: 1) understanding the importance of front and back of house circulation needs and the effect they have on overall design directions; 2) benefits of adequate electrical, lighting and AV/IT support features for flexible exhibit galleries; and 3) value of unique conference and special event spaces as revenue sources.

***Building Consensus Towards an Achievable Vision: Revitalization of the Historic Baltimore Museum of Art*** . . . Esplanade

Tom King, Owner's Representative, Synthesis Inc.

Steve Ziger, Principal in Charge, Ziger/Snead Architects

Stiles Colwell, Chair, Board of Trustees and Chair, Building Committee

The Baltimore Museum of Art embarked upon a conceptual master planning process driven by a vision to improve the visitor's experience, upgrade and modernize the aging infrastructure, and reconfigure behind-the-scenes work areas to support the Museum's service to the community. This \$20M project is scheduled to be completed in Spring 2015.

Attendees will take away lessons learned for building consensus towards an achievable vision: 1) how a collaborative process can facilitate effective decision making with a multi-faceted group of stakeholders; 2) the importance of documentation of stated goals and priorities and the re-iteration back to the stakeholders of these items; and 3) how a distilled approach to visual communication of proposed architectural solutions builds support for a single direction.

***Building Sports Museums and Halls of Fame*** . . . Walnut

Douglas Stark, Director, International Tennis Hall of Fame &amp; Museum

Peter Sollogub, Design Principal, Cambridge Seven Associates

Terry Healy, Principal, HealyKohler Design

New England is home to some of the nation's most memorable moments in sport's history and to passionate fans. In recent years, several new and improved museums and halls of fame have been built to reflect the region's rich and unparalleled sporting traditions. This session will explore the process of building sports museums and halls of fame, what makes sports unique, and the ways in which these institutions reflect and complement their sports and leagues. Issues such as developing visitor experiences, architectural integration, working within historic structures, incorporating multi-media environments, and fundraising, developing relationships with teams and leagues, retail, design and construction, and going green will all be explored. While an overview of the field nationally will be discussed, a particular focus on an ongoing project at the Tennis Hall of Fame and a completed one at The Hall at Patriots Place will be examined in depth.

Attendees will be better able to understand: 1) what makes sports museums unique; 2) variety of sports museum experiences in stadiums, athletic departments, and as stand-alone facilities; 3) how the process of building halls of fame (working with leagues and teams, sponsorship, retail and event planning) can inform non-sport museum projects; and 4) working with historic structures.

***Buldy Award Winner's Presentation*** . . . Acorn

This national award recognizes the most outstanding recent museum construction projects. The purpose of the Buldy 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 recipients of the 2015 award will present about their winning project.

