

The Mid-Atlantic Association of Museums invites you to the third annual Building Museums Symposium, to be held in Washington, DC, Thursday, February 22–Saturday, February 24, 2007. 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.



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 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

The symposium 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. The 2007 symposium includes a concentration on “green” building.

Program formats include panel discussions, keynote addresses, roundtable open forum dialogues, behind the scenes tours, and workshops.

Bronze Sponsors

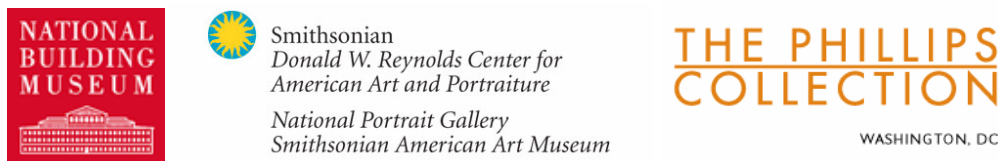
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Partners

The Symposium is organized by the Mid-Atlantic Association of Museums in partnership with the Association of Children's Museums and the International Facility Management Association.



The National Building Museum, the Smithsonian Donald W. Reynolds Center for American Art and Portraiture, and The Phillips Collection are producing partners for the Symposium.



WHAT PEOPLE ARE SAYING ABOUT LAST YEAR'S BUILDING MUSEUMS SYMPOSIUM...

- "I've never been at such a focused conference before and I think it made the networking outstanding and very useful. We were all there for the same purpose and it gave us all instant camaraderie. Also, it allowed us to get very in depth with the topics. Thank you! This was my best conference ever!"
- "Thanks and congratulations on the symposium! Everyone I have talked to said it was very useful and informative, and well executed. Everyone who planned this should be very proud."
- "This was a great chance to hear many different museum stories and experiences with planning, design, construction, and even including new areas to me like lighting, technology, and food service planning."
- "The talks were extremely detailed, high-order thinking, and controversial, which make for a lively conference."
- "I was surprised at the geographic diversity of the group - seeing attendees from as far away as Alaska and Wyoming. A clear sign that there is demand for the subjects you are covering."

SCHEDULE AT-A-GLANCE

Thursday, February 22: “Vision”

Location: National Building Museum

- Concurrent Workshops (*Note: WORKSHOPS ARE FULL*)
 - Nuts & Bolts of Museum Construction
 - What is Project Management, Anyway?
 - Building a Green Museum
 - Big Ideas, Small Spaces
- Keynote Presentation: Strong, National Museum of Play
- “Ask the Expert” Roundtables topics include Green Design, Wayfinding, Visitor Experience, Earned Revenue, Lighting, and More
- Plenary Session: Building and Being Green: Museums and New and Historic Properties
- Cocktail Reception
- Spotlight on Design: The Children’s Museum of Pittsburgh Expansion and LEED Certification

Friday, February 23: “Implementation”

Location: Smithsonian Donald W. Reynolds Center for American Art and Portraiture

- Plenary Session: The Chattanooga Story
- Concurrent Breakout Sessions: Topics include Leadership Alignment, Financing and Fundraising, Matching Program to Architectural Design, Crowd Control, and Visitor Center Design
- Tours of the Reynolds Center
- Optional Hard-Hat Tour of the Newseum (*NOTE: TOUR IS FULL*)
- Concurrent Breakout Sessions: Mystic Seaport Master Planning, When the Building is the Collection, Avoiding Cost Control Catastrophes, Business Planning and Start Up Operations; Facility Assessment Programs, Detailed Capital Planning Case Studies
- Plenary Session: The Reynolds Center Renovation Project
- Dine Around Town

Saturday, February 24: “Sustainability”

Location: The Phillips Collection

- Plenary Session: Life After Opening: Evaluation and Commissioning
- Open Forum Dialogues on Raising Capital Dollars
- Keynote Presentation: The Phillips Collection Expansion Project
- Tours of The Phillips Collection

