

**7TH ANNUAL
SYMPOSIUM**

**BUILDING
MUSEUMS[®]
2011**



APRIL 10-12 | SAN FRANCISCO

HYATT REGENCY SAN FRANCISCO AT EMBARCADERO

**The most comprehensive symposium
designed to address museum construction,
renovation and expansion projects**

DAY 1 | SUNDAY, APRIL 10



VISION

DAY 2 | MONDAY, APRIL 11



IMPLEMENTATION

DAY 3 | TUESDAY, APRIL 12



**SUSTAINABILITY
OR LIFE AFTER OPENING**



PRESENTED BY **MID-ATLANTIC ASSOCIATION OF MUSEUMS**
IN COOPERATION WITH **WESTERN MUSEUMS ASSOCIATION** AND:

- AMERICAN INSTITUTE OF ARCHITECTS SAN FRANCISCO CHAPTER
- ASSOCIATION OF CHILDREN'S MUSEUMS
- INTERNATIONAL ASSOCIATION OF MUSEUM FACILITY ADMINISTRATORS

2011 BUILDING MUSEUMS[®] SPONSORS

PLATINUM

The Mint Project
California Academy of Sciences
de Young Museum
Oakland Museum of California
Contemporary Jewish Museum
Disney Family Museum

GOLD

David M. Schwarz Architects
Hilferty Associates
Mark G. Anderson Consultants

SILVER

L. Carole Wharton, LLC
SmithGroup

BRONZE

Casewerks
MBA Design & Display

**PRELIMINARY
PROGRAM &
MEETING
INFORMATION**





The museum world has been engaged in a building boom for the past several years. This phenomenon has wide-ranging implications for museums and their communities. Construction, renovation, or expansion can create dynamic new spaces for programs, showcasing collections and important new exhibitions. Boards and community leaders have made strong commitments to these projects as a means of meeting their mission, increasing support for their institutions, and improving the local and regional economy. These projects are highly visible to the public and probably represent the largest investment of funds, time, and energy a museum can make.



BUILDING MUSEUMS® is an annual international symposium created, produced and managed by **Mid-Atlantic Association of Museums [MAAM]** and is **OPEN TO EVERYONE** with an interest in this important topic. This symposium is for **architects, museum leaders, planners, project managers, technical experts**, and all those who plan or implement new construction, renovation, or expansion projects for museums.

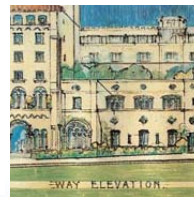


The **BUILDING MUSEUMS®** symposium offers participants the opportunity to actively engage in sessions and discussion **on the mysteries, pitfalls, and rewards of planning and managing museum building projects.**

The program is organized under three inter-related themes: **VISION, IMPLEMENTATION, and SUSTAINABILITY (or**

Life After Opening). The content of each day will reflect these themes across a broad range of museum sizes and scales, budgets, scope of building projects, disciplines, and collecting vs. non-collecting institutions.

WHETHER YOUR INSTITUTION IS A SMALL HISTORIC SITE UNDER RENOVATION, A MID-SIZED ART MUSEUM PLANNING AN EXPANSION, OR A LARGE CHILDREN'S MUSEUM BUILDING A NEW FACILITY, THIS SYMPOSIUM IS FOR YOU!



OBJECTIVES

Attending the **BUILDING MUSEUMS®** symposium will provide you the opportunity to:

- Better understand the process of planning, implementing, and surviving new construction, renovation, or expansion projects
- Examine case studies, current trends, topical issues, and specific projects related to building projects across a broad range of museum sizes and scales, budgets, scope of building projects, diversity of disciplines, and collecting vs. non-collections-holding institutions
- Actively discuss museum building projects with other museum professionals, architects, planners, project managers, and technical experts to better inform the process of building
- Access resources for architectural firms, consultants, museum projects, and museum leaders through the Building Museums® Resource Guide, available only to attendees of the symposium.

HEADQUARTERS HOTEL

THE HYATT REGENCY SAN FRANCISCO

5 Embarcadero Center
San Francisco, California, USA 94111

+1 415 788 1234 | Fax: +1 415 398 2567
<http://sanfranciscoregency.hyatt.com>

We have a very limited block of rooms for \$189 per night. Please call the Hyatt directly to make your reservation and ask for the MAAM Group Rate. Otherwise, we suggest using any of the online travel search tools. We have found kayak.com to be useful.

MAAM will have a **registration desk** at the Hyatt Regency with information, materials and other resources for attendees on **Sunday only**, from Noon - 5:00 PM.

Convenient Location: The hotel is situated right on the Embarcadero waterfront, with immediate access to public transportation and the city's most famous attractions.

Local Transit System Rates:

MUNI: \$2.00 | Cable Car: \$5.00

At the California Line terminus for the Cable Cars and one block from Light Rail to the Mint and Contemporary Jewish Museum (on the F Line) and also to Golden Gate park (N Line to de Young Museum and California Academy of Sciences). Plan your trip: <http://www.sfmta.com>

AIR TRAVEL

San Francisco International Airport (SFO) or **Oakland International Airport (OAK)** are the most accessible to the Bay Area. Most U.S. airlines serve one or both airports. International attendees are best served through SFO.



GROUND TRANSPORTATION

The **Hyatt Regency San Francisco at Embarcadero** will be the key point of reference and central location for this event.

Lorries Shuttle: Operates 4:00AM-11:30PM, seven days a week. Door to door service between SFO and Hyatt. Price is \$16 one-way per person. At the airport, look for the white-&green van with lettering that says Go Lorrie's at the shuttle pick up area. Reservations are required. For information call 415-334-9000.

Super Shuttle Van Shared Service: Operates 24-hours/seven days a week. Door to door service between San Francisco and SFO. Price is \$17 one-way, per person. At SFO, go to the upper level (median strip or courtesy island) and look for the blue-&-yellow van. Call 415-558-8500 or contact concierge for further details.

Limousine: Rentals available through concierge.

The BART: BART commuter rail service goes from both SFO and OAK to **Embarcadero Station** in about 30 minutes from either airport. \$8.10 each way. The Hyatt is located

directly outside the station. Trains available every 15-20 minutes. Mon-Fri: 4:55AM-1:01AM; Saturday: 6:32AM-1:01AM; Sunday: 8:32AM-1:01AM.