## 3:00PM-3:15PM . . . Break

Continued ➤



Monday, March 23 *Continued (times and sessions are subject to change)*

- 3:15PM-4:30PM . . . **Plenary Session** . . . . . **Liberty Ballroom**  
**Clark Art Institute**  
**Moderator:** Andrew Bast, Zubatkin Owner Representation  
Michael Conforti, Director, Clark Institute  
Madeline Burke-Vigeland, Community Sector Leader, Principal, Gensler  
Eric Kramer, Principal, Reed Hilderbrand
- Dedicated to advancing and extending the public understanding of art, the Sterling and Francine Clark Art Institute is one of only a handful of institutions globally with a dual mission as both an art museum and a distinguished center for research and higher education. The Clark's recent campus expansion has earned public acclaim and critical recognition for its exceptional achievement and thoughtful execution, including honors from *The Architect's Newspaper* (Best Landscape Design), the *Wall Street Journal* (Best in Architecture 2014), and *Apollo* magazine (Museum Opening of the Year). The Clark's ambitious \$145M master plan involved a combination of new and renovated facilities and a sweeping reconsideration of its campus landscape to accommodate the Institute's growth; provide dedicated special exhibition galleries; expand its permanent collection galleries; provide facilities for its growing academic program; enhance the visitor experience; underscore The Clark's stewardship role for the 140-acre campus and improve the overall circulation. The expansion also affirms The Clark's strong commitment to green design, with the adoption of sustainability strategies to significantly reduce energy and water consumption despite an increase in program and overall built area.
- The Clark offers a valuable case study to explore how museum leadership can best approach major capital decision making issues. During this session, the panelists will provide an overview of the strategic planning process, including the navigation of key challenges, including overall goal setting, architect selection and other challenges of the capital campaign. By the end of the session, the audience will be able to better understand the following challenges: **1. Fostering the Right Institutional Leadership:** How to build a winning team from Board member selection and engagement through project consultant selection. **2. Balancing Programmatic Goals with Financial Resources:** How to clearly define and balance programmatic goals with financial resources. How phasing and strategic packaging can allow for commitments to advance sub-projects within an overall master plan. **3. Analyzing Existing Building vs. New Construction:** How to effectively evaluate and balance program priorities between new construction and renovation. **4. Integrating Sustainability into a Museum's Project Goals & Mission:** How to effectively integrate sustainability into capital project planning and decision-making. How to establish goals regarding LEED and other metrics. Examples discussed will include landscape strategies and site planning strategies, including rain water harvesting, and the integration of geothermal energy.
- 5:00PM-6:00PM . . . **Networking Reception** . . . . . **3rd Floor Rotunda**  
6:30PM . . . . . **Dine-Arounds** – Sign up at Registration Desk

## Tuesday, March 24

- 8:00AM-12:00PM . . . **Registration Desk Open** . . . . . **Liberty Ballroom Foyer**  
8:00AM-8:30AM . . . **Networking Continental Breakfast** . . . . . **Liberty Ballroom**  
8:45AM-10:00AM . . . **Plenary Session** . . . . . **Liberty Ballroom**  
**Against all Odds: Turning Challenges into Opportunities at the National September 11 Memorial Museum**  
Alice M. Greenwald, Director, 9/11 Memorial Museum  
Lou Mendes, EVP Design, Construction & Facilities, 9/11 Memorial Museum  
Mark Wagner, Associate Partner, Davis Brody Bond
- The design of the National September 11 Memorial Museum (9/11 Museum) had to inform a visitor experience that would be deeply intertwined with both the cultural memory and visitors' emotional reactions to the events of September 11, 2001. Architecture and materials of the Museum were used to enhance this visitor experience and articulate four core design principles: *Memory, Authenticity, Scale* and *Emotion*.
- Adding to the complexity of designing a new museum from the ground up, the construction of the 9/11 Museum was complicated, logistically and politically, by being a relatively small project among several adjacent mega-projects – among them, four commercial office towers and a massive transportation hub – within the 16-acre redevelopment site at the World Trade Center.
- The 9/11 Memorial (opened in 2011) and the newly opened Memorial Museum (2014) occupy eight of those 16 acres and combined cost \$800M. Together, they serve as the global focal point for commemorating the lives of those who perished as a result of the terrorist attacks on September 11, 2001 and February 26, 1993, and for preserving the history of the events of 9/11, documenting the impact of the attacks, and exploring 9/11's continuing significance.
- The panel will focus on designing a museum in a highly charged context and specifically address the complexity of coordinating construction with adjacent project stakeholders, the importance of architectural design working in collaboration with the exhibition narrative concept, and the role of architecture, engineering, construction, and interpretation in supporting historic preservation and cultural memory. Attendees will: 1) learn how to stay on schedule while coordinating logistics on a multiproject site; 2) consider the impacts of integrating in-situ archeological remnants into the architectural and narrative program; and 3) gain insight into the high degree of planning and collaboration required of all parties
- 10:00AM-10:15AM . . . **Break**



10:15AM-11:45AM . . . **Breakout Sessions | CONCURRENT**

***From Initial Vision to Reality: Strategies for Maximizing Impact When Capital Budgets Are Cut* . . . . . Liberty Ballroom**

Elena Kazlas, Principal, ConsultEcon, Inc.

Jennifer Herring, President and CEO, The Maritime Aquarium at Norwalk

Peter G. Kuttner, FAIA, President, Cambridge Seven Associates, Inc.