DETAILED PROGRAM

Day 1: Vision

Thursday, February 22

Location: National Building Museum



- 8:00 am -5:00 pm **Registration and Check-in: Raffle Tickets and Building Museums Bookstore Sales**
 Check in, get your symposium materials, and explore the MAAM bookstore, offering a range of titles related to museum planning, management, architecture, and fundraising.
- 8:30 am-11:30 am **Breakfast, Coffee and Conversation:**
 Take a few minutes to talk with members of the planning team about your building project.
- 9:00 am-11:30am **Workshop: Nuts and Bolts of Museum Construction Workshop: Tools for Planning Successful Building Projects**
(Note: WORKSHOP IS FULL)
- Serving as an overarching introduction to the topics of the Building Museums symposium, this workshop will cover necessary steps in the process of planning and implementing museum construction projects, including new building, expansions and renovations of existing facilities. Topics include creating a compelling vision, developing the intellectual and space program, design and construction basics, budgeting, funding, and marketing. Managing the key players will be detailed as well as tips on assuring post-opening success.
- Speakers:
 Martha Morris, Associate Professor, Museum Studies, The George Washington University
 Walt Crimm, Vice President, Cultural Practice Group, EwingCole Architects
 Dr. L. Carole Wharton, LC Wharton
- 9:00 am-11:30 am **Workshop: What is Project Management, Anyway?**
(Note: WORKSHOP IS FULL)
- Hands-on workshop will help you to understanding the roles, responsibilities, and resources necessary to oversee a museum building project. Learn about the skills necessary to administer the planning and implementation stages of a building process, and become equipped with information about project controls, checklists, and tools.
- Speakers:
 Alexander Berley, Director of Client Services, Project Management, E&G Group
 Walt Ennaco, Project Executive, Smithsonian Institution

9:00 am-11:30 am **Workshop: Building a Green Museum**
(Note: *WORKSHOP IS FULL*)

Participants will be charged with building a sustainable museum of the future. Learn about principles of sustainable design and the many choices one can make. A tour of the exhibition "The Green House" will be led by Martin Moeller, senior vice president and curator, and Reed Haslach, coordinating curator for the exhibition.

Facilitators:

Corinne Cannon, Youth Groups Coordinator, National Building Museum
Jennifer Michaelree, Associate Youth Groups Coordinator, National Building Museum
G. Martin Moeller, Senior Vice President and Curator, National Building Museum
Reed Haslach, Assistant Curator, National Building Museum

9:00 am -11:30
am

Workshop: Big Ideas, Small Spaces
(Note: *WORKSHOP IS FULL*)

(Note: Held at the Koshland Science Museum of the National Academy of Sciences, corner of 6th & E Streets, NW)

Is your space conducive for dialogue, the foundation of adult learning? Are you taking advantage of interactive multimedia technology? What are the pros and cons of moving from a passive to more active learning museum experience for students and adult participants? These are a few of the questions to be discussed in a lively roundtable discussion hosted by the Koshland Science Museum of the National Academy of Sciences. Walk away with some new ideas and plans for your dream museum space.



Moderator: Greg Stevens, Principal, Connect the Dots Creative Services

Speakers:

Patrice Legro, Director, Koshland Science Museum of the National Academy of Sciences
Ruth Perlin, Associate Director, Center for the Study of Modern Art, The Phillips Collection
David Greenbaum, FAIA, Vice President, SmithGroup
Dr. M. Suzanne Donovan, Director, Committee on Learning and Educational Practice, National Academies

10:00 am
and
10:30 am

Tours of the National Building Museum (45 minutes)

Join museum docents for fascinating tours of the Museum's historic home, an in-depth presentation of the structure's architectural elements and historical significance, as well as a chronicle of the building's construction. The tour includes a visit to the Museum's fourth floor, which soars above the Great Hall at 75 feet—you will find yourself face to face with the colossal capitals of our Corinthian columns!

11:30 am-12:30
pm

Lunch
(Included with registration.)

12:30 pm-2:00 pm **Welcome Remarks**

Introduction

Janet Rice Elman, Executive Director, Association of Children's Museums

Keynote Presentation: Rules of the Game: Building a Museum of Play, or Any Other



G. Rollie Adams, the president and CEO of Strong, National Museum of Play speaks from his experience and explains the rules of the game in building a museum. Rules include: Show up ready to play; Find the starting line; Learn all the rules of play; Study the stats; Understand what you're playing for; Know what determines the winner; Make a game plan; Fill out the starting lineup; Enlist fans; Gather the necessary equipment; Start the game; Stay on your toes; and Play all out.

Speaker: G. Rollie Adams, President and CEO,

Strong, National Museum of Play

2:00-2:30 pm

Break and 7 Minutes of Play

Join your symposium colleagues for a brief activity that focuses on fun, creative thinking, and team building. Facilitated by Greg Stevens, Principal, Connect the Dots Creative Services

2:30 pm -3:45 pm

Concurrent "Ask the Expert" Roundtables

These popular roundtables are intense, focused, low-tech discussions between experts and attendees seeking advice and information.