Bay Porter: \$34 for first person and \$15 for each additional person. Green/white vans with silver letters. Hours: 3:00AM-10:00PM. 415-467-1800

Budget Rental Car: Located within the Hyatt Regency San Francisco, on the street level. Mon-Fri 7:30AM- 5:30PM; Sat 8:00AM-1:00PM; Sun 8:00AM-1:00PM. 415-433-3717

Taxi: \$40-\$45 from SFO or OAK.

Amtrak: across the street at Ferry Building

Caltrain: 4th and King, five minute taxi, 1.5 miles, taxi \$6.00

FROM OAKLAND INTERNATIONAL AIRPORT:

Bayporter 415-467-1800 or **City Express** 510-638-8830. Reservations are required for both services. Guest needs to specify which hotel they are staying at. \$39 for the first person and \$10 for each additional person. Children 12 and under \$7. The BART is approx \$3.80 plus \$3.00 for AirBart Shuttle. Exit at Embarcadero Station.

VENUES

Registered attendees will receive more detailed instructions on venues and suggested methods of transportation in and around San Francisco closer to the event.

DAY 1 | SUNDAY: Hyatt Regency San Francisco and other locations

DAY 2 | MONDAY: de Young Museum and California Academy of Sciences

DAY 3 | TUESDAY: Contemporary Jewish Museum

For more information please visit www.midatlanticmuseums.org



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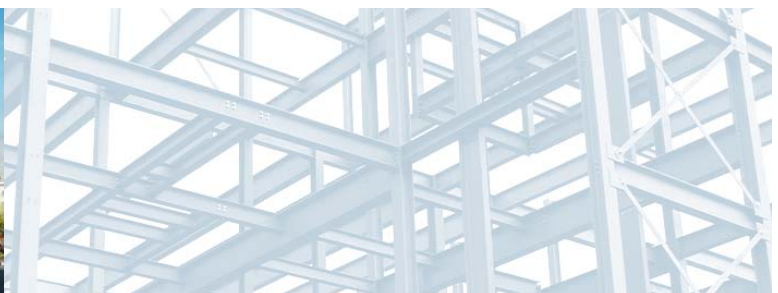
Program at-a-Glance

DAY 1

VISION

SUNDAY | APRIL 10, 2011

Noon – 5:00PM	REGISTRATION	Hyatt Regency Embarcadero
1:30PM – 4:30PM	CONCURRENT WORKSHOPS Workshops are an additional cost; pre-registration is required.	Hyatt Regency Embarcadero
	(1) Master Planning: Balancing Vision and Pragmatism (2) Nuts and Bolts of Museum Construction	
1:00PM – 4:00PM	CONSTRUCTION DRILLDOWN (1)	The Oakland Museum of California
1:00PM – 3:00PM	CONSTRUCTION DRILLDOWN (2) Creating a Cultural Landmark in the Presidio of San Francisco	The Walt Disney Family Museum
5:00PM – 6:30PM	CONSTRUCTION DRILLDOWN (3) The Mint Project: Preserving the Past While Sustaining the Future	The Old San Francisco Mint
6:30PM – 8:00PM	OPENING RECEPTION AT THE MINT	



DAY 2

▶ IMPLEMENTATION

VENUES:



MONDAY | APRIL 11, 2011

8:00AM – 9:00AM	REGISTRATION	de Young Museum
9:00AM – 10:15AM	PLENARY 1 <ul style="list-style-type: none"> • Welcoming Remarks • The Big Picture: Museums and Our Urban Future 	de Young Museum
10:30AM – 11:45AM	PLENARY 2 Realizing the Bold Vision: The Crocker Art Museum Story of Success	de Young Museum
Noon – 1:30PM	LUNCH	California Academy of Sciences
1:45PM – 3:15PM	BREAKOUT SESSIONS (CONCURRENT) <ol style="list-style-type: none"> (1) Finance 101 - Introductory Part 1 (2) Greening the Smithsonian's Arts & Industries Building: Revitalizing the Sustainable Design of the First National Museum (3) Czech and Kentucky Derby 	California Academy of Sciences
3:30PM – 4:30PM	ASK THE EXPERTS	
4:45PM – 6:00PM	BREAKOUT SESSIONS (CONCURRENT) <ol style="list-style-type: none"> (1) Designing for Identity: Vision and Planning of Culturally Specific Museums (2) Finance 201 - Advanced Part 2: Options and Innovations in the Post Financial Crisis Era (3) Perspectives for a Greener Museum: Finding a Balance Between Stewardship, Sustainability, and Audience Needs 	California Academy of Sciences
6:00PM – 7:00PM	Reception 2011 "Buidly" Award Presentation	California Academy of Sciences



DAY 3**SUSTAINABILITY** OR LIFE AFTER OPENING

VENUE:

**CONTEMPORARY
JEWISH MUSEUM**
 connecting art, people, and ideas
TUESDAY | APRIL 12, 20118:00AM – 9:00AM **REGISTRATION**9:00AM – 10:15AM **BREAKOUT SESSIONS (CONCURRENT)**

- (1) Do You Know Your ABCs? Bringing the Children's Museum Vision Into Reality
- (2) Conservators, Architects and Engineers in Collaboration: Construction, Collections Care and Storage
- (3) Behind the Scenes at Green Museums: Process, Myths and Realities

10:30AM – 11:45AM **PLENARY SESSION****The Anchorage Museum Project: Divorce, Adoption, Renovation, Expansion**Noon – 1:15PM **LUNCH ON YOUR OWN**1:15PM – 2:30PM **BREAKOUT SESSIONS (CONCURRENT)**

- (1) Red Flags! How to Keep a Project on Track
- (2) How to Bring 2 Million Dead Things to Life! -- or --
- (3) In a Changing Light: The Return of Daylight to North American Museums
- (4) Daily Life in A Museum - Managing Ongoing Projects in an Active Museum

2:45PM – 4:00PM **CLOSING PLENARY****Lessons Learned from the Building of the Musical Instrument Museum of Phoenix, AZ**4:00PM **ADJOURN**


SUNDAY | APRIL 10, 2011

VISION

Sunday Registration and two concurrent workshops will be held at the Hyatt Regency San Francisco at Embarcadero. All other events and their locations are detailed in this document. Our opening reception on Sunday evening will be held at "The Mint".

