

BUILDING MUSEUMS™ SYMPOSIUM 2018

PROGRAM

*Presented by the Mid-Atlantic
Association of Museums*

MARCH 9–11, 2018 | PHILADELPHIA, PA

DoubleTree Center City
237 South Broad St., Philadelphia, PA 19107



DEAR COLLEAGUES

Building Museums™ 2018 Symposium Planning Committee

MICHAEL CAGNO, CHAIR
Executive Director
*Noyes Museum of Art
of Stockton University*

JOAN BACHARACH
Senior Curator
*National Park Service,
Museum Management Program*

CARL FREEDMAN
Associate
Aegis Property Group

DAVID GREENBAUM
Vice President
SmithGroupJJR

CHARLES MOLESKI
Principal
Becker and Frondorf Project Management

MARTHA MORRIS
Associate Professor Emerita
*George Washington University
Museum Studies*

CRAIG WILLIAMS
Principal
David M. Schwarz Architects, Inc.

SHARON PARK
Associate Director
*Smithsonian Architectural History
and Historic Preservation*

SHIRA GOLDSTEIN
Exhibitions Manager
*National Museum of
American Jewish History*

AVERIE SHAUGHNESSY-COMFORT
Executive Director
Mid-Atlantic Association of Museums

Mid-Atlantic Association of Museums

GRETCHEN SORIN, PRESIDENT
Director and Distinguished Professor
Cooperstown Graduate Program

MICHELLE PAULUS
MAAM Membership and
Operations Manager

ROSA GALLAGHER
MAAM Planning Coordinator

SARAH PHILLIPS
MAAM Planning Coordinator

On behalf of the Mid-Atlantic Association of Museums (MAAM), the Building Museums™ 2018 Planning Committee, and the many volunteers who assisted us in making this conference a success, welcome to Philadelphia and to the DoubleTree Center City!

This 13th 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™ 2018 will actively engage you in sessions and discussions on the process, promise, and pitfalls of planning and managing museum building projects.

The many session panelists and keynote speakers who will address the life-cycle of the museum building process represent U.S. museums nationwide—all types, disciplines, and sizes.

We owe special thanks to those museums that opened their doors for private, behind-the-scenes tours: the Philadelphia Museum of Art, the Barnes Foundation, the Franklin Institute, the Museum of the American Revolution, and the Pennsylvania Academy of Fine Arts.

Finally, MAAM and the Symposium planning committee are deeply grateful for the generous support of thirty sponsoring museums and firms whose level of underwriting is recognized later in this program. Thank you sponsors for serving as an invaluable resource for not only this program, but the museum community as well.

Enjoy the Symposium!

Sincerely,



Michael Cagno
Chair, 2018 Building Museums™ Symposium
MAAM Vice-President



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



Michael Cagno



Averie Shaughnessy-Comfort



**Building Museums™ is
a national symposium
on the process, promise,
and pitfalls of planning
and managing museum
building projects.**

TABLE OF CONTENTS

Inside Front Cover

WELCOME LETTER FROM THE
BUILDING MUSEUMS™ CHAIR
AND MAAM EXECUTIVE DIRECTOR

PLANNING COMMITTEE
AND MAAM STAFF

02–03

PROGRAM-AT-A-GLANCE

04–07

PRE-SYMPOSIUM WORKSHOP,
MUSEUM TOURS, AND RECEPTION

08

2018 BUILDY AWARD RECIPIENT

09–12

PROGRAM KEYNOTES
AND SESSION DESCRIPTIONS

13

THANK YOU TO OUR SPONSORS

14–17

BUILDING MUSEUMS™ SPONSORS

Back Cover

GECKO GROUP

LEFT IMAGE: The Franklin Institute's
Karabots Pavilion Atrium
*Photo courtesy of JacobsWyper Architects/
Tom Crane Photography*

PROGRAM-AT-A-GLANCE

NOTE: all times are approximate and subject to change.
All conference rooms listed are on the floor of the DoubleTree Center City.
AIA continuing education credits will be available for all tours and the Ready Aim Build Workshop.

Friday, March 9, 2018		
TIME	EVENT / MEETING	LOCATION
8:00 am–4:30 pm	Registration Opens <i>Sponsored by Cooperstown Graduate Program</i>	Overture
8:30 am–4:30 pm	Ready, Aim, Build: A Museum Planning Workshop <i>Sponsored by SmithGroupJJR</i>	Maestro, 4th Floor
12:00 pm–2:00 pm	MUSEUM TOURS (pre-registration required; additional fee): Philadelphia Museum of Art	Philadelphia
1:00 pm–3:00 pm	Barnes Foundation	Philadelphia
1:00 pm–3:00 pm	Franklin Institute	Philadelphia
4:00 pm–5:30 pm	Museum of the American Revolution	Philadelphia
5:30 pm–7:30 pm	Opening Reception (pre-registration required) <i>Sponsored by Museum of the American Revolution, HealyKohler Design, Brulee Catering</i>	Museum of the American Revolution 101 S 3rd St, Philadelphia, PA
Saturday, March 10, 2018		
TIME	EVENT / MEETING	LOCATION
7:30 am–3:00 pm	Registration <i>Sponsored by Cooperstown Graduate Program</i>	Overture
9:00 am–10:15 am	Continental Breakfast <i>Sponsored by Solid Light Inc.</i> Opening Keynote: The Florence County Museum: A Transformative Project for a Small Community <i>Sponsored by Cooper Robertson</i>	Symphony Ballroom Symphony Ballroom
9:00 am–4:00 pm	Exhibitors Hall <i>Sponsored by JacobsWyper Architects</i>	Overture
10:15 am–10:45 am	Coffee/Tea/Water Break <i>Sponsored by GeoSonics/Vibra-Tech</i>	Overture
10:45 am–12:00 pm	BREAKOUT SESSIONS I: 1 Setting Up Your Project for Success: Selecting a Contractor and Negotiating a Construction Agreement <i>Sponsored by Aegis Property Group</i> 2 Keep the Horse Before the Cart: Sequencing the Capital Planning Process <i>Sponsored by Hartman-Cox Architects</i> 3 Reach, Engage, and Teach: Bringing Hands-on Science from the Back-of-House into Public Areas <i>Sponsored by GSM Project</i>	Maestro, 4th Floor Concerto, 3rd Floor Aria, 3rd Floor
12:00 pm–1:30 pm	Networking Luncheon and Buildy Award <i>Sponsored by David M. Schwarz Architects</i>	Symphony Ballroom

