

BUILDING MUSEUMS™ 2021

February 25-26, 2021 | Ready, Aim, Build Workshop

March 1-4, 2021 | Virtual Symposium

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

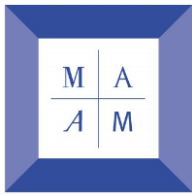
Building Museums™ is an annual, international symposium produced and managed by the Mid-Atlantic Association of Museums [MAAM] but is open to everyone with an interest in this important topic.

AIA Continuing Education Units will be available for those attending live presentations during the virtual program running March 1-4, 2021.

PRELIMINARY PROGRAM

Table of Contents

Welcome/Introduction to Building Museums™.....	1
Schedule At-A-Glance.....	2
Workshop, Plenaries, Buildy Awards, and Virtual Tours.....	4
Keynote and Session Descriptions.....	5
Registration Rates.....	23
Sponsor Opportunities.....	25



SCHEDULE AT-A-GLANCE

NOTE: All times are approximate and subject to change.

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

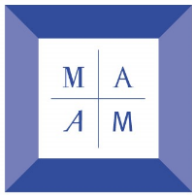
All times are listed in Eastern Standard Time (UTC-05:00)

February 25 and 26, 2021

THURSDAY, Feb 25: Ready	2:00 PM	4:00 PM
Friday, Feb 26: Aim		
	10:00 AM	12:00 PM
BREAK		
Friday, Feb 26: Build	2:00 PM	4:00 PM
Happy Hour	4:00 PM	5:00 PM

Monday, March 1, 2021

KEYNOTE - Resilient, Flexible and Efficient: Creating a Sustainable Museum in the Desert	1:30 PM	2:30 PM
NETWORKING BREAK		
SESSION 2A: Reinventing a State History Museum: the Montana Heritage Center		
SESSION 2B: Aligning Mission and Intent: Renewing the Rothko Chapel at Fifty	2:45 PM	3:45 PM
SESSION 2C: Feeling Welcome ≠ Belonging: Inclusive Stakeholder Engagement Throughout a Major Capital Project		
NETWORKING BREAK		
SESSION 3A: Building a Better Budget: You Can't Hide from the Bottom Line		
SESSION 3B: Memory of Montrealers: Designing a New, Inclusive Institution with Community at its Heart	4:00 PM	5:00 PM
Happy Hour	5:00 PM	6:00 PM



Tuesday, March 2, 2021

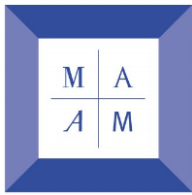
SESSION 4 - PLENARY ON THE FUTURE OF MUSEUMS BEYOND THE PANDEMIC	1:30 PM	2:30 PM
NETWORKING BREAK		
SESSION 5A: Healthy Buildings: What You Need to Know About Indoor Air Quality and Your Building Systems (COVID?)		
SESSION 5B: The Modern Collections Storage Facility: Lessons and Best Practices on Flexibility, Collaboration, and Sustainability	2:45 PM	3:45 PM
SESSION 5C: Interdisciplinary Insights: A New Approach Informing Planning for the Future of the Nelson-Atkins Museum of Art		
NETWORKING BREAK		
SESSION 6A: Achieving Carbon Neutral Museum Design	4:00 PM	5:00 PM
SESSION 6B: Righting the Ship: The Sailing Museum		
Happy Hour	5:00 PM	6:00 PM

Wednesday, March 3, 2021

SESSION 7 - BUILDY AWARD PRESENTATION	1:30 PM	2:30 PM
NETWORKING BREAK		
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	2:45 PM	3:45 PM
SESSION 8C: The Perfect Fit: Assembling the Architect and Interpretive Design Team		
NETWORKING BREAK		
SESSION 9A: Creating a Visitor Experience Focused Master Plan: The Ice Age Fossils State Park	4:00 PM	5:00 PM
SESSION 9B: Inside Outside Upside Down: Rethinking Museum Architecture & Experience Design		
Happy Hour	5:00 PM	6:00 PM

Thursday, March 4, 2021

SESSION 10 - THE FUTURE OF MUSEUMS AND SOCIAL JUSTICE	1:30 PM	2:30 PM
NETWORKING BREAK		
SESSION 11A: Creating Potential for an Equitable and Open Museum: the MoMA PS1 Master Plan Study	2:45 PM	3:45 PM