Noon – 5:00PM **REGISTRATION** Hyatt Regency Embarcadero
Attendees of Building Museums® may pick up their badges and other conference materials at the MAAM Registration Desk.

1:30PM – 4:30PM **CONCURRENT WORKSHOPS** Hyatt Regency Embarcadero
Workshops are an additional cost and pre-registration is required.

(1) Master Planning: Balancing Vision and Pragmatism

Presenters: **Guy Hermann**, Principal, Museum Insights
Elaine Carmichael, Principal, Economic Stewardship

Participants will learn how to apply a museum master planning process to real world situations: planning a new facility, renovating, or re-focusing a museum for changing times. The workshop leader will introduce and explain a set of simple and direct master planning tools that can be used to help make sound planning decisions about constituents, programs, facilities, and budgets for new or transforming museums of any size or type.

PROCESS: The workshop will begin with examples that show the master planning tools in use by museums that have recently opened or are currently in planning. Participants will then have a chance to work in groups to identify the audiences, programs, and outcomes that uniquely define their own museum projects. We will then explore the facility, capital, and operational implications of these initial decisions. The focus will be on balancing the many factors involved in planning a new museum, how to make good decisions early in the process, and the financial impact of decisions that are made.

OUTCOMES: Participants will have a clear understanding of the museum master planning process, an understanding of the key decisions that need to be made, and a working knowledge of a simple set of planning tools that the museum's planners can use for their own projects.

(2) Nuts and Bolts of Museum Construction

Presenters: **Walt Crimm**, AIA, LEED AP, Principal, Pfeiffer Partners Architects PC
Martha Morris, Associate Professor and Assistant Director, Museum Studies Department, George Washington University
Carole Wharton, Principal, L. Carole Wharton, LLC

A one-stop-shop for all of the essentials of successful museum building projects. Learn about planning, project management, financing, fundraising, and living through construction projects. The panelists, authors of the book **Planning Successful Museum Building Projects**, will focus on planning in difficult financial times. This session is a staple of the conference and a great way to orient yourself to the challenges in the decision process of museum construction projects, share information mid-project and network with your peers.

SUNDAY, APRIL 10 – Continued

1:00PM – 4:00PM

CONSTRUCTION DRILLDOWN (1)**The Oakland Museum of California**

Description to come. For more information visit <http://museumca.org/>

***Pre-registration is required.** Attendees are asked to meet at the MAAM Registration Desk, located at the Hyatt Regency Embarcadero, on Sunday by Noon. Attendees will travel to **The Oakland Museum of California** for a guided tour and walk-through of recent construction. Transportation is included with the cost of this event, and staff will provide each attendee with a BART Rail Pass to go to the museum. The Bay Area Rapid Transit or BART, leaves from the Embarcadero Station (SF) located near the Hyatt and via the Blue or Green lines, and is only two stops away from the Lake Merritt Station (Oakland) which is one block from the museum (total travel time: 15 minutes). The workshop will end by 4:00PM allowing Oakland Museum attendees to rejoin any late afternoon sessions and evening activities.*

1:00PM – 3:00PM

CONSTRUCTION DRILLDOWN (2)**The Walt Disney Family Museum****Creating a Cultural Landmark in the Presidio of San Francisco**Moderator: **Carolyn Kiernat**, AIA, Principal, Page & Turnbull

Panelists: **Richard Benefield**, Executive Director, Walt Disney Family Museum
Lada Kocherovsky, Associate Principal, Page & Turnbull

This will be a presentation and tour given by the executive director and architects of **The Walt Disney Family Museum** in the Presidio of San Francisco. The presentation will focus on the goals of the client, the limitations of inserting a sensitive collection into a historic masonry building, and the overlap between preservation and sustainability. The project consists of three separate historic buildings, which were converted into a museum, a special exhibition gallery and a central plant. The museum itself contains 11 media-rich galleries with integrated IT and AV sources, a 112-seat auditorium, a children's learning and animation center, a gift shop and a café. The cost of the full project, including architecture, site work, interiors, exhibits and design fees, totaled \$110 million.

We propose to hold the presentation in the museum's auditorium and follow with a tour through each gallery. If time and funds permit, we would welcome attendees into the Special Exhibition Gallery for a simple reception before taking a bus to the Old Mint for the conference's opening reception.

*Attendees can meet at **The Walt Disney Family Museum** 15 minutes prior to the start of the session, or group transportation will be provided from the Hyatt Embarcadero to the museum 30 minutes prior to the start of the event [12:30PM]. Transportation from the museum back to the Hyatt will be provided. Please refer to confirmation emails closer to the event regarding transportation and event details; confirmation emails supersede any prior communications and/or these instructions.*

5:00PM – 6:30PM

CONSTRUCTION DRILLDOWN (3)**The Old San Francisco Mint****The Mint Project: reserving the Past While Sustaining the Future**Moderator: **Paul Woodford**, AIA, LEED, Sr. Vice President, Director of Design, HOK

Panelists: **Carolyn Kiernat**, AIA, Principal, Page & Turnbull
Cole Roberts, PE, LEED, AP, Leader, Energy & Resource Sustainability, OveArup Partners

Preserving national treasures such as **The Old San Francisco Mint**, while creating the most environmentally innovative National Historic Landmark in the United States offers numerous lessons which can be applied to existing museums of all size and scope. We will share our methodology to achieve LEED Platinum certification and operational carbon neutrality while promoting community connectivity and bio-diversity.

This presentation will share **The Mint Project's** methodology in balancing sustainability and preservation in repurposing the Mint into the new City History Museum and Visitor's Center. Attendees will experience:

- Renovation projections for the national landmark including new glass canopy roof, roof garden, and new gateways to the Mint plaza.
- Strategies to receive LEED Platinum and become the model for historic preservation and sustainability_ noting_ ventilation, mechanical systems, radiant heating, and rainwater usage
- Identifying the projects unique site at the crossroads of the cultural, civic, transportation, entertainment, and shopping districts for San Francisco. How the Mint will become a portal for visitors to the City, providing an exciting and informative experience.