Saturday, March 10, 2018 <i>(continued)</i>		
TIME	EVENT / MEETING	LOCATION
1:45 pm–3:00 pm	BREAKOUT SESSIONS II: 4 Museum Master Planning: Supporting your Strategic Mission <i>Sponsored by SpaceSaver</i> 5 Cincinnati Museum Center: Preparing the Restoration of a Museum & National Historic Landmark <i>Sponsored by Casewerks</i> 6 Planning for Life After Opening: Aligning Project Vision and Economic Outcomes <i>Sponsored by Becker & Frondorf</i>	Concerto, 3rd Floor Aria, 3rd Floor Maestro, 4th Floor
3:00 pm–3:30 pm	Coffee/Tea/Water Break <i>Sponsored by Kohler Ronan LLC</i>	Overture
3:30 pm–4:45 pm	BREAKOUT SESSIONS III: 7 The Corporate Museum: What’s New and Different? What’s the Same? 8 The Prison and the Palace: Balancing Interpretive Planning with Historic Preservation <i>Sponsored by Universal Services Associates, Inc.</i> 9 Resilient Design: Planning for the Unknown <i>Sponsored by Whiting-Turner Contracting Company</i>	Maestro, 4th Floor Aria, 3rd Floor Concerto, 3rd Floor
5:15 pm–6:30 pm	Private Tour of Pennsylvania Academy of Fine Arts (pre-registration required)	Pennsylvania Academy of Fine Arts 118-128 North Broad Street, Philadelphia, PA
6:00 pm–7:30 pm	Saturday Reception <i>Sponsored by PAFA, DLR Group, Bittenbender Construction LP, CVM</i>	Pennsylvania Academy of Fine Arts 118-128 North Broad Street, Philadelphia, PA
7:30 pm	Dinner on your own	Philadelphia Area Restaurants
Sunday, March 11, 2018		
TIME	EVENT / MEETING	LOCATION
7:30 am–12:00 pm	Registration <i>Sponsored by Cooperstown Graduate Program</i>	Overture
8:00 am–9:15 am	Continental Breakfast <i>Sponsored by WSP</i> Sunday Plenary: Creation and Evolution of the Museum of the Bible	Symphony Ballroom Symphony Ballroom
9:00 am–12:00 pm	Exhibitors Hall <i>Sponsored by JacobsWyper Architects</i>	Overture
9:15 am–10:30 am	BREAKOUT SESSIONS IV: 10 Economy + Design Excellence = Low Cost, Energy-Efficient Museum <i>Sponsored by Edison Price Lighting</i> 11 Planning for the Hard Work: Operating Before, During, and After you Build 12 The Future of History: Designing a Contemporary Building in Support of a Historic Narrative <i>Sponsored by Atkin Olshin Schade Architects</i>	Aria, 3rd Floor Concerto, 3rd Floor Maestro, 4th Floor
10:30 am–11:00 am	Coffee Break <i>Sponsored by Quinn Evans Architects</i>	Overture
11:00 am–12:15 pm	BREAKOUT SESSIONS V: 13 Corraling Design Energy for Positive Results <i>Sponsored by Keast & Hood Structural Engineers</i> 14 Up Close and Personal: Bringing Visitors into Sensitive Spaces <i>Sponsored by GSM Project</i> 15 Beyond Physical: Changing How We Interpret Museum Spaces <i>Sponsored by Zone Display Cases</i>	Maestro, 4th Floor Aria, 3rd Floor Concerto, 3rd Floor

PRE-SYMPOSIUM WORKSHOP, MUSEUM TOURS, AND RECEPTION

NOTE: all times are approximate and subject to change.
Pre-registration is required for all of these activities, and additional fees are only required for the workshop and tours.
AIA continuing education credits will be available for all tours and the Ready Aim Build Workshop.

Ready, Aim, Build: A Museum Planning Workshop

Friday, March 9 | 8:30 am–4:30 pm

Attend this day of discussion, conversation, networking, and inquiry at the DoubleTree Hotel 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. Lunch will be provided. AIA continuing education credits are available.

Speakers: SmithGroupJJR; Gallagher and Associates; Clark Construction; Cumming; MGAC; Silman; Chora

Note: Pre-registration is required to attend.

OFF-SITE MUSEUM TOUR Private Hard-Hat Tour of the Philadelphia Museum of Art

Friday, March 9 | 12:00 pm–2:00 pm

The Philadelphia Museum of Art has officially begun the Core Project: a physical transformation and renovation of its main building led by visionary architect Frank Gehry. On this hard hat tour, you will see the project about halfway through construction and learn more about how this latest phase in the museum’s Facilities Master Plan will add 67,000 square feet of new public space, an additional 11,500 square feet for the display of the museum’s collection of American art, and an equal amount of gallery space for the presentation of contemporary art. Experience this landmark building with a plan to dramatically enhance access for the community, and display more of the museum’s astounding collection: this tour is not one to miss.

Note: Pre-registration is required. Transportation will NOT be provided. Directions will be provided to registrants.

OFF-SITE MUSEUM TOUR Private Tour of the Museum of the American Revolution

Friday, March 9 | 4:00 pm–5:30 pm

The new kid on the block! Encompassing 118,000 square feet, the Museum of the American Revolution explores the dynamic story of the American Revolution using its expansive collection of Revolutionary-era weapons, personal items, documents, and works of art. View exhibitions that give a more inclusive picture of the American Revolution—stories of enslaved and free Africans, Native Americans and women—in addition to the Founding Fathers and Revolutionary War soldiers—through immersive displays and a modern storytelling experience. Dive into the challenges of creating a new nation and the Revolutions’ enduring impact on those around the globe. Join some talented staff members for a tour of the museum and conversations about what went into the planning and implementation process.

Note: Pre-registration is required. Transportation will NOT be provided. Directions will be provided to registrants.