SESSION 11B: A Community-Driven Design Process for Reconciliation
in the Commonwealth

NETWORKING BREAK

SESSION 12A: The Rockwell Museum Master Plan: Deepening
Community Engagement through Thoughtful Strategic Planning 4:00 PM 5:00 PM

SESSION 12B: Imagining the Unimagined: Reconceiving an Academic
Museum from Building to Brand

Happy Hour 5:00 PM 6:00 PM

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

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: Jame Anderson, Hal Davis, David Greenbaum, Sarah Ghorbanian from SmithGroup; Robert Sullivan, Chora; Jared Oldroyd, Clark Construction; Daniel Pomfrett, Cumming; Gretchen Coss from Gallagher and Associates; Richard Rabena from The Franklin Institute

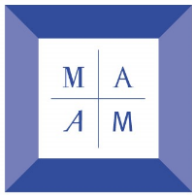
Note: Pre-registration is required; fee \$25.00 for MAAM Members, \$35.00 for non-members.

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 Eastern

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

March 1-4, 2021

MAAM will make available a number of virtual tours to conference attendees. Stay tuned for further details!

KEYNOTE AND SESSION DESCRIPTIONS

MONDAY, MARCH 1, 2021

KEYNOTE, SCOTTSDALE MUSEUM OF THE WEST: 1:30 PM to 2:30 PM EST

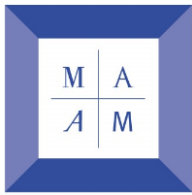
Title: Resilient, Flexible and Efficient: Creating a Sustainable Museum in the Desert

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

Attendees to this program will be able to:

1. Discuss general approaches for meeting budget objectives for initial and operating costs as part of a museum project targeting environmental and resiliency goals.
2. Describe the use of economical building techniques for museum projects pursuing very high-efficiency, sustainable approaches including strict energy-efficiency targets.



3. Explain the use of energy and daylight modeling as well as materials and systems that reduce energy use and environmental impact for an urban desert museum location.
4. List ways to reduce energy use and water needs while increasing the flexibility, adaptability and resiliency of a new museum facility.

Moderator: Christiana Moss, FAIA, principal, Studio Ma, Phoenix, AZ

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

BLOCK 2: 2:45 PM to 3:45 PM

Session 2A

Reinventing a State History Museum: the Montana Heritage Center

"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.

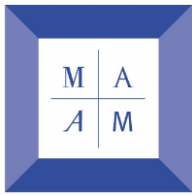
Learning Objectives:

Attendees will learn:

- What's involved in the early stages of planning and design and how to incorporate the vision into the process
- How to integrate striking contemporary architecture with a historic building
- How to incorporate stories of many cultures and how to leverage objects in your design process
- 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, MT
mkruckenberg@mt.gov



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

Aligning Mission and Intent: Renewing the Rothko Chapel at Fifty

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 visitorship and public programs. The client and design team will explain the planning and development process, in which they client and design team were thought-partners in this process, guided by a shared set of project principles which defined the project goals.

Learning Objectives:

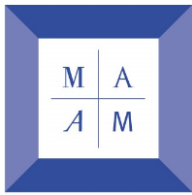
1. Attendees will understand the legacy and mission of the Rothko Chapel, which is grounded in both the spiritual experience of Mark Rothko's art and the de Menil's vision of collective action to advance social justice.
2. Attendees will understand how the Rothko Chapel's building committee and its design 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 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 77006



Adam Yarinsky, FAIA LEED AP, Principal, Architecture Research Office, New York, NY

Session 2C

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

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. Examine the necessity of leading by listening to all stakeholders involved in the life of a building project.
5. 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, LLC, New York, NY

Speakers: Larissa Gentile, Managing Director of Special Projects, Lucas Museum of Narrative Art, Los Angeles, CA

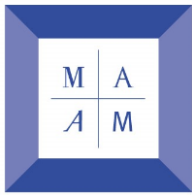
Marquise Stillwell, Founder and Principal, Openbox, New York, NY