The Mint Project will offer a dynamic and interactive learning environment that will bring history to life in a relevant, contemporary context and will promote conversation and action through engagement and inquiry. Learn more at www.themintproject.org.

*This session will take place at **The Old San Francisco Mint**. Please plan to arrive 15 minutes prior to the start of the session.*

6:30PM – 8:00PM

OPENING RECEPTION AT THE MINT

Welcome to San Francisco and "The Mint". The cost of this Beer-and-Wine Light Reception is included in your registration fee. Attendees are asked to indicate their attendance plans when completing their symposium registration online.



MONDAY | APRIL 11, 2011



IMPLEMENTATION

MORNING REGISTRATION & PLENARY SESSIONS will be at **de Young Museum**;
AFTERNOON SESSIONS will be at **California Academy of Sciences (CAS)**

VENUES:



at Golden Gate Park
 50 Hagiwara Tea Garden Drive | San Francisco, CA 94118
 Phone: (415) 750-3600



at Golden Gate Park
 55 Music Concourse Drive
 San Francisco, CA 94118
 Phone: (415) 379-8000

BOTH VENUES ARE IN GOLDEN GATE PARK AND WITHIN SIGHT OF EACH OTHER [100 yards]

The venues strongly encourage public transportation to Golden Gate Park. With easy connections from the Ferry Building, BART, CalTrain and regional transit stops, Muni provides convenient and frequent bus and light rail service to the park from throughout the city.

Muni to Golden Gate Park

■ *Muni's 44-O'Shaughnessy bus stops near the front of the de Young on Tea Garden Drive (southbound), and on Concourse Drive near the Academy of Sciences (northbound).* ■ *The 5-Fulton stops at 8th Ave. and Fulton St., just outside of the park. From 8th, walk into the park and turn right on John F. Kennedy Drive to reach the museum's tower entrance.* ■ *The N-Judah Muni Metro streetcar, which is accessible, stops at 9th Ave. and Irving St. To reach the de Young, walk north on 9th Ave. to Golden Gate Park. 9th Ave. turns into Martin Luther King, Jr. Blvd. Keep walking on Martin Luther King, Jr. Blvd. until you reach Hagiwara Tea Garden Drive, then turn right and continue to the museum entrance.*

From Union Square/Downtown

Take the N-Judah Muni Metro from the underground station at Powell and Market Streets.

8:00AM – 9:00AM

REGISTRATION**de Young Museum**

Morning registration and morning plenaries will take place at the **de Young Museum**.

Attendees are on their own for breakfast; due to venue restrictions we cannot provide coffee or light refreshments at the de Young.

9:00AM – 10:15AM

PLENARY 1**de Young Museum**

Please Note: the de Young is closed to the public on Mondays. Attendees will have limited access to the museum while the plenary sessions are ongoing. Attendees will be required to leave the museum promptly after the second morning plenary.

Welcoming Remarks

Martha Morris, Co-Chair of the 2011 Building Museums® Symposium

The Big Picture: Museums and Our Urban Future

Moderator: **Deborah Frieden**, Cultural Project Planner

Panelists: **Marjorie Schwarzer**, Department Chair, Museum Studies, JFK University

Kristina Woolsey, Project Manager Piers 15/17 and Learning Experience Designer, Exploratorium

Over the past 50 years, changes in the global economy as well as information and communication technologies have altered the urban landscape and social structure. This has led to existential challenges for cities as they grow, change and try to plan their futures. As agents of change, arts and cultural projects are viewed by planners and civic leaders as offering multiple dimensions of community benefit including not only economic factors but social as well. In recent decades, significant sums worldwide have been invested in cultural projects and museums. However, more recently, arts and cultural participation has been declining steadily to an all-time low. In addition, the recent recession has created a slow down in the expansion and creation of new museums as funding dwindles. Looking at these trends, we'll explore and challenge participants to consider:

- How have historical ideas about the role of museum projects and their architecture defined the museum and how can this inform the current context of the way museums operate and envision themselves;
- What are the key issues museums should understand and pursue to forge their futures? And
- What should museums be doing and how should they think about building new museums or expanding in the current economic environment?

MONDAY, APRIL 11 (continued)

10:30AM – 11:45AM

PLENARY 2**de Young Museum****Realizing the Bold Vision: The Crocker Art Museum Story of Success**

Presenters: **Bridget J. Keane**, Regional Vice President, CCS
Lial A. Jones, Mort and Marcy Friedman Director, Crocker Art Museum

The “new” **Crocker Art Museum**, opening on October 10, 2010, will serve as a case study of an extraordinary vision that translated to a Museum tripled in size, significant gifts to the collection and the largest cultural philanthropic undertaking in the Sacramento, CA region. Join Museum Director, Lial A. Jones and campaign director, Bridget J. Keane in a discussion that will focus on the challenges and opportunities that a major capital campaign and museum expansion present. Key topics to be covered will include timing, vision, leadership, cultivation and planning. We'll also discuss ways to strengthen other aspects of operations in the process, and discuss how to address obstacles (e.g. economic recession) and opportunities (e.g. collections growth) that inevitably arise along the way.

Noon – 1:30PM

LUNCH**California Academy of Sciences (CAS) Café**

Attendees are welcome to join their colleagues for lunch at the CAS Café. A portion of the cost of lunch at CAS Café is included in your registration fee. Weather permitting, this lunch may be held outdoors. All remaining sessions for the day will be held at the Academy.

2:00PM – 3:30PM

BREAKOUT SESSIONS (CONCURRENT)**California Academy of Sciences****(1) Finance 101 - Introductory Part 1**

Moderator: **Nikolai J. Sklaroff**, Director, Wells Fargo Securities
 Panelists: **Alison R. Brown**, Chief of Staff/CFO, California Academy of Sciences
Daniel Deaton, Associate, Nixon Peabody LLP

A discussion of why museums choose to finance their projects, what the options and tools for financing are and a guide for the participants, roles and processes for undertaking a museum process. The session will feature an experienced Museum, the **California Academy of Sciences**, which undertook multiple financings to complete their half billion project.

OUTCOMES: Participants should come away with a basic understanding of how and why financing is used to construct museums and the fundamental risks and issues that need to be addressed. Participants will learn about the participants, roles and processes to undertake a successful financing, while addressing institutional risks associated with financing.