OFF-SITE MUSEUM TOUR Private Tour of the Franklin Institute

Friday, March 9 | 1:00 pm–3:00 pm

Explore the winning project of this year’s Buidly Award: the Franklin Institute’s newest addition, the Nicholas and Athena Karabots Pavilion. From the shimmering outdoor art piece to the multi-purpose LEED Silver certified multi-purpose museum spaces, this 53,000 square-foot addition went above and beyond. The Karabots Pavilion is a triumph both architecturally and programmatically. Learn more from museum and design staff about how this space harmonized and balanced the building’s design. Explore the widely acclaimed and award-winning “Your Brain” exhibit, housed in the new addition, as well as the state-of-the-art conference center, rain garden, and climate-controlled changing exhibition space.

Note: Pre-registration is required. Transportation will NOT be provided. Directions will be provided to registrants.

(continued on page 07)



Philadelphia Museum of Art
Photo courtesy of Edward Savaria Jr.



Museum of the American Revolution
Photo courtesy of the Museum of the American Revolution for PHLCVB



“Your Brain” at the Franklin Institute
Photo courtesy of JacobsWyper Architects/Tom Crane Photography



Barnes Overlook
Photo courtesy of the Barnes Foundation for PHLCVB



Pennsylvania Academy of the Fine Arts
Saturday Reception, Photo Courtesy of DLR Group



Symphony Ballroom
Photo courtesy of DoubleTree by Hilton Philadelphia—Center City

PRE-SYMPOSIUM WORKSHOP, MUSEUM TOURS, AND RECEPTION

(continued)

NOTE: all times are approximate and subject to change.

Pre-registration is required for all of these activities, and additional fees are only required for the workshop and tours.
AIA continuing education credits will be available for all tours and the Ready Aim Build Workshop.

OFF-SITE MUSEUM TOUR

Private Tour of the Barnes Foundation

Friday, March 9 | 1:00 pm–3:00 pm

The “Gallery in a Garden.” The Barnes Foundation excels at incorporating the appreciation of fine arts and horticulture into its education programs and displays. From small details such as lightening the finish on the wood, simple floor patterns to re-shaping the ceiling to distribute artificial light to brighten and clarify the viewing within the galleries. Explore the space that provides Philadelphia with a range of facilities and core programs involving art education, temporary exhibitions, and visitor amenities.

Note: Pre-registration is required. Transportation will NOT be provided. Directions will be provided to registrants.

Opening Reception— Museum of the American Revolution

Friday, March 9 | 5:30 pm–7:30 pm

Join friends and colleagues at MAAM Building Museums™ opening reception in the new and spectacular Museum of the American Revolution on Friday, March 9, 2018, from 5:30 p.m to 7:30 p.m. Enjoy drinks and hors d’oeuvres in the newest museum in town!

The Museum of the American Revolution explores the dynamic story of the American Revolution using its expansive collection of Revolutionary-era artifacts. Immersive galleries, dynamic theaters, and recreated historical environments bring to life the events, people, and ideals of our nation’s founding and engage people in the history and continuing relevance of the American Revolution. The museum serves as a portal to the region’s many Revolutionary sites, sparking interest, providing context, and encouraging exploration—the perfect place to kick off Building Museums™ 2018!

Note: Pre-registration is required; no additional fee for conference attendees. Transportation will NOT be provided. Directions will be provided to registrants.

Private Tour of the Pennsylvania Academy of Fine Arts

Saturday, March 10 | 5:15 pm–6:30 pm

The Pennsylvania Academy of the Fine Arts (PAFA) is an art school and museum comprised of two historic buildings—1876 Landmark Building (designated a National Historic Landmark) and the adjacent 1920s-era Hamilton Building. The Landmark Building, designed by renowned Philadelphia architects Frank Furness and George Hewitt, is the first structure in the U.S. specifically designed for fine arts instruction and exhibition in a consolidated facility. The Hamilton Building, a former automobile showroom and storage facility, has been repurposed to house the institution’s library, offices, classrooms, and collections storage. Visitors will be able to explore both buildings and will learn about PAFA’s history as an art school and museum. They will also see the latest in its phased renovation, including a new auditorium, Center for the Study of the American Artist, state-of-the-art Works on Paper Conservation Lab and archives, exhibition spaces, and studios.

Note: Pre-registration is required. Transportation will NOT be provided. Directions will be provided to registrants.

Saturday Reception— Pennsylvania Academy of Fine Arts

Friday, March 10 | 6:30 pm–8:00 pm

Relax and unwind with a networking reception in the Historic Landmark Building at the Pennsylvania Academy of Fine Arts. Explore the galleries, and check out the work that the reception’s sponsors have completed. Located just a short walk from the hotel, this reception is the perfect end to a day of sessions.

Note: Pre-registration is required; no additional fee for conference attendees. Transportation will NOT be provided. Directions will be provided to registrants.

2018 BUILDY AWARD RECIPIENT

The Franklin Institute’s Nicholas and Athena Karabots Pavilion

Saturday, March 10 | 12:00 pm

Symphony Ballroom

The Mid-Atlantic Association of Museums is proud to recognize the Franklin Institute’s Nicholas and Athena Karabots Pavilion Addition as the winner of the 2018 Building Museums™ Symposium’s Buildy Award. The Buildy Award recognizes the museum as an institution, its director and staff, and the building/design construction team.

Founded in honor of America’s first scientist, Benjamin Franklin, The Franklin Institute is one of the oldest and premier centers of science education and development in the country. Today, the Institute continues its dedication to public education and creating a passion for science by offering new and exciting access to science and technology in ways that would dazzle and delight its namesake. As an extension of the Franklin Institute, the Nicholas and Athena Karabots Pavilion balances out the building’s architecture and allows for expanded and enhanced programming furthering the institute’s mission. The new addition included an entire exhibit dedicated to the study of the brain, a climate-controlled changing exhibit space, improved visitor circulation, and LEED Silver certification, all while keeping within the original schedule and budget.

With the Nicholas and Athena Karabots Pavilion, The Franklin Institute followed and successfully completed its long-range master plan for the facility. While a distinctly different, modern architectural style, through appropriate massing and similar materials, the new pavilion respects the Beaux-Arts architecture of the original building. Increased gallery and classroom space allows for the display of more of the collection and for further engagement of the community in science education. The pavilion uses 360 degree circulation to solve complex circulation issues present since construction of the original 1933 structure. The Franklin Institute has sustained a 12% increase in attendance in just one year of opening the new pavilion.