- **Green Design and Historic Preservation**

Green design is not just for new buildings. It can be used in existing buildings and can mesh with historic preservation practices. Intended outcomes are demystifying green design and offering participants easily achievable actions to reduce their utility bills and create healthy spaces while being responsible stewards of historic buildings.

Expert: William Hammer AIA LEED AP, Principal, HKT Architects Inc.

- **Design and Construction in Historic Contexts**

This roundtable will focus on museums in historic contexts – buildings and/or sites – and the conflicting demands of respecting the past while expanding to meet modern program and visitor needs. Topics will include historic regulations and guidelines, strategies for decision making, and strategies for contextual design in historic environments, as well as relevant case studies.

Expert: David G. Wright, AIA, LEED AP, Principal, GWWO, Inc./Architects

- **Dealing with HVAC in Renovations and New Construction**

A conservator experienced in the problems of environmental control in museums and historical societies should be part of the team planning and carrying out renovation or new construction. Having such a consultant on the team can lead to substantial cost savings before and after construction, and result in the provision of appropriate preservation environments for the collections involved. Participants will come away with an understanding of the importance of engaging such consultants, and the types of information and problem solving the consultant can provide.

Expert: Paul Himmelstein, Partner, Appelbaum & Himmelstein

- **Wayfinding: Improving Your Museum's Visitability**

This roundtable will explore ways in which you can create a positive visitor experience for your entire audience while promoting your "brand." We will look at how people use and remember built environments, examine some do's and don'ts of visitor map and wayfinding design, and discuss ways of serving visitors with special access needs. Bring copies of your institution's map for discussion and come prepared to ask questions and share your own "visitability" horror and success stories.

Expert: Dennis O'Brien, Principal, Dennis O'Brien Maps and Wayfinding

- **Designing for the Visitor Experience**

Museums need to be able to assess how their visitors will use the spaces depicted in architectural plans. Topics to be covered in this discussion include planning an entry and exit sequence; visitor gathering and resting areas; wayfinding; how architecture affects flow through circulation and gallery spaces; practical concerns such as toilets and outlets; and the anticipation of growth and flexibility. After participating in this roundtable discussion, attendees will be better able to assess how architectural designs will affect visitor experience and will be more aware of the steps and tool the museum can employ to assure visitor needs are addressed.

Experts:

Judy Gradwohl, Associate Director for Public Programs, National Museum of American History

Gretchen Jennings, Director of Education for Interpretation and Visitor Experience, National Museum of American History

- **Daylight in Galleries**

Corner offices and "rooms with views" have always been desirable. Yet the full benefits of well daylit spaces are still being discovered. Recent studies have linked well-daylit spaces to improved retention in school children, to improved rates of recovery for hospital patients, and to increased sales at Wal-Mart. While we may intuitively know that a comfortable connection to the outdoors will enhance an indoor experience, daylight can also cause uncomfortable glare, unwanted heat gain, and damage to objects. The practice of daylighting is not about adding windows and skylights. Daylighting is about carefully allowing controlled natural light into a space to create a soft, even distribution of light across an area. Case studies of the impacts of daylight and strategies to control distribution of light will be covered.

Expert: Hank Houser, AIA, LEED AP, Houser Walker Architecture

- **Closed to the Public: The Impacts of Closing a Museum for Construction**

Renovation and expansion projects offer the opportunity to extend the museum's mission by increasing exhibition space, for example, or by adding and improving facilities for educational programming. A museum in the midst of a building project, however, must balance staying useful and open to the public, on the one hand, with completing the project in a safe, cost-effective, and timely manner on the other. Based on extensive research of recent museum projects, this roundtable discussion will explore how and why museums make the decision to close their facilities during construction, the impact the decision has on the museum and its audiences, and the ways in which museums attempt to stay "open" to the public through alternate spaces, partnerships, and outreach activities.

Experts:

Dana Allen-Greil, M.A. Candidate, Museum Studies, George Washington University and New Media Project Manager, National Museum of American History

Patrick Ladden, Renovation Program Manager, National Museum of American History

- **Retail Design**

These roundtables will consider retail details including connecting mission with museum retail spaces, consideration of merchandise mix for best museum image and highest profit, product development, cutting edge technologies, security and visitor safety.