BLOCK 3: 4:00 PM to 5:00 PM

Session 3A

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

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

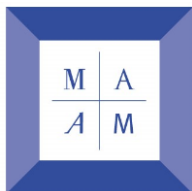
Memory of Montrealers: Designing a New, Inclusive Institution with Community at its Heart

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

Attendees will:

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



1. curate the content? Make editorial decisions? How is the design influenced by citizen's input?
2. Learn from the concrete project experience of the hands-on team working on the project from 2018 to today.
3. 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, Boite Rouge Vif, Chicoutimi, QC, Canada

Eve-Lyne Cayouette Ashby, Content Director and Creative Director, GSM Project, Montreal, QC, Canada

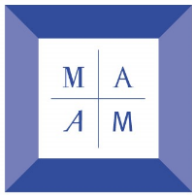
TUESDAY, MARCH 2, 2021

PLENARY: THE FUTURE OF MUSEUMS BEYOND THE PANDEMIC

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:

- Attendees will hear from researchers and learn how visitor expectations are affecting museum experiences.
- Attendees will learn how to continue and expand community engagement opportunities despite the pandemic.
- Attendees will learn practices in digital engagement to serve their audiences.



- Attendees will learn how museums are reimagining their physical spaces as a result of the pandemic.

Moderator: Sara Smith, Producer, RLMG, Watertown, MA

Speakers:

Manda Martin, Project Director, LaPlaca Cohen, New York, NY

Kathryn Hill, CEO, Levine Museum of the New South, Charlotte, NC

Jen Benoit-Bryan, PhD | Vice President & Co-director of Research, Slover Linnett Audience Research, Chicago, IL

BLOCK 5: 2:45 PM to 3:45 PM

Session 5A

Healthy Buildings: What You Need to Know About Indoor Air Quality and Your Building Systems (COVID?)

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

Attendees will learn the key elements of:

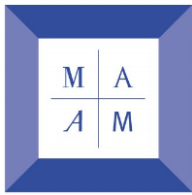
- The ABCs of building mechanical systems.
- The role that temperature and humidity plays in the transmission of coronavirus.
- Commercially available treatments that can mitigate the transmission of airborne viruses through building mechanical systems.
- The benefits of pairing different treatments/technologies.
- The cost of retrofitting your systems.
- 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



Session 5B

The Modern Collections Storage Facility: Lessons and Best Practices on Flexibility, Collaboration, and Sustainability

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 offers 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:

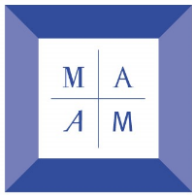
Douglas Erickson, Chief of Collections Processing Unit, National Air & Space Museum, Washington, D.C.

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:

Interdisciplinary Insights: A New Approach Informing Planning for the Future of the Nelson-Atkins Museum of Art



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

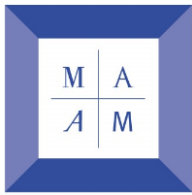
Brad Baer, Partner & Chief Strategy Officer, Bluecadet, Philadelphia, PA

BLOCK 6: 4:00 PM to 5:00 PM

Session 6A

Achieving Carbon Neutral Museum Design

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

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

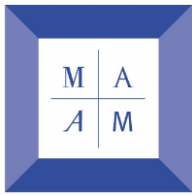
Session 6B

Righting the Ship: The Sailing Museum

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:

- Participants will learn how existing museum projects in construction have shifted or not shifted from their plans due to the pandemic and social activism.
- Participants will build literacy about various planning services to support their museum project's development.
- 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.



- Participants will explore the challenges and opportunities in performing pre-design services, and be able to discuss them with their board, staff and stakeholders.
- Participants will evaluate these planning techniques for use in their own organizations and/or on their own upcoming projects.

Speakers:

Elena Kazlas, Principal, ConsultEcon, Cambridge, MA

Heather Ruhsam, Executive Director, The Sailing Museum, Newport, RI

Terence Healy, Principal, HealyKohler Design, Silver Spring, MD

WEDNESDAY, MARCH 3, 2021

BUILDY AWARD PRESENTATION: 1:30 PM to 2:30 PM

BLOCK 8: 2:45 PM to 3:45 PM

Session 8A

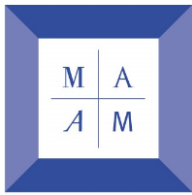
Building on a Legacy - Preserving a Historic African American Cultural Resource - The Josiah Henson Park Visitor Center & Museum

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 home to 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

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

Moderator/Facilitator:



Miharu Morimoto, 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

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.