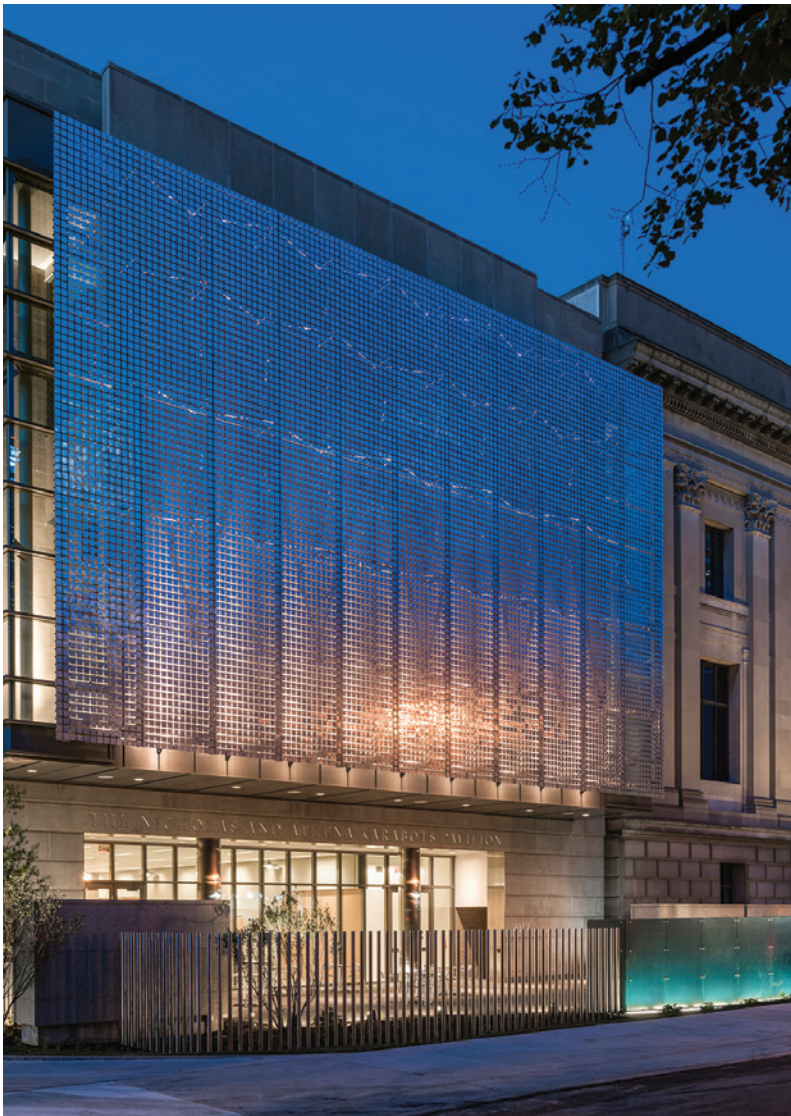


Photo courtesy of JacobsWyper Architects/Tom Crane Photography

The museum President and CEO, Larry Dubinski, along with administration and staff, worked closely with all stakeholders and a design team, which included Peter Saylor, AIA and David Searles, AIA LEED AP of JacobsWyper Architects of Philadelphia, PA. Construction was led by Ed Szwarc of Skanska USA.

PROGRAM KEYNOTES AND SESSION DESCRIPTIONS

NOTE: AIA continuing education credits are available.

OPENING KEYNOTE ADDRESS

SPONSORED BY COOPER ROBERTSON

The Florence County Museum: A Transformative Project for a Small Community

Saturday, March 10 | 9:00 am–10:15 am

Founded in 1939, the Florence County Museum in Florence, SC, operated from a converted house, where it showcased its important regional collection and became a leader in educational programming for underserved communities. The museum’s board, however, aspired for a new purpose-built facility to broaden its audience, enhance public programming, and attract collections. Its goals aligned with city and county initiatives to revitalize a failing historic downtown. A unique partnership among the museum, county, state, and a private foundation provided a key downtown site and capital funding to realize the project. This keynote will describe how a new, state-of-the-art facility, realized with a limited budget, has had a transformational impact on a small city, setting a standard for design excellence and contributing to the community’s ongoing economic revitalization.

Speakers: Andrew Stout, Executive Director of the Florence County Museum, Florence, SC; Scott Newman, FAIA, Partner, Cooper Robertson, New York, NY; Bruce Davis, AIA LEED AP, Partner, Cooper Robertson, New York, NY; M. Scott Collins, AIA, Project Manager for Florence County, Collins & Almers, Florence, SC

SESSION #1

SPONSORED BY AEGIS PROPERTY GROUP

Setting Your Project Up for Success: Selecting a Contractor and Negotiating a Construction Agreement

Saturday, March 10 | 10:45 am–12:00 pm

Establishing and maintaining the construction budget is critical to the success of your project. Having a contractor on your team during design phases will help establish the construction costs



Florence County Museum
Photo courtesy of the Florence County Museum

(potentially 75% of your total project cost) and help review other construction-related issues. Panelists will discuss methods and techniques for drafting a Construction RFP, establishing the pre-construction scope of work and estimating services, creating a competitive environment for Contractor’s fees, and establishing terms and conditions important and specific to your museum. Also to be discussed is how your museum should define limitations the contractor may have during construction that could impact costs such as noise, dust, protection of artifacts, and schedule.

Speakers: Carl D. Freedman, AIA, Associate, Aegis Property Group, Philadelphia, PA; Sara Geelan, Esq., General Counsel and Assistant Secretary, The Barnes Foundation

SESSION #2

SPONSORED BY HARTMAN-COX ARCHITECTS

Keep the Horse before the Cart: Sequencing the Capital Planning Process

Saturday, March 10 | 10:45 am–12:00 pm

Specialists in cultural planning, fundraising, and

architect selection join a museum executive with start to-finish capital project experience to discuss strategic and business planning to establish the impact, goals, and cost of the project; how to determine readiness for and feasibility of a capital campaign; choosing an architectural team; and organizing, energizing, and aligning board and staff to plan and implement institutional capacity-building for growth. Panel members will share insights about how the order of these planning components can build knowledge to inform sequential decisions, create momentum, achieve institutional growth, and prevent frustration related to project delays.