Experts:

Sherry Nevins, Retail Details

Kathy Borrus, Retail Details

Andrew Andoniadis, Andoniadis Retail Services

- **Visitor Center Design**

A successful visitor center not only provides adequate visitor services such as restrooms, cafes, and gift shops, but more importantly, provides education and establishes a sense of place for the visitor. This roundtable discussion focuses on the many important design issues to consider when planning a visitor center, as well as the subject of building siting and landscape.

Experts: Gabriel Hernandez and Ariel Fausto, Associate, Project Architect/Designer, H3 Hardy Collaboration Architecture

- **Honest Answers: How to Grapple with Internal Assumptions and Wishful Thinking**

Dean Krimmel, experienced developer of local history sites, convenes a roundtable discussion about how to effectively use 'hired guns' to help implement your vision, develop sustainable business models, and gracefully challenge the wishful thinking of passionate project supporters (including you).

Expert: Dean Krimmel, Museum Consultant, Creative Museum Services/An Affiliate of Qm2: Quality Management to a Higher Power

- **Picking Earned Revenue Activities that are Profitable and Not Just Pretty**

This roundtable will cover how to identify, launch and manage earned revenue activities that are sustainable and profitable for a museum to undertake based on their particular needs, constituencies and mission. Not every earned revenue alternative is right for a museum and many end up losing more money than they ever make. Museum professionals will come away with tips on how to assess what activities make sense and how to undertake them to ensure a positive experience.

Expert: Jonathan W. Landers, Managing Principal, Economics Research Associates

- **Building Information Modeling: Improving Design**

Building Information Modeling (BIM) is a new technology-based design and delivery process for architects, engineers, and contractors, that uses virtual 3D modeling to fully coordinate the integration of architectural and engineering systems before they are installed in construction. This offers enormous value for museum design, as it provides significant construction efficiencies in coordination, fabrication, and on-time delivery. This roundtable discussion will focus on general information about BIM and how its application can benefit museums who are about to embark on a new construction project.

Expert: Matthew Jogan, AIA, Architect, H3 Hardy Collaboration Architecture

- **Outfitting Museums: The Role of FF&E (Furniture, Fixtures, and Equipment)**
Planning Furnishings, Fixtures, & Equipment (FF&E) for a museum or cultural institution often includes display cases, demountable walls, art hanging systems, signage and other items unique to the interests of both collections and the general public. This roundtable will illuminate the differences between manufactured and fabricated product while addressing the challenges facing the museum professional in outfitting their facility.

Experts:

Bill Beitel, VP, National Sales Manager, MBA Design & Display Products Corp.

Matt Malaquias, Principal, Case[werks], LLC

- **Controlling and Enhancing Sound in Museum Environments**
This roundtable will give attendees a broad overview of issues, concerns and solutions relating to providing excellent quality acoustical environments and appropriate delivery methods of audio programs to ensure clear, intelligible sound without bleed between exhibits. The moderator will draw upon many real-world examples from past and present museum projects of all sizes to illustrate the affect that proper sound control can have on the visitor experience. Attendees should come with any questions or actual scenarios they wish to have addressed.

Expert: Steven M. Haas, President, SH Acoustics, LLC

4:00 pm – 5:30 pm **Plenary Session: Building and Being Green: Museums and New and Historic Properties**

Panelists will connect green building and historic preservation as complementary activities and will help participants understand how they can help in the green building process. Case studies include the new Doyle Conservation Center, the California Academy of Sciences, the Lincoln Cottage Visitors Center, and the Naples Botanical Garden.



Moderator: Sarah H. Brophy, Principal, bMuse

Panelists:

David Overholt, President Lincoln and Soldiers' Home National Monument

Jim Younger, AIA, Director of Structural Resources and Technology, The Trustees of Reservations

Patrick Kociolek, Executive Director & Curator, California Academy of Sciences

5:30pm -6:30 pm **Reception**

Enjoy a private reception for symposium attendees (included with registrations) with wine, beer, and heavy hors d'ouvres.

6:30pm -8:00 pm

Spotlight on Design: The Children's Museum of Pittsburgh Expansion and LEED Certification



In this moderated discussion, Julie Eizenberg, Principal, KoningEizenberg Architecture, and Jane Werner, Executive Director, Children's Museum of Pittsburgh, explore the expansion of the museum, the process of LEED certification, lessons learned in building community, and the collaborative development of the North Side of Pittsburgh.