(2) Greening the Smithsonian's Arts & Industries Building: Revitalizing the Sustainable Design of the First National Museum

Moderator: **Gregory Mella**, Principal, SmithGroup
 Panelists: **Mary Kfoury**, Design Manager, Smithsonian Institution
Cynthia Cogil, Principal, SmithGroup

In 1881, when the **Art and Industries Building (AIB)** opened to the public, serving to house the entire collection of the Smithsonian Institution, its forward thinking design featured passive cooling, ground-glass clerestories and monitors to daylight its 2.2 acre floorplate, double-pane glazing, and ventilated masonry exterior walls. Over the past century, the AIB has been modified to accommodate new functions, many of which have significantly altered many of the original sustainable features of the building. Pursuing LEED Gold, the revitalization of the AIB seeks to restore the first National museum in the United States to its original glory, reflecting its original, high aspirations for innovation and sustainability. The revitalization will be implemented over various phases and the estimated construction cost of this first phase is \$35–40 million.

Featuring the perspectives from the project's client, architect, and mechanical engineer, the team will present the investigations recently completed that consider integrating new technology into the historic landmark including improving the thermal and solar performance of the existing building envelope, restoring the natural ventilation design of the historic building, maximizing the AIB's day lighting potential, providing photovoltaic panels on the building's roofs to generate power, selecting an HVAC system that maximizes energy efficiency, improving the building's potable water efficiency, and managing the site's storm water runoff.

Attendees will be better able to understand:

- The challenges and opportunities of applying sustainable design strategies to both an existing building and an historic landmark;
- The energy savings, carbon savings, life-cycle cost savings of a variety of sustainable design approaches, to better understand which are well-suited for the mid-Atlantic region; and
- The role sustainable design can play in meeting Federal mandates for energy use and carbon reduction targets.

MONDAY, APRIL 11 (continued)1:45PM – 3:15PM **BREAKOUT SESSIONS (CONCURRENT)** (continued)**California Academy of Sciences****(3) Tales of Making Opportunity, Embracing Ambiguity
Devising Systems, and Leadership while Walking on Water
The Kentucky Derby Museum and The National Czech & Slovak Museum & Library**Moderator: **Gail Naughton**, President/CEO, National Czech & Slovak Museum & LibraryPanelists: **Lynn Ashton**, Executive Director, Kentucky Derby Museum**Gregg Baum**, Architect, Durrant**Bruce Lightbody**, Design Director - SF Office, Gallagher & Associates

A disaster throws into high relief what's core to a building project - critical to all conference attendees. Listen to consummate professionals tell their stories which resulted in fast decisions, flexible design-build teams, and visionary direction. You will hear two different yet effective approaches to the intense phases of design, renovation and new construction and how informed decisions trump all obstacles on the road to success. Presentations will consider mission alignment, team development, financing, and process. Learn how your building project can result in an institution that is stronger, safer and smarter.

3:30PM – 4:30PM **ASK THE EXPERTS****California Academy of Sciences****(1) Maximizing Earned Income from Food Service and Event Rentals Post Renovation**Presenter: **Tracy Lawler**, JGL Food Service Consultants

As a follow up to the popular and well-received 2010 session on planning earned income spaces, this session will identify critical steps in maximizing earned income from food service after renovation or new construction. What are the key indicators of economic health for a café or restaurant? How can an institution benchmark it's sales and net return? How many facility rentals can an institution anticipate and how much earned income should they generate? What should the institution do if it's benchmarks are below the competitive set? What actions can an institution take to improve it's metrics? During the project planning phase most institutions develop budgetary goals for earned income. Proper management of all foodservice and event rental spaces will allow the museum to meet and exceed these goals. During this ask the expert session we will present a nuts and bolts overview of benchmarks for success, policy implications, management resources, and marketing requirements for all new construction and renovation projects.

(2) Financing One on One: A Roundtable to Discuss Your Financing QuestionsModerator: **Nikolai J. Sklaroff**, Director, Wells Fargo Securities

A financial expert will moderate a discussion based on participant's questions

(3) Planning and Implementing Microclimate Humidity ControlPresenter: **Jerry Shiner**, Keepsafe Microclimate Systems

This session will provide a basic understanding of what constitutes a microclimate, and how a microclimate approach can be integrated into a new structure or a gallery renovation. A quick discussion will outline the nature of what a museum microclimate is, and will expand on the points above. A number of real life situations where a microclimate approach was well (or ill) applied will be used as illustrations before questions and comments are welcomed. How does this topic relate to the Building Museums 2011 themes? It covers many of the topics stated in the program, as well as those sure to be on the minds of delegates

4:45PM – 6:00PM **BREAKOUT SESSIONS (CONCURRENT)****California Academy of Sciences****(1) Designing for Identity: Vision and Planning of Culturally Specific Museums**Moderator: **R. Steven Lewis**, NOMA, AIA, LEED AP, President, National Organization of Minority Architects; Design Manager, ParsonsPanelists: **Peter Cook**, AIA, Principal, Davis Brody Bond Aedas**Grace C. Stanislaus**, Executive Director, Museum of the African Diaspora

This panel discussion will address the implications of planning and designing culturally specific museums as well as the strategies of such museums to engage a diverse public. Cultural museums address how we perceive ourselves and how others perceive us at the very core of our essence – our history and identity. Cultural museums tell a story that covers a broad range of experiences – personal, communal, historical, social, emotional, national, international, etc. How do we synthesize these vast and varying experiences within a building and present the experience to the public through architecture? The relationship between identity and design can impact a myriad of planning and design decisions – a building's shape, massing, the museum's mission statement, planning and site considerations, exhibit aesthetic and collections. This panel will address the variety of approaches available in cultural museum design, from shape, to mission, to planning. It will reference two relevant case studies – the **Smithsonian Institution National Museum of African-American History and Culture** and the **National Great Blacks in Wax Museum**.