Moderator: Diana Duke Duncan, Principal, Diana Duke Duncan LLC, Washington, DC

Speakers: Amy Kaufman, Principal, Amy Kaufman Cultural Planning, Brooklyn, NY; Susanna Sirefman, AA Dipl., President, Dovetail Design Strategists, LLC, New York, NY; Margaret B. Zminda, Executive VP, CFO and COO, Barnes Foundation, Philadelphia, PA

(continued on page 10)

PROGRAM KEYNOTES AND SESSION DESCRIPTION (continued)

NOTE: AIA continuing education credits are available.

SESSION #3
SPONSORED BY GSM PROJECT
Reach, Engage, and Teach: Bringing Hands-on Science from the Back-of-House into Public Areas
Saturday, March 10 | 10:45 am–12:00 pm

Learn about the techniques used by Cleveland Museum of Natural History (CMNH) and its design team to include the community in its goals to expand its visitor base and engender appreciation for the marvels of science and nature. The session demonstrates how user analysis studies influenced the architectural and exhibition planning and design of the repurposed museum, allowing for future changes in technology and use of collections. Attendees will learn the challenges and opportunities associated with bringing hands-on science from the back-of-house to the front-of-house to offer visitors new levels of engagement. Hear about the challenges of, and solutions to, creating high-level visitor involvement with the CMNH's collections, staff, and research programs.

Moderator: Tony Reich, Founding Principal, Reich+Petch Design International, Toronto, Canada
Speakers: Stephen Petri, Principal, Reich+Petch Design International, Toronto, Canada; Joel Alpern, Director of Exhibits, Cleveland Museum of Natural History, Cleveland, OH; Kate Flinner, Communications Manager, New Knowledge Organization Ltd, New York, NY

SESSION #4
SPONSORED BY SPACESAVER
Museum Master Planning: Supporting Your Strategic Mission
Saturday, March 10 | 1:45 pm–3:00 pm

Learn about how the Pennsylvania Academy of the Fine Arts (PAFA), the nation's longest operating art academy and art museum, is using a 10-year campus master planning process to support its strategic mission. Panelists will describe the process for selecting a firm to support its master planning efforts, the priorities developed for building renovations, and the outcome of projects to date, which include:

infrastructure modernization, new teaching and research areas, and a new cool storage archive for PAFA's Works on Paper collection. The session will review considerations for work in a historic building and environmental control, as well as fundraising, construction procurement, stakeholder engagement, and flexibility for inevitable change.

Moderator and Speaker: Roger Chang, PE, LEED Fellow, Principal, DLR Group, Washington, DC
Speakers: Dr. David Brigham, PhD, President and CEO, Pennsylvania Academy of Fine Arts, Philadelphia, PA; Ed Poletti, Director of Facilities, Pennsylvania Academy of Fine Arts, Philadelphia, PA; Monika Smith, AIA, LEED AP, Project Manager, DLR Group, Washington, DC

SESSION #5
SPONSORED BY CASEWERKS
Cincinnati Museum Center: Preparing the Restoration of a Museum & National Historic Landmark
Saturday, March 10 | 1:45 pm–3:00 pm

Internationally recognized as an outstanding example of Art Deco architecture, Union Terminal represents the pinnacle of American railroad station design. Abandoned in the 1970s, this 1933 icon was saved in 1989 to become the Cincinnati Museum Center (CMC), which housed three previously separate museums. In 2015, CMC undertook a \$212M full restoration and reinvention of the museum experience, while remaining open. Panelists will share details on the restoration of major public spaces to historic preservation standards and transformation of original service areas into modern exhibition spaces as well as strategies employed to craft a project team, project goals, and prepare the community, institution, and the building for change.

Speakers: Elizabeth W. Pierce, President/CEO, Cincinnati Museum Center, Cincinnati, OH; Steven T Kenat, AIA LEED AP, Principal/Director of Community Development, GBBN Architects, Cincinnati, OH; John G. Waite, FAIA, Senior Principal, JGWA Architects, Albany, NY

SESSION #6
SPONSORED BY BECKER & FRONDORF
Planning for Life after Opening: Aligning Project Vision and Economic Outcomes
Saturday, March 10 | 1:45 pm–3:00 pm

Minnesota Historical Society (MNHS) has recently completed a new Visitors Center at Oliver Kelley Farm and is deep in design for a complete re-imagining of Historic Fort Snelling. For both these projects, MNHS integrated economic and operational analyses into capital project planning. The processes of forecasting attendance, developing activity and staffing models, outlining event typologies, and mapping programs onto proposed spaces not only influenced design and budget decisions, but also drove changes in the way the society views economic success. Speakers will explore the benefits of sound economic planning and what it can and can't do for capital project decisions.

Moderator: Katie Oman, Principal, KO Projects, Seattle, WA
Speakers: Tom Pfannenstiel, Site Manager, Historic Fort Snelling, Minnesota Historical Society, St. Paul, MN; Kenneth Kornack, Capital Project Manager, Minnesota Historical Society, St. Paul, MN; Bob Quist, Site Manager, Oliver Kelley Farm | Minnesota Historical Society, St. Paul, MN

SESSION #7
The Corporate Museum: What's New and Different? What's the Same?
Saturday, March 10 | 3:30 pm–4:45 pm

Johnson and Johnson opened its new museum in April 2017 in a restored 1906 powerhouse at its New Brunswick, NJ, headquarters. Our Story at the Powerhouse features the life-saving inventions J&J has created and the lives the company's innovations have shaped since its 1886 founding. This session will highlight the ways in which this corporate museum is unique from other museums in its leadership structure, in its access strategy, and in the self-reflecting relationship between its narrative and the

organization that supports it. Learn also how the J&J museum is similar to other museums in its strategic planning process, content selection process, care for the visitor experience, and issues around historic preservation and sustainability.