This program is presented in collaboration with the National Building Museum.

Introduction: Chase Rynd, Executive Director, National Building Museum

Moderator: Russell Perry, AIA, LEED AP, Vice President, SmithGroup

Speakers:

Julie Eizenberg, Principal, KoningEizenberg Architecture

Jane Werner, Executive Director, Children's Museum of Pittsburgh

Day 2: Implementation

Friday, February 23: "Implementation"

Location: Smithsonian Donald W. Reynolds Center
for American Art and Portraiture



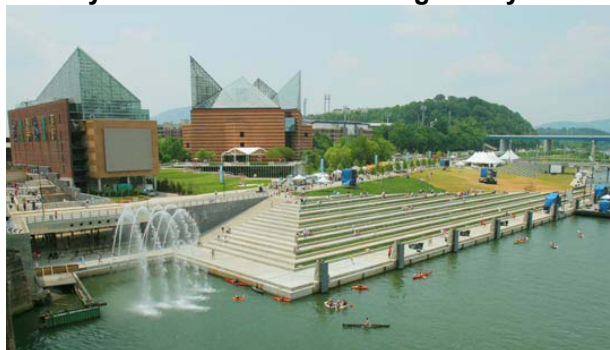
8:30 am – 9:00 am **Registration and Continental Breakfast**

Registration and check-in includes a continental breakfast and casual conversation with the day's participants.

9:00 am -10:15 am **Welcome Remarks**

Rachel Allen, Deputy Director, Smithsonian American Art Museum

Plenary Session: The Chattanooga Story



Community values, institutional collaboration, creative inspiration, and political will underpin this story of urban revitalization. Using Chattanooga's 21st Century Waterfront Plan as a model, panelists will discuss how museums can work together with business and government to create projects that both support museums and transform communities.

Participants are encouraged to review the project's Web site (<http://www.waterfrontchattanooga.com/>) in advance of the symposium.

Moderator: Mary Case, Founding Director, Qm2: Quality Management to a Higher Power

Panelists:

Robert A Kret, Director Hunter Museum of American Art
Gordon Stalans, Director of Finance, Tennessee Aquarium
Henry Schulson, Executive Director, Creative Discovery Museum

10:15 am-10:45
am

Break

10:45 am-12:00
pm

Concurrent Breakout Sessions:

- **Financing and Fundraising for Capital Projects**

Financing capital projects, raising funds in amounts you might not have imagined before from people and agencies with which you've had little or no experience, and managing the money can be a daunting prospect. These experts will discuss both the technical necessities, the big picture behind the bottom line, and their lived story on capital fund raising.

Moderator: Anita Durel, Qm²/Durel
Consulting Partners

Panelists:

Gordon Stalans, Director of Finance, Tennessee Aquarium
Nikolai J. Sklaroff, Director, Public Finance Department Citigroup Corporate and Investment Banking



- **Leadership Alignment: How to Keep Funders, the Board, and Political Leaders Singing in Harmony**



Expansion means extending the museum's reach beyond the known world. This session examines how new people, ideas, and values present themselves along with new money, galleries, and collections. Panelists will explore how museum leaders best conduct themselves to support what's core to the museum, let go of old ideas, and cope with the vagaries of and speed of change. It's a juggling act, sometimes a navigational

nightmare, keeping the board engaged and energized. Panel members will begin by explaining how the landscape appeared before the money was in place and the donors were willing to make a commitment.

Moderator: Mary Case, Founding Director, Qm2

Panelists:

Robert A. Kret, Director, Hunter Museum of American Art
Dorrie Hipschman, Executive Director, The Building for Kids

- **Aligning the Architectural Plan with Museum Program**

The best buildings begin and thrive with a deep understanding of client needs and aspirations. Architects from two projects featured in this year's symposium—Strong National Museum of Play and the Hunter Museum of American Art—will discuss the process undertaken to discern client requirements and to turn those requirements into distinctive, purpose-built community assets.

Moderator: Anita Blackaby, Board President, Mid-Atlantic Association of Museums

Panelists:

Robert Stark, Chaintreuil Jensen Stark Architects, Inc
Randall Stout, FAIA, President, Randall Stout Architects, Inc



- **Planning and Designing are the Fun Parts, But Building is Another**

The purity of the architectural drawings can be dampened by tears of frustration and the sweat of furrowed brows the moment construction begins. These construction experts will provide insights into how to design a process which aligns on-going decision making, minimizes and accommodates the inevitable changes, keeps people working efficiently, reduces complexity, and keeps cost down. In addition, the panelists will consider how museum projects differ from other building types.