MONDAY, APRIL 11 (continued)4:45PM – 6:00PM **BREAKOUT SESSIONS (CONCURRENT)** (continued)**California Academy of Sciences****(2) Finance 201 - Advanced Part 2
Options and Innovations in the Post Financial Crisis Era**Moderator: **Nikolai J. Sklaroff**, Director, Wells Fargo SecuritiesPanelists: **Frank Steslow**, Chief Operating Officer, Miami Science Museum**Travis Gibbs**, Partner, Nixon Peabody LLP

Our second panel will be an “advanced” session for those who have gone through an introduction to museum financing in prior conferences or in Panel A. In the wake of the global financial crisis and recession, the tools that are available for museums are changing very rapidly. What are the innovative solutions museums are being offered and evaluating? What new risks and rewards do museums need to consider? The session will feature a new Museum which is undertaking a new Museum program very similar to the Academy's, but in this new environment - the **Miami Science Museum**. In this new environment new tools like tax credits and other options are increasingly being integrated in museum programs.

OUTCOMES: Past Building Museum® conferences have featured introductory finance sessions. For the first time, our introductory finance session – featuring one of host museums, the **California Academy of Sciences** – will be followed by an advanced session that seeks to discuss more advanced finance topics for participants who already have had a general exposure to financing and particularly who are struggling to understand the changing options in the post financial crisis environment.

**(3) Perspectives for a Greener Museum: Finding a Balance
Between Stewardship, Sustainability, and Audience Needs**Moderator: **Patricia Leach**, Executive Director, Whatcom MuseumPanelists: **Stephen Yamada-Heidner**, AIA, LEED, AP, Principal, Olson Kundig Architects**Tom Marseille**, PE, Senior Vice President, WSP Flack + Kurtz

Museums can play an important and unique role in the global dialogue on environmental sustainability and green building. This session is presented by the director of a LEED designed art and children's museum along with architecture and engineering professionals with significant experience in the design of museums and collections-based institutions. Drawing on a portfolio of built projects, the panelists will present the motivations, approaches, and challenges encountered with museum projects where green building principals are applied. Panel participants will share their perspectives on green design as it relates to topics specific to museum design, including designing for exhibition and collections preservations, daylighting, and appropriate performance targets for museums in the areas of energy and water efficiency.

An example project which will be presented is the **Lightcatcher at the Whatcom Museum** in Bellingham, Washington – the newest addition to the Whatcom Museum's campus. The 42,000 square foot building houses art exhibition space as well as a children's interactive gallery. The building is named after its 180-foot-long, 36-foot-tall glazed curved wall that serves as an architectural feature, daylight modulator, and natural ventilation mechanism. The design of the glazed wall and the adjacent spaces allows much of the building's interior to receive abundant natural light and to require no air conditioning. This museum cost \$12 Million to construct and was registered and designed to LEED Silver Standards.

6:00PM – 7:00PM **Reception****California Academy of Sciences****2011 “Bulldy” Award Presentation**

TUESDAY | APRIL 12, 2011



SUSTAINABILITY

VENUE



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 - Golden Gate Transit 70, 73, 80 to Mission St. and 3rd St.

8:00AM – 9:00AM **REGISTRATION**9:00AM – 10:15AM **BREAKOUT SESSIONS (CONCURRENT)****(1) Do You Know Your ABCs? Bringing the Children's Museum Vision Into Reality**

Moderator: **Ronald A. Street**, Principal and Managing Director, NorthStar Museums, a division of NorthStar Advisors

Panelists: **Dave Piper**, Senior Vice President, Environments, Sparks Marketing Group
Julie W. Van Blarcom, CEO, Delaware Children's Museum

Opened in April 2010, the **Delaware Children's Museum** is the state's very first children's museum. A 37,000 sq. ft. space – complete with seven interactive, fun and educational exhibits – the museum is located directly on the Christiana River in downtown Wilmington. As Project Manager and Owner's Representative on the multi-year renovation project, NorthStar Museums, along with the Delaware Children's Museum team, worked diligently to bring the museum vision into reality. NorthStar Museums' Principal and Managing Director Ron Street, in collaboration with Delaware Children's Museum CEO Julie W. Van Blarcom, and Sparks' Senior Vice President of Environments Dave Piper, led the design team, construction/project managers and exhibit facilitators in the successful completion of the \$11 million project. Exhibits feature everything from a full art and design studio (Studio D) to an EcoHouse (EConnect), a sustainable home that utilizes clean energy and green technology. This session will feature a panel discussion led by Ron, Julie and Dave, and will include top-level guidance on the particular challenges faced by children's museums, and how expert project management can help aid in the completion of these projects both on-time and on-budget. Special consideration will be given to exhibit design, fundraising, board development, architect/contractor selection and oversight and financial health.

OUTCOMES: By the end of the session, participants will have an in-depth understanding of how children's museums differ from other types of museums, how involving a project management team can be the "make or break" factor in successful museum completion and how collaboration is an integral component in any children's museum project.

(2) Conservators, Architects and Engineers in Collaboration: Construction, Collections Care and Storage

Moderator: **Barbara Appelbaum**, Partner, Appelbaum & Himmelstein

Panelists: **Walt Crimm**, AIA, LEED AP, Principal, Pfeiffer Partners Architects PC
Paul Himmelstein, Partner, Appelbaum & Himmelstein
Rick Cronenberg, RA, Curatorial Collections Consultant, Historical Architect, National Park Service

Conservators, architects and engineers must work together during planning to design appropriate spaces for collections and protect those collections during construction. Learn how to set criteria and mitigate risks from initial planning through construction. Topics will include identifying and quantifying institutional needs, setting environmental parameters, planning collection moves. Forming this team at the beginning of the planning process, and keeping them together throughout construction and occupancy can help to prevent costly errors and damage to collections, improve access to and preservation of collections after completion, and result in energy savings.

TUESDAY, APRIL 12 (continued)9:00AM – 10:15AM **BREAKOUT SESSIONS (CONCURRENT)** (continued)**(3) Behind the Scenes at Green Museums: Process, Myths and Realities**

Panelists: **Meridith Mack**, Executive Vice President, Rise Group
Kulapat Yantrasast, Partner, Workshop Hakomori Yantrasast

The panel members will discuss two successful green museum projects: the Grand Rapids Art Museum, which is the first LEED Gold rated museum in the country; and the Modern Wing at the Art Institute of Chicago, the largest LEED Silver rated museum addition. Mr. Yantrasast is the design architect for the \$75 million Grand Rapids Art Museum (GRAM). Ms. Mack was the Deputy Director of the Art Institute during the \$300 million Modern Wing project. They will discuss the innovative green features and strategies for time and cost efficiency at these two museums, impact on the collections and display, and the decision-making processes at an institution on “going green”. Between the two of them, Ms. Mack and Mr. Yantrasast are currently working on six green museum projects across the country.