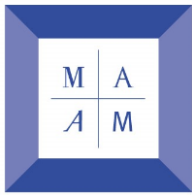
Learning Objectives:

Attendees will learn:

- How to liaison with neighboring buildings
- How to implement Americans with Disabilities Act requirements in a non-compliant historic structure
- How to manage natural and artificial light sources in the space
- 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, MY

Susan Reynolds, Director, Milton Resnick and Pat Passlof Foundation, New York, NY

Session 8C

The Perfect Fit: Assembling the Architect and Interpretive Design Team

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

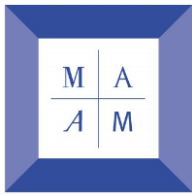
Abby Byshhe, VP, Experiences and Business Development, The Franklin Institute, Philadelphia, PA

Shari Berman, Partner & Director of 2 Dimensional Design, Evidence Design, Brooklyn, NY

BLOCK 9: 4:00 PM to 5:00 PM

Session 9A

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



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
5. Learn about the importance of working and collaborating closely with multi-disciplinary teams to identify the projects needs

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

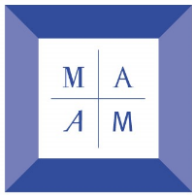
Dana Dapolito, Program Manager, Park Planning, Department of Conservation and Natural Resources, Nevada Division of State Parks, Reno, NV

Session 9B

Inside Outside Upside Down: Rethinking Museum Architecture & Experience Design

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
4. Pitfalls to avoid when considering new building elements and the infrastructure of supporting systems as it relates to the end user experience
5. An appreciation for honoring best practices in architecture and exhibit design to create a world class visitor experience.

Moderator:

Remi Carette, Director Business Development, Art Processors, Melbourne, Australia

Speakers:

Jarrold 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

THURSDAY, MARCH 4, 2021

PLENARY: DECONSTRUCTING WHITE SPACE, 1:30 PM to 2:30

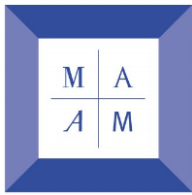
PM

Yale Professor of sociology and African American studies Dr. Elijah Anderson defines white space as settings previously occupied solely by whites, which Blacks now “consider to be informally off-limits for people like them.” Museums fall squarely into this public space typology, with few exceptions, and struggle chronically with minority representation. The modern museum must transcend this stigma to remain relevant as a public space of the future.

This past year, social justice has solidified its role in the museum space. As we design and (re)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 social justice in museums and share how museum projects evolve and emerge 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.

BLOCK 11: 2:45 PM to 3:45 PM

Session 11A

Creating Potential for an Equitable and Open Museum: the MoMA PS1 Master Plan Study

Founded in 1976, P.S.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 and master planning for an existing building.
3. The presentation will illustrate how minor/ surgical design solutions can provide and enhance flexibility

Moderator:

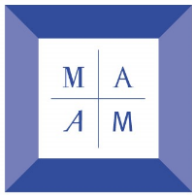
Allison Robin - Principal, Envoie Projects (formerly known as Levien & Company) Project Management & Owner's Representation

Speakers:

Kate Fowle, Director, MoMA PS1, Long Island City, NY

Koray Duman - Principal, Büro Koray Duman Architects (B-KD), New York, NY

Session 11B



A Community-Driven Design Process for Reconciliation in the Commonwealth

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 present in our culture today.

Learning Objectives:

Attendees to this session will receive:

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 capitol 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, acknowledgement, resistance, and empathy.

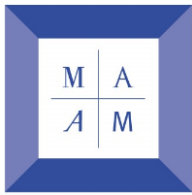
Speakers:

Delegate Delores L. McQuinn - Client, Board Member, Fundraiser, Virginia House of Delegates, Minority Caucus Sergeant at Arms (2012-)

Jame L. Anderson, AIA - Principal in Charge & Project Manager, Cultural Practice Director, SmithGroup, Washington, D.C.

Dayton Schroeter, AIA - Design Principal & Lead Designer, Design Principal, SmithGroup, Washington, D.C.