Moderator: Jamie Wyper, AIA, Partner, JacobsWyper Architects, Philadelphia, PA
Speakers: Cybelle Jones, Principal and Executive Director, Gallagher & Associates, Silver Spring, MD; Alexandra Holland, Enterprise Strategy & Communication Leader, Johnson & Johnson, New Brunswick, NJ; Magda Krapf, AIA, Partner and Project Architect, JacobsWyper Architects, Philadelphia, PA

SESSION #8
SPONSORED BY UNIVERSAL SERVICES ASSOCIATES, INC.
The Prison and the Palace: Balancing Interpretive Planning with Historic Preservation
Saturday, March 10 | 3:30 pm–4:45 pm

This session will explore the philosophical and technical challenges of transforming two National Historic Landmarks into museums. Philadelphia's Eastern State Penitentiary opened in 1829 as a new model for rehabilitation through solitary detention. It closed in 1971 and reopened as a museum in 1994. The current project will transform the administration building into a functional visitor center. The Palace of the Governors (Santa Fe), constructed in 1610 as a territorial capitol of New Spain, was converted into a museum in 1909. The current project will preserve the interiors of North America's oldest continuously occupied public building while replacing building systems and preparing the structure for new interpretation.

Moderator and Speaker: Shawn Evans, AIA, Atkin Olshin Schade Architects, Santa Fe, NM
Speakers: Andrew J. Wulf, Ph.D, New Mexico History Museum, Santa Fe, NM; Samuel Olshin, AIA, Atkin Olshin Schade Architects, Santa Fe, NM; Sarah Jane "Sally" Elk, Eastern State Penitentiary Historic Site, Philadelphia, PA

SESSION #9
SPONSORED BY WHITING-TURNER CONTRACTING COMPANY
Resilient Design: Planning for the Unknown
Saturday, March 10 | 3:30 pm–4:45 pm

Since 1980, the chance of floods, hurricanes, wildfires or severe weather events has jumped by 300%. With the increased odds of museums being disrupted by such events, how can you better prepare to absorb, recover from, and more successfully adapt? This session introduces the concept of resilient design and provides tools for small to large museums to identify risks, plan for and minimize impact. Through case studies and examples, the panelists will introduce risk assessment and resilient design planning. In a hands-on workshop, the participants will learn to utilize a resiliency assessment tool, which can be taken back to their own institutions.

Speakers: Roxanne Nelson, AIA, LEED AP, Principal HGA Architects and Engineers, Minneapolis, MN; Lin Nelson-Mayson, Goldstein Museum of Design, University of Minnesota, St. Paul, MN; Ariane Laxo, LEED AP ID+C, HGA Architects and Engineers, Minneapolis, MN

SUNDAY PLENARY SESSION
The Creation and Evolution of the Museum of the Bible
Sunday, March 11 | 8:00 am–9:15 am

Opened in November 2017, the Museum of the Bible encompasses history, art, and entertainment arrayed in a vertical hub-and-spoke organization. The visitor experience focuses on the history, narrative, and impact of the Bible. The 1923 landmark refrigerated warehouse remains an important element in the design, along with new vertical infill and a rooftop additions. Atop the building, a two-story addition, which houses a theater and ballroom, offers panoramic views of the U.S. Capitol and National Mall. This plenary session on the design and construction process for the Museum of the Bible offers a number of lessons learned that could serve as a model for museums of any scale.

Moderator: Cary Summers, President, Museum of the Bible, Oklahoma City, OK

Speakers: Brian Flegel, Project Executive, Sr. Vice President, Clark Construction Group LLC, Bethesda, MD; Sarah Ghorbanian, Project Manager and Construction Administrator, Associate, SmithGroupJJR, Washington, DC; David B. Greenbaum FAIA Principal in Charge and Design Principal, Vice President, SmithGroupJJR, Washington, DC

MAAM serves as a forum for the museum field in our region to identify crucial issues and create a framework of ethics and standards to guide museum conduct. We are including Museum of the Bible as a plenary session because we want to share with our attendees an example of a major museum in its planning and construction phases. MAAM encourages all museums to follow the AAM code of ethics as well as national standards and best practices, which include several related to archaeological material and ancient art, as well as collections stewardship.

SESSION #10
SPONSORED BY EDISON PRICE LIGHTING
Economy + Design Excellence = Low-Cost, Energy-Efficient Museum
Sunday, March 11 | 9:15 am–10:30 am

Economy and design excellence are not incompatible, as demonstrated by the 43,000 square-foot, two-story Scottsdale Museum of the West (SMoW), which opened in 2015. In this case study, the museum's architect and owner-operator present project goals, budget challenges, design aspirations, operational requirements, and design/delivery techniques used to achieve those ends. Employing building techniques better known for their use in big-box and industrial construction—and design-build delivery—this team created a low-cost, memorable, energy-efficient museum for a public-private client. The panelists will share post occupancy findings on the operational results of a low-cost, highly energy-efficient structure.

Speakers: Christiana Moss, AIA, principal, Studio Ma, Phoenix, AZ; Mike Fox, director/CEO, Western Spirit: Scottsdale Museum of the West, Scottsdale, AZ

(continued on page 12)

PROGRAM KEYNOTES AND SESSION DESCRIPTION (continued)

NOTE: AIA continuing education credits are available.

SESSION #11

Planning for the Hard Work: Operating Before, During, and After You Build

Sunday, March 11 | 9:15 am–10:30 am

An institution’s ability to develop the appropriate operational strategy to prepare for an opening, as well as to maintain programming for constituents during construction, are critical points that cannot be overlooked during the planning process. This panel will share tools, strategies, and lessons learned on how to foster the right institutional capacity and leadership during and following the completion of construction. Attendees will learn about two case studies of varying scales: The Studio Museum in Harlem, NY, which is currently in the process of building a new home for its museum, and the Socrates Sculpture Park, in Long Island City, NY, which recently launched construction of a crucial capital project for its campus.

Moderator: Andrew J. Bast, Senior Principal, Zubatkin Owner Representation, LLC, New York, NY

Speakers: John Hatfield, Executive Director, Socrates Sculpture Park, Long Island City, NY; Sheila McDaniel, Deputy Director of Finance & Operations, The Studio Museum in Harlem, New York, NY

SESSION #12

SPONSORED BY ATKIN OLHSIN SCHADE ARCHITECTS

The Future of History: Designing a Contemporary Building in Support of a Historic Narrative

Sunday, March 11 | 9:15 am–10:30 am

In 2017, the 78,000 square-foot home of American Revolutionary Museum at Yorktown (ARMY) was completed adjacent to its updated outdoor living history exhibit. The new museum provides creative interactive exhibit design, a dynamic 4D multi-sensorial theater environment, technological innovation, and represents smart and flexible space planning. The project leaders will recount lessons learned during design and phased construction process and key roles, responsibilities, and best practices for maximizing open communication, building rapport and trust, and using technology to achieve project goals. Learn how the new project has transformed user experience,

improved collections care, increased visitorship, and achieved LEED Silver along the way.