OUTCOMES: Session attendees should expect to learn: Similarities between conservation requirements and “green” features; Cost/benefit analysis on green features; How a green museum creates the best museum experience for art, people and environment; and How meeting this challenge helps create a stronger owner-architect team

10:30AM – 11:45AM **PLENARY - The Anchorage Museum Project: Divorce, Adoption, Renovation, Expansion**

Moderator: **Sarah Barton**, Executive Vice-President, RISE Alaska

Panelists: **Brian Davies**, Chair, Anchorage Museum Building Committee, Anchorage Museum at Rasmuson Center
Dr. Suzi Jones, Deputy Director, Anchorage Museum at Rasmuson Center

The \$106M **Anchorage Museum** Expansion opened with its two new longterm exhibitions (Arctic Studies Center and Imaginarium Discovery Center) in May 2010. Designed by David Chipperfield, this 90,000sf addition to the previous 93,000sf expanded the original mission of art and history to include science, in order to better tell the stories of Alaska. This panel presentation will include the perspectives of the Owner's Representative, the Chair of the Museum's Building Committee and the Deputy Director of the Museum that remained open throughout most of the process, except for final move-in. It is an epic drama of many stakeholders, the global geography of talent and materials, the technical challenges of the Alaskan climate and earthquakes, the strategy for dealing with economic recession, the operational dilemmas of combining construction and visitors and merging with another institution, all while maintaining the health and humor of the staff. The project was delivered on schedule and within budget. The stories of its delivery are harrowing and interesting, and should be useful to those considering a new facility.

OUTCOMES: Through this case history, attendees would better understand: Key ingredients required to manage scope, schedule and budget; How to respond to the range and scale of unexpectedness; The leadership necessary to maintain project momentum; The challenges of integrating exhibit design with architecture (Arctic • Studies Center); and Approaches to maintaining museum operations in a construction zone.

Noon - 1:15PM **LUNCH ON YOUR OWN**

You may also join a tour of the Contemporary Jewish Museum at this time. Docents will be available to guide you through the museum.

1:15PM – 2:30PM **BREAKOUT SESSIONS (CONCURRENT)****(1) Red Flags! How to Keep a Project on Track**

Moderator: **David Greenbaum**, FAIA, LEED, AP, Vice President, SmithGroup

Panelists: **Adrienne Horn**, President, Museum Management Consultants
Sheryl Kolasinski, FAIA, LEED, AP, Director, Office of Planning and Project Management, Smithsonian Institution
Dean Weldon, President and CEO, Academy Studios

This panel is specifically designed as a “core curriculum” panel that addresses current strategies on developing Vision, Implementation and Sustainability. We have selected the speakers to provide input from diverse disciplines in order to provide a balanced perspective. In order to meet the objective we have included three speakers and the Moderator, These speakers include: An architect/museum planner, and interpretive planner/exhibit designer, an architect/ Smithsonian museum project director, and a strategic planner/financial feasibility consultant.

This panel discussion will identify and discuss the most common problems found during many building campaigns. Take advantage of the lessons learned by many that have come before you in this complex process of creating a new, renovated or expanded museum. These elements can be found at museums of any size and any type. Here is a sampling of some the topics to be covered:

1. Risk Management: Fully understanding the factors that add risk and managing those factors are both critical to the success of any project. Correctly defining and articulating project objectives, enhance the delivery of value and reduce risk throughout the project life cycle.
2. Attendance: Is the visitor attendance goal possible? Is this realistic at this location? What happens if the museum doesn't get it?
3. Alignment of the project team: How do you get the trustees, the building committee, the staff and director to rally behind your project?

TUESDAY, APRIL 12 (continued)

4. Operating Costs: How will operating costs be determined and how they will be paid?
5. Operating Revenue: What parts of the program will be for revenue generation? How many people will need to be accommodated? What is the local competition? What has to be done to make it succeed?
6. Capital Costs and Schedule: It is important to align the vision with the budget. What is the limit of what we can achieve? What is our fallback position if only one half of the dollars are raised? What would we keep in a reduced program? How long do we keep our options open as long as possible?
7. Fundraising: What are the sources of funding to make this project happen? Who is organizing? Will there be enough money available for an endowment? How will the continued operating costs be met?
8. Define Museum Programs: The architectural spaces should ideally be sized and tailored to the needs of the museum activities. What are the problems when this does not happen? For functional programming, architects will need to understand the following: What are the goals of the project?; What will be the frequency of use for each space?; The number of events planned by day, week and year?; How many visitors and staff will be attending/participating?; What support do these spaces require to fulfill the activities?
9. The Visitor Experience: What is a reasonable quantity of exhibit space? How long do you expect the visitor to stay? How interactive will the experience be? Collections driven exhibits vs. Story driven exhibits? How relevant is the Museum's site/location in the visitor or interpretive experience? Will your audience engage with the story?
10. The Building and the Interpretive Mission: How can the architecture of the museum help amplify the interpretive mission? When disconnects between facilities and exhibits occur it can weaken the visitor experience, why does this happen? How relevant is the Museum's site/location in the visitor or interpretive experience?

OUTCOMES: Take away messages will be an awareness (and hopefully an understanding) of some key issues and fundamental areas of concern for any building campaign. These lessons come from the experiences gleaned as museum consultants working over several years with a number of institutions. Although each project is different, the problem areas repeat in similar ways.

**(2) How to Bring 2 Million Dead Things to Life! -- or --
Opening an Academic Research Collection to the Public, The Beaty Biodiversity Museum,
University of British Columbia, Vancouver, Canada**

Moderator: **Joe Brennan**, Director of Facilities, San Francisco Museum of Modern Art

Panelists: **David Youngson**, Principal, Fire Circle, Beaty Museum of Biodiversity
Wesley Wenhardt, Project Manager, Beaty Museum of Biodiversity

The **Beaty Biodiversity Museum (BBM)**, located on the University of British Columbia (UBC) Campus, Vancouver, British Columbia, Canada, opened to the public in October, 2010. UBC is one of Canada's leading scientific learning institutions located in beautiful Vancouver, home of the 2010 Winter Olympics. The Museum tells the story of 50 researchers that form the Beaty Diversity Research Center. The BBM is the classic case of "how not to plan a museum." The Museum was formed after combining 6 natural history research collections together as the basis of the research collection. The BBM is a 125,000 sq ft., \$10 M building, that for the first time at UBC will allow the public to use and visit a research collection.