Monteil Crawley, AIA, LEED AP - Project Architect & Designer, Associate, SmithGroup, Washington, D.C.



BLOCK 12: 4:00 PM to 5:00 PM

Session 12A

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

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:

Bevin Savage Yamazaki, Assoc AIA, Senior Associate, Gensler, New York, NY =

Speakers:

Brian Lee Whisenhunt, Executive Director, The Rockwell Museum, Corning, NY

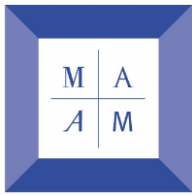
Joe Lembo PE, Partner, Kohler Ronan, Danbury, CT

Amy Kaufman, Principal, AK Cultural Planning, Brooklyn, NY

Session 12B

Imagining the Unimagined: Reconceiving an Academic Museum from Building to Brand

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 reimaging. 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

Participants:

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

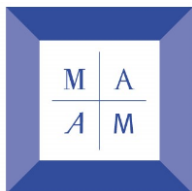
REGISTRATION RATES

NOTE: All breakout sessions, keynotes, and networking events are covered in the registration fee. The Ready, Aim, Build Workshop is an additional fee.

Early Bird Deadline for this year is January 31, 2021

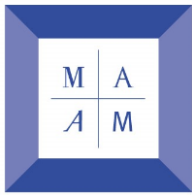
What do you get with registration?

	Full Access	Free Access	MAAM Free to Members
Live Sessions	X		
Pre-Recorded Sessions	X		
Pre-Recorded Virtual Tours	X	Select Tours	All Tours
Virtual Exhibitor Hall	X	One Day Access	X

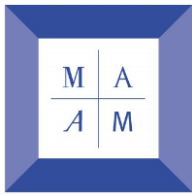


Plenaries/Keynotes	X	Keynote	Keynote
Post-Event Live Session Recordings	X		
Networking Events	X		
Roundtable Breaks	X		

Building Museums 2021 Registration Rates				
	Early Bird Ends Jan 31	Regular Begins Feb 1	One Day Only	Ready Aim Build (in addition to registration cost)
For people employed at museums				
Members of MAAM and Other Regional Museum Associations	\$50.00	\$75.00	\$25.00	\$25.00
Non-member museum personnel	\$75.00	\$99.00	\$35.00	\$35.00
For those from Corporate Members and Industry Partner Firms				
Members of MAAM and Other Regional Museum Associations	\$75.00	\$99.00	\$45.00	
Non-member industry partner	\$99.00	\$125.00	\$55.00	
Presenters				
Members: Museum Profs	\$25.00	Same as early bird	Contact MAAM	
Non-Member: Museum Profs	\$35.00	Same as early bird	Contact MAAM	
Members: Industry Partner	\$45.00	Same as early bird	Contact MAAM	
Non-member: Industry Partner	\$55.00	Same as early bird	Contact MAAM	
Students (with .edu)				
Members	\$25.00	Same as early bird		
Non-Members	\$35.00	Same as early bird		



Volunteers + In-Kind Supporters				
Conference Volunteers	Free	-		
Institutions or Firms Offering Virtual Tours	Free for 1 person from team, \$25 for additional persons associated with museum or project			



SPONSOR OPPORTUNITIES

Please note: The Visionary and Luminary levels support both Building Museums™ and the Annual Meeting in the 2021 year. Limited spaces are available.

Visionary | \$7,500

1 OPPORTUNITY AVAILABLE

SPONSOR BOTH MAAM ANNUAL MEETING AND BUILDING MUSEUMS (2021 YEAR ONLY)

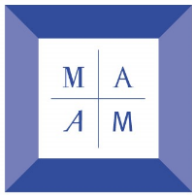
- 4 Registrations at both conferences
- Lottery Level (3)*
- Access to attendee list 6 weeks prior
- 1 Year MAAM Corporate Membership
- Moderate up to 2 roundtable discussion sessions per conference
- Inside Front Cover Educational Advertisement included in program book
- Chance to “Welcome” attendees at MAAM produced Plenary Session**
- Virtual tours host/ Sit on Virtual Arrangements Committee (or Local Arrangements if in person)***
- Sponsor Series of Webinars (3 total) with MAAM throughout Calendar Year
- Virtual Exhibitor Space which includes (90 second video segment, links to marketing materials, contact information, links to portfolios, etc.)
- Takeover campaign on MAAM’s social media****
- Logo and name or company name listed on website (linked to company homepage) for 2021