Moderator: Andrew B. Wright, AIA, Principal, Tonetti Associates Architects PC

Panelists:

Paul Wyncoop, Project Manager/Historic Preservationist, Bread Loaf Corporation
Clint Dean, Senior Project Manager, EMJ Corporation, Chattanooga, Tennessee

- **Pacing, Pulsing or Pulling Your Hair Out? Crowd Control and Visitor Flow in Interpretive Facilities**

A mark of a successful interpretive facility is its ability to graciously handle large crowds at peak times. Using scenarios set in several orientation center examples, attendees will be asked to step into the shoes of the visitor. The interactive discussion will explore the impact that facility planning and design decisions have on crowd control, visitor flow and the overall visitor experience.

Moderator: Alan E Reed, AIA, LEED AP, President & Design Principal, GWWO, Inc./Architects

Panelists:

Mark A. Lapointe, AIA, Associate Principal, GWWO, Inc./Architects
Stephanie Brown, Associate Director of Public Affairs, George Washington's Mt. Vernon

12:00 pm – 1:30
pm

Lunch On Your Own

Visit the Upper West Side Café on the third floor of the Reynolds Center for coffee, sandwiches, salads, and pastries or dine at one of the many restaurants in the surrounding Penn Quarter/ Chinatown neighborhood.

12:00 pm – 1:30
pm

Tours of the Reynolds Center

Take a guided tour of the Reynolds Center and learn about the renovation project.

12:00 pm – 2:00
pm

Optional Hard-Hat Tour of the Newseum

Note: This limited-space tour is now full.



Register to participate in a hardhat tour of the soon-to-be-opened Newseum, located at Pennsylvania Avenue and Sixth Street, N.W, a short walk from the Reynolds Center. The new state-of-the-art museum, designed by Polshek Partnership Architects with exhibits by Ralph Appelbaum Associates, will open in August 2007.

1:30 pm – 2:45 pm

Concurrent Breakout Sessions:

- **When the Building is the Collection**

Presented from the perspective of curators, architects, and conservators, we will review theoretic and technical issues of the inherent conflicts raised by the often contradictory demands of historic preservation, collections care and the visitor's experience. In historic house museums, museums housed within historic structures, and those with extensive outdoor art collections integrated into the buildings and grounds, the normal divisions between collections and facilities break down. Maintaining ideal environmental conditions from a collections standpoint may run counter to the preservation of the buildings and neither may be best from a visitor's perspective.

The roundtable will focus on ways to integrate conservation means, methods and values into building construction, restoration and maintenance as pertains to art work built into the structures. From understanding the owner's needs, training of staff, and viewing the care for historic artifacts within the context of the whole built environment, owners, architects and conservators can develop effective plans for the care of the historic and artistic fabric of their buildings.

Moderator:

Mark Rabinowitz, Senior Conservator, Vice President, Fellow of AIC, Conservation Solutions, Inc.

Panelists:

Barbara A. Campagna, AIA, Graham Gund Architect of the National Trust, National Trust for Historic Preservation

Laurie Ossman, Ph.D, Deputy Director for Collections and Curatorial Affairs, Vizcaya Museum and Gardens

Tim Allanbrook AIA, Senior Consultant, Wiss, Janney, Elstner Associates Inc.

- **Detailed Planning for Capital Projects: Three Case Studies**

Panel discussion will focus on the need for strategic and functional planning before a capital project goes to a design architect.

Panelists represent art, history and culture museums. Each will discuss how the planning phase helped them to determine and shape the scope of their projects to discover vision and mission in a function-built form rather than simply a new building.



Moderator: Gail Lord, President, Lord Cultural Resources

Panelists:

Steve Rooney, Director of Administration and Finance, International Center for Photography

Thomas Daly, President and CEO, American Revolution Center at Valley Forge

Philip G. Freelon, FAIA, LEED AP, President, The Freelon Group, Inc.