OUTCOMES: 1) an exciting yet relatively unexplored trend in Universities that will allow other Museum professionals to experience lessons learned and 2) move confidently into the realm of engaging the public with the University Collections that feed academic research. 3) outline the substantial rewards and risks when dealing with scientific research based academic collections.

(3) In a Changing Light: The Return of Daylight to North American Museums

Moderator: **Yann Weymouth**, Design Director, HOK

Panelists: **Andrew Sedgewick**, Director of Building Engineering, ARUP
Daniel Gottlieb, Director of Planning and Design, North Carolina Museum of Art
Paul Woolford, Sr. Vice President, Director of Design, HOK

Architecture, inside and outside, is about light playing on form. We see through the play of light. The quality of museum lighting, both natural and artificial, is critical to the success of a museum. Yann Weymouth and Paul Woolford, Design Directors respectively of HOK's Florida and San Francisco practices, Dan Gottlieb, Director of planning and Design at the North Carolina Museum of Art, and Andrew Sedgwick, of Arup Lighting, London, will review the current state of the art and science in lighting design, using examples from their work on the **Louvre, Frost, Dali, North Carolina Museum of Art** and **Mint** Museums.

Participants will learn:

1. The drivers that are leading to restoration of natural daylight, as many paintings have been conceived and intended to be seen, rather than exclusively in artificial light, which became the primary source in many 20th century museums.

TUESDAY, APRIL 12 (continued)

2. Critical museological design parameters for light levels on works of art or displays; light temperature parameters; the importance of excluding UV and how much is considered curatorially prudent; the different levels of control required for different types of media and materials; new approaches to permitting levels to vary with natural differences in exterior light, while ensuring that the average exposure of art works to light remains within museum standards.
3. How the controlled use of natural light can reduce running costs by lowering electrical and cooling energy use.
4. Advancement in display and screen technology which allow for natural light exposure without degrading projection quality.
5. How new electric lighting technologies such as LED lighting can further reduce operational costs, whilst maintaining high quality color rendering
6. Approaches to the use of natural light within historic buildings, using new and sustainable technologies to ensure good display, conservation of energy, and visitor comfort.

The growing science of light control has made it possible to return to natural daylight as a significant light source for 21st century art museums, and the new paradigm for the art museum uses natural light in highly controlled, sustainable and subtle ways to give life to the works within.

(4) Daily Life in A Museum - Managing Ongoing Projects in an Active Museum

Moderator: **Chun-Hsi Wong**, Assistant Director for Facilities Operations, Smithsonian - National Museum of Natural History

Panelists: **Walt Crimm**, AIA, LEED AP, Cultural Practice Leader, Pfeiffer Partners Architects

Just because your museum is open does not mean that the building is done with design and construction: buildings require ongoing renewal to help them support evolving exhibit, programmatic, collections care, visitor and staff needs. Discussion will focus on executing projects once they are identified: how to engage diverse stakeholders and guide them through planning, design, construction and post construction activities. There will be an emphasis on coordination of exhibit and base building needs, mitigation of disruption during construction, and the challenge of major renewal efforts while visitors and staff are present. Project may range from strategic to maintenance, but the process and needs are the same.

2:45PM - 4:00PM

CLOSING PLENARY**Lessons Learned from the Building of the Musical Instrument Museum of Phoenix, AZ**

Moderator: **Matt Dawson**, Director of Public Programming and Guest Experience, Musical Instrument Museum

Panelists: **Brian Teeters**, Division Manager, Ryan Companies

Bill Harrison, Target Corporation

The **Musical Instrument Museum**, opened to the public in April 2010, had started as an idea only four years previously, without a collection, building or staff. In following the singular vision of the museum's founder Bob Ulrich, ex-CEO of Target Corporation, this amazing project saw the simultaneous building of a 195,000 sq. ft. building, a 10,000 object collection, a museum staff of 100 and a 70,000 sq. ft. permanent exhibition featuring musical instruments and associated audio and video acquired from every country of the world.

The project was achieved in an aggressive schedule due to three main factors that the three panel participants will describe: (1) The particular type of engagement of the founder throughout the execution of the project; (2) A unique set of design-build partnerships between contractor and architect and a range of preferred partners/vendors; and (3) Dedication and alignment to the founders vision of the guest experience throughout the development of the exhibitions - from acquisition through design to staffing the museum.

Within each of these categories the speakers will outline the lessons learned and tactics applicable to all museum projects.

Expected outcomes for participants will include:

1. An expanded understanding of project management tools for the construction of a museum project
2. A new appreciation of the power of a consistently communicated vision in realizing a complex museum exhibition design project
3. A new appreciation for seeing owners as more than passive 'end users' but instead active drivers to a project.

4:00PM

ADJOURN



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The **BUILDING MUSEUMS**[®] Symposium was founded in 2005 by **Mid-Atlantic Association of Museums (MAAM)**. For several years the symposium was held in Washington, DC until 2010 when the event travelled to New York City. While the symposium is organized through by MAAM staff and mostly volunteers from the Mid-Atlantic, the content and the topics have always engaged audiences from around the world. For 2011, we have sought out collaboration with other organizations, chiefly the **Western Museums Association (WMA)**, to work with MAAM as well as the other partnering organizations to move the conference annually to more diverse venues. The symposium is successful in providing networking opportunities to attendees as well as rich peer learning from all manner of individuals working in museum construction projects of all types. The event is almost always conducted within the walls of museums and other related institutions and we thank our museum hosts for their generosity. We also appreciate the generosity of our sponsors throughout the years. Typically only 35% of the over 300 average attendees are from the Mid-Atlantic states and over 15% of the audience is considered international and growing larger each year; we expect this conference in the Bay Area to truly be an international symposium.

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