Luminary | \$5,000

1 OPPORTUNITY REMAINING

SPONSOR BOTH MAAM ANNUAL MEETING AND BUILDING MUSEUMS (2021 YEAR ONLY)

- 4 Registrations at both conferences
- Lottery Level (2)*
- Access to attendee list 3 weeks prior
- 1 Year MAAM Corporate Membership
- Moderate 1 roundtable discussion session per conference
- 1 page of Centerfold Educational Advertisement included in program book
- Chance to “Welcome” attendees at MAAM produced Plenary Session**
- Virtual tours host/ Sits on Virtual Arrangements Committee (or Local Arrangements if in person)***
- Sponsor Webinar (1 total) with MAAM any time during Calendar Year



- Virtual Exhibitor Space which includes (90 second video segment, links to marketing materials, contact information, links to portfolios, etc)
- Takeover campaign on MAAM's social media****
- Logo and name or company name listed on website (linked to company homepage) for 2021

BUILDING MUSEUMS™ EXCLUSIVE OPPORTUNITIES

Contributor | \$3,000

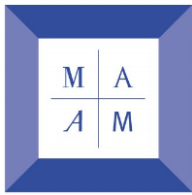
MULTIPLE OPPORTUNITIES AVAILABLE

- 3 Registrations
- Lottery level (1)*
- Access to attendee list 3 weeks prior
- 1 page Educational Advertisement in program book
- Chance to Welcome @ up to 2 sessions or events
- Virtual Exhibitor Space which includes (90 second video segment, links to marketing materials, contact information, links to portfolios, etc)
- Moderate 1 roundtable discussion session per conference
- Logo and name or company name listed on website (linked to company homepage) for 2021
- Takeover campaign on MAAM's social media****

Supporter | \$2,000

MULTIPLE OPPORTUNITIES AVAILABLE

- 2 Registrations
- Lottery level (1)*
- Access to attendee list 1 week prior
- 1 page Educational Advertisement in program book
- Virtual Exhibitor Space which includes (90 second video segment, links to marketing materials, contact information, links to portfolios, etc)
- Takeover campaign on MAAM's social media****
- Logo and name or company name listed on website (linked to company homepage) for 2021



Patron (Perfect for the Virtual Exhibitor) | \$1,000

MULTIPLE OPPORTUNITIES AVAILABLE

- 1 Registration
- Lottery level (1)*
- 1 half-page educational advertisement in program book
- Virtual Exhibitor Space which includes (90 second video segment, links to marketing materials, contact information, links to portfolios, etc)
- Takeover campaign on MAAM's social media****
- Logo and name or company name listed on website (linked to company homepage) for 2021

Friends of MAAM | \$250-500

- Support MAAM overall
- Name or firm name listed on MAAM Website
- Can add on to any level mentioned above

New for 2021

Support BOTH Building Museums and the Annual Meeting for 2021! Select the Visionary or Luminary level to support both of MAAM's conferences. This opportunity is available starting with the 2021 year and is not retroactive. Spaces are limited, if you are interested, schedule a meeting with Averie today by emailing at director@midatlanticmuseums.org

The Contributor, Supporter, Patron, and Friends levels support the 2021 Building Museums™ Symposium only.

***Lottery Level:** Those with limited funds are able to submit their names to the "Lottery" to get a chance to receive a FREE registration to Building Museums™. The amount of free registrations will depend on how many industry partners support Building Museums™. The number in parentheses next to "Lottery Level" in your category connotes how many individuals receive access to the conference from the pool.

****MAAM produced sessions** include our Future of Museums plenaries, the Buildy Award, and any introductory or closing announcements.

*****Virtual Tours** host means that your firm can submit a 5-15 minute virtual tour of a project that you have completed. Tours must be pre-corded. Sponsors with this benefit can also assist in developing other tours.

******Takeover on Social Media:** Your firm will get one day to "takeover" MAAM's social media in February! You create the content, we share on our social media channels (Twitter, Facebook, LinkedIn) and get your message out to our networks.