- **Facility Assessment**

The facility assessment seminar will be a practical discussion designed to help attendees understand and set priorities regarding their institution's facility needs. A thorough and complete understanding of a museum's physical status is a critical starting point for planning new development, proper collection stewardship, and achievement of an institution's mission. A museum must review the facility evaluation in light of the institution's mission and collection. From this, a facility assessment can be developed that will define what the museum has, what is needed, and where it needs to go. Several diverse examples that demonstrate the process include:

- House museum: Adams House Museum, Deadwood, SD
- History museums: Days of '76 Museum, Deadwood, SD and Wright Hall at Carillon Park, Dayton, OH
- Collections Storage Facility: Pod 5 and Laboratory Space at MSC for NMNH, Suitland, MD
- Exhibits: National Building Museum, On Track: Transit and the American City

Speakers:

Gretchen Pfaehler, Director of Historic Preservation, EwingCole Architects

Leslie Kahn, AIA, Project Manager, EwingCole Architects

Mary Konsoulis, Exhibitions Consultant

Deborah Gangloff, Museum and Development Consultant

- **The Business Side of Planning: A Hands-on Look at the Start-up and Operation of a New Building (2 hour session)**

Get tools and information about developing a business plan, including funding and financing strategies, particularly for small institutions, such as leveraging with vendors or other partners, municipal or commercial banking financing vehicles. Experts will offer sound advice, checklists, and practical tips on the entire project from fundraising to start up through ongoing operations and offer real life stories of what works and what doesn't. We'll provide the extra level of detail participants need and require to successfully implement their projects.

Moderator: Carole Wharton, LC Wharton

Panelists:

David Walsh, Senior Planning Associate, Schultz & Williams

Lance A. Roth, Vice President, Cohen Municipal Capital Management

Greg Charbeneau, Executive Director, Adventure Aquarium

3:00 – 4:15 pm

Concurrent Breakout Sessions:

- **Avoiding a Cost Catastrophe: Practical Tools to Control your Building Project**

Studies show that a vast majority of projects fail to come in on budget, often because of delays, redesign, and difficulties with the board. This can be due to the failure of the design team and client to define the project scope up-front, apply the proper costs to each category, and work within a discipline to stay in focus. This session will cover practical tools and forms to use in order to avoid scope change and help keep the project on budget.

Speaker: Walt Crimm, AIA, LEED AP, Vice President, Cultural Practice Group, EwingCole Architects

- **What to Ask for and What you Should Expect in Hiring Consultants**

Information session with Q&A to share information on how to identify, select, and direct museum consulting firms to provide museum professionals with meaningful and actionable information. The talk will provide both example of "best practices" and where museum's failed in getting the information they needed. The speaker will provide tips and advice on techniques to ensure that a retained consultant and the client have a clear understanding of what will be delivered and how to course correct if it is not what is expected. The outcome is to make museum managers and board members more attuned to identify what consultants are best suited to a project and how to make sure they will provide the information necessary for museum professionals to make informed decisions.

Moderator: Jonathan W. Landers, Managing Principal, Economics Research Associates

Speakers:

Cameron Kitchin, Executive Director, Contemporary Art Center of Virginia

Kathryn Keane, Director, Business Development: Mission Programs, National Geographic Society



- **Master Planning and Space Programming:
Mystic Seaport Case Study**

What is the purpose of a master plan? How do museum programming and architectural programming work together? The panel will explore the benefits of conducting a master plan and architectural space planning program, showing some of the techniques used to help establish goals, vision, story and parameters for an institution.

Moderator: David Greenbaum, FAIA, Vice President, SmithGroup

Panelists:

Susan Funk, Vice President for Education and Public Programs, Mystic Seaport
Elizabeth Miles, Designer, MFM Design
William Owens, Senior Vice President, Economics Research Associates (ERA)

4:15 pm – 4:30 pm **Break**

4:30 pm – 5:30 pm **Plenary Session: The Donald W. Reynolds Center Renovation Project**

The Donald W. Reynolds Center is the result of a 6 year effort to renovate one of the oldest public buildings in Washington, DC. Home to the American Art Museum and National Portrait Gallery, the Reynolds Center challenged its staff and architectural planners in unique ways. Join three key players in renewing the museum for a look behind the decisions that transformed the museum.

Speakers:

Sheryl Kolasiniski, Director, Smithsonian Office of Planning and Project Management
Debra Nauta-Rodriguez, Project Executive, Smithsonian Institution
Evie Oehler, Chief, Exhibitions Office, Smithsonian American Art Museum

Evening

Dine Around Town

Join a “no host” dinner at area restaurants and get to know your fellow symposium attendees. Please sign up at the registration desk.

7:00-9:00 pm

“An Inconvenient Truth” at The National Archives Experience

Screening of