Moderator and Speaker: Scott Cryer, AIA, Associate, DLR Group, Washington, DC

Speakers: Freda Rosso, Capital Projects Administrator, Jamestown Yorktown Foundation, Williamsburg, VA; Omar Hawit, PE, DLR Group, Washington, DC; Cybelle Jones | Principal and Executive Director, Gallagher & Associates, Silver Spring, MD

SESSION #13

SPONSORED BY KEAST & HOOD STRUCTURAL ENGINEERING

Corralling Design Energy for Positive Results

Sunday, March 11 | 11:00 am–12:15 pm

The recently opened Museum of the American Revolution in Philadelphia is an excellent case study of the complex coordination required amongst architects, engineers, exhibit designers and fabricators, media producers, lighting and acoustical designers, curators, and the general building contractor. There is a natural tension between building design and exhibit design because architects must first design a space to accommodate the exhibits that will necessarily need to change as exhibit and media design progress on different schedules and inform the building design. This session will not only explore the lessons learned coordinating a wide range of disciplines, but will reveal how proper planning can save time and money.

Moderator: Dan Bosin, AIA, President, Dan Bosin Associates, Philadelphia, PA

Speakers: Alex Lamis, FAIA, Robert A.M. Stern Architects LLP, New York, NY; R. Scott Stephenson, Ph.D., Vice President of Collections, Exhibitions, and Programming, Museum of the American Revolution, Philadelphia, PA; Terence Healy, HealyKohler Design, Washington, DC; Erik Krupp, Project Manager, LEED GA, Intech Construction, LLC, Philadelphia, PA

SESSION #14

SPONSORED BY GSM PROJECT

Up Close and Personal: Bringing Visitors into Sensitive Spaces

Sunday, March 11 | 11:00 am–12:15 pm

This panel presents recent projects in the Pointe-à-Callière Museum of History and Archaeology, Montreal; Monticello; and the landmark Shindagha Museum project in Dubai that have all integrated visitor experiences into very small heritage spaces. Three speakers will share the challenges they faced as they attempted to integrate meaningful visitor experiences into heritage architecture, the limitations they encountered, and the methods that led to success. Attendees will learn tips and tricks for bringing visitors into sensitive spaces and useful ways to balance the needs of both conservation and education.

Moderator: Jeremy Taylor, Content Director, GSM Project, Montreal, Canada

Speakers: Gardiner Hallock, Director of Restoration, Monticello, Charlottesville, VA; Anne Elisabeth Thibault, Director of Exhibitions & Technology Development, Pointe-à-Callière, Montréal Archaeology and History Complex, Montréal, Canada; Geneviève Angio-Morneau, Creative Director, GSM Project, Montréal, Canada

SESSION #15

SPONSORED BY ZONE DISPLAY CASES

Beyond Physical: Changing How We Interpret Museum Spaces

Sunday, March 11 | 11:00 am–12:15 pm

What does it mean to design for content? Join an interdisciplinary panel of experts in a discussion about considering both content and context when planning cultural spaces. Learn from panelists how their design methods will help architects, exhibition designers, and curators consider how digital technology and modern trends affect the spatial design of museums. Emerging technology such as augmented/mixed reality, 360 audio, artificial intelligence, and machine learning is changing how we design and interact with physical spaces. Discover how these means can be employed to portray a curatorial narrative that engages visitors in intriguing, challenging, and fun learning experiences.

Speakers: Brad Baer, Director of Strategy + Partner, Bluecadet, Philadelphia, PA; Wendy Joseph, Founder, Studio Joseph, New York, NY; Abbott Miller, Pentagram, New York, NY; Donald Albrecht, Curator (MCNY), New York, NY

THANK YOU TO OUR SPONSORS

The Mid-Atlantic Association of Museums 2018 Building Museums™ Symposium thanks our conference sponsors whose generosity helped to make this meeting such a success.

GOLD



DAVID M. SCHWARZ ARCHITECTS



geckogroup

SILVER



SMITHGROUPJJR

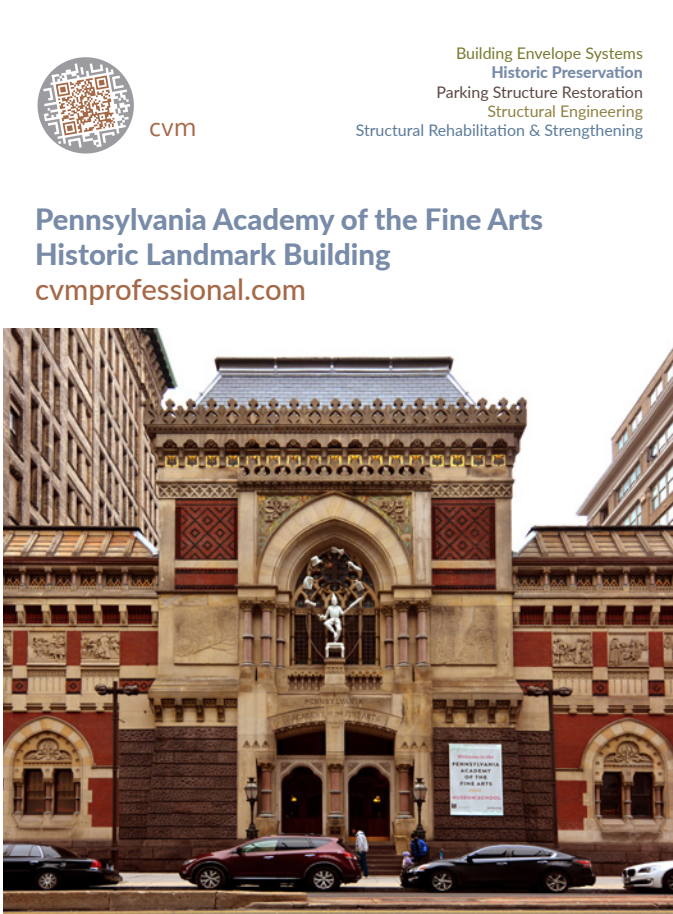
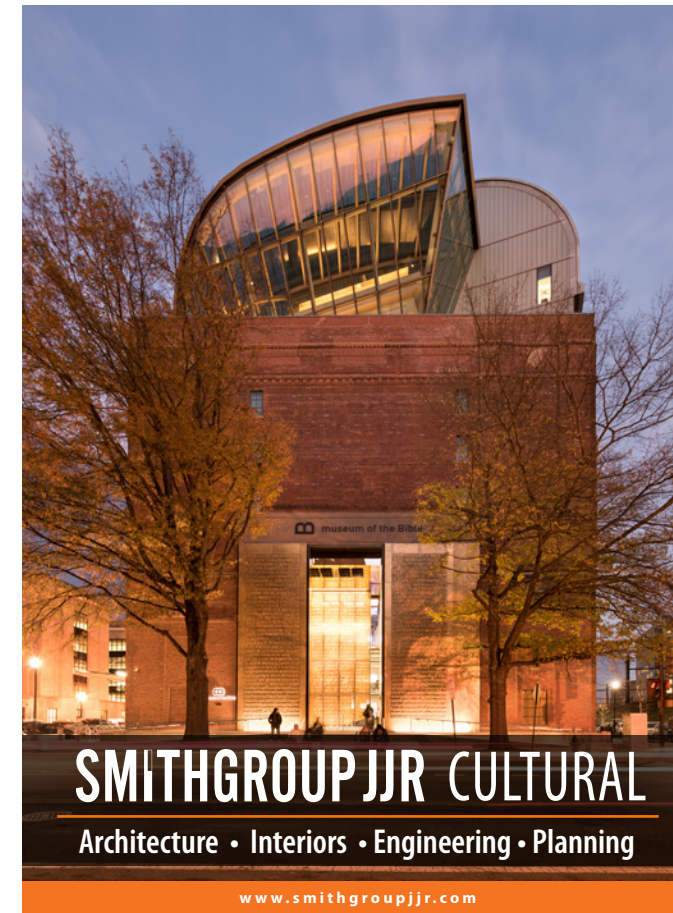