This session will focus on a case study of the recently implemented \$4.5M renovation of the Maritime Aquarium in Norwalk, CT, which opened in 2012. It will address how the original concept plans and capital cost budgets were initially \$50M and how the Aquarium got its \$4.5M renovation. Speakers will address the master planning process and how leadership worked with the Board throughout the process to match a renovation master plan with fundraising capabilities.

Attendees will be better able to: 1) understand the tradeoffs between expansion and enrichment of the existing experience; 2) learn valuable lessons in how to make and communicate tough decisions; and 3) explore a model of teamwork among staff and consultants.

***Take it Outside: Extroverting the Museum* . . . . . Chestnut**

Daniel P. Gottlieb, Director of Planning, Design & Museum Park, North Carolina Museum of Art

Mark W. Johnson, FASLA, President, Civitas, Inc.

This session focuses on expanding the experience of the North Carolina Museum of Art into a Museum Park, transforming a 164-acre former prison site into a regional destination: A new plan expands institutional sustainability by attracting new audiences - integrating art, nature, recreation into a wider community.

Outcomes: 1) explore new thinking about audience engagement; 2) learn about a significant expansion of museum venues; and 3) learn about new concepts for Sustainability.

***Building (and Rebuilding) Academic Museums – Reshaping Teaching Museums for the 21st Century* . . . . . Esplanade**

Aparna Bapu, Project Manager, Hood Museum of Art, Dartmouth College

Juliette Bianco, Deputy Director, Hood Museum of Art, Dartmouth College

Anja Chávez, Director of Museums, Colgate University

Guy Hermann, Principal, Museum Insights

Marilyn Laufer, PhD, Director, Jule Collins Smith Museum of Fine Art, Auburn University

Natalie R. Marsh, MFA, PhD, Director, Gund Gallery, Kenyon College

Scott Westerbeke, Architect, GUNDPARTNERSHIP

Join the discussion of the unique problems and opportunities academic museums and galleries face when planning, designing, and building new, expanded and renovated museums. Panelists will discuss issues specific to academic museums including building the program, the challenges of keeping a seat at the table in complex organizations with multiple stakeholders with differing agendas, the most effective ways to engage with the board, donors, students, faculty and staff, e.g., Facility Department and Campus Safety,, questions about location – on or off campus or downtown within the community, and the most effective ways to engage students and the general public with the institution.

12:00PM-1:30PM . . . **Plenary Session** . . . . . **Liberty Ballroom**

***Adaptive-use for Museums: The Constraints and Opportunities of Working with Historic Structures***

David B. Greenbaum, FAIA, LEED BD+C, Vice President, SmithGroupJJR

Stephen Spaulding, Director, Northeast Region's Historic Architecture, Conservation & Engineering Center, National Park Service

Henry Moss, AIA, Principal, Bruner/Cott & Associates

Peter J. Atkinson, Director of Facilities Planning and Management, Harvard Art Museums

Adaptive-reuse of historic structures frequently go hand in hand with museums. Preservation of existing fabric is sometimes critical to the integrity of the property while in other cases levels of intervention are appropriate. The intent of the panel is to examine a range of applicable case studies to provide an overview of museums working with the challenges of historic structures. The panelists are from diverse backgrounds and have leadership responsibilities on projects of significant national importance.

The panel will examine: 1) Strategies for adding on and selective demolition; 2) Balancing new interventions with historic fabric; 3) Insertion of infrastructure in existing buildings/historic spaces; and 4) Innovation in design

The presentation will include an introduction of provocative design solutions and case studies on the Museum of the Bible, Hamilton Grange National Historic Site, Theodore Roosevelt's Inaugural National Historic Site, Castle Clinton National Monument, Massachusetts Museum of Contemporary Art (Mass MoCA), and the Harvard Art Museums.

2:00PM-3:00PM . . . **Museum Tours | CONCURRENT ★ PRE-REGISTRATION REQUIRED** . . . . . **Meet in Hotel Lobby at 1:45PM**

- Institute of Contemporary Art

- Edward M. Kennedy Institute

3:00PM . . . . . **Symposium Adjourns**