BRONZE



FRIENDS OF MAAM





Leading a new generation of contractors who are
changing the face of Philadelphia Construction...



5 N COLUMBUS BLVD | PIER 5
PHILADELPHIA | PA | 19106
215.925.8900 | info@bittenbenderconstruction.com

AAMG

Association of Academic Museums & Galleries

**Audacious Ideas:
University Museums and Collections as
Change-Agents for a Better World**

June 21-24, 2018
Lowe Art Museum, University of Miami, FL

This year, AAMG is partnering with UMAC (University Museums and Collections), a committee of the International Council of Museums, for our Annual Conference in Miami, FL. We look forward to sharing ideas and pressing concerns—and learning and networking with our global colleagues.

More information online: aamg-us.org
Join 2,500 AAMG listserv colleagues:
groups.io/g/AAMG

UMAC ICOM
international committee
for university museums
and collections

Pennsylvania Academy
of the Fine Arts



Benjamin West (1738-1820), *Death on the Pale Horse* (detail), 1817, oil on canvas, 176 x 301 in., Pennsylvania Academy of the Fine Arts, Purchase, 1836.1

VISIT US FOR THE BEST OF AMERICAN ART
March 2 - June 3, 2018

First Academies: Benjamin West and the Founding of the Royal Academy of Arts and the Pennsylvania Academy of the Fine Arts is made possible by the Richard C. von Hess Foundation, Maxine S. Lewis, Josephine Templeton in memory of Dr. John Templeton, and Leslie Miller and Richard Worley. Special Exhibitions in 2017-18 are supported by Jonathan L. Cohen

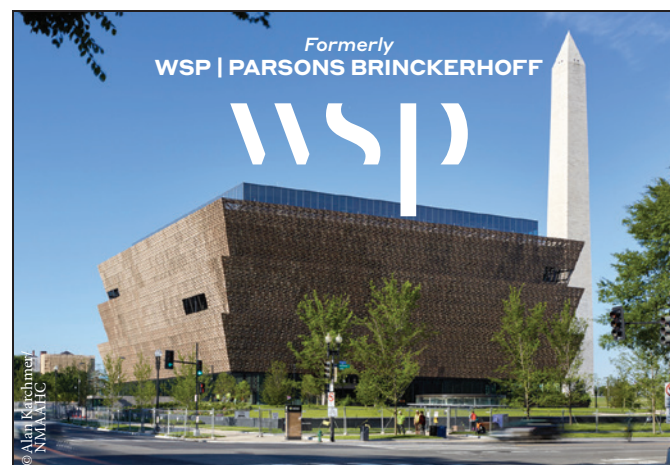
118-128 N. Broad Street
Philadelphia, PA
215-972-7600
pafa.org @PAFAcademy

PAFA

Spacesaver helps build
GREAT MUSEUMS



Spacesaver SPACESAVER.COM | 800-255-8170



Question the ordinary
Imagine the extraordinary
Create the enduring

WSP USA partners with clients to deliver
landmark buildings to our communities.

Find out what we can do for you.

wsp.com/usa

We're hiring! Visit our website for job vacancies.

Your Story Is Our Business

The best **storytellers** in the industry
work at Solid Light—our designers,
fabricators, writers, filmmakers,
media specialists and installers. Let's
create an experience that will **elevate**,
amaze and **transform** your visitors.

solidlight-inc.com

solidlight

Let's create
something
that changes
someone



SAVE THE DATE!

**October
17-19,
2018**

Mid-Atlantic Association of
Museums
Annual Meeting

Museums Matter Now

**BALTIMORE,
MARYLAND**

www.midatlanticmuseums.org

AN EXHIBIT 2,000 YEARS IN THE MAKING

TERRACOTTA WARRIORS: GUARDS FOR ETERNITY is a collaboration between The Franklin Institute (Philadelphia) and the Pacific Science Center (Seattle). Gecko Group and Universal Services Associates, Inc. are the design/build team that brought this remarkable project to life.

The exhibit explores the science behind China's ancient terracotta figures in a variety of ways, including engaging interactives, powerful media, and immersive theatrical experiences. Visitors uncover how and why the warriors were made and glimpse mysteries yet to be uncovered.

*Experience the exhibit for yourself
this fall at the Franklin Institute.*



geckogroup

branding | marketing | exhibits | multimedia | environmental

geckogroup.com | 610.430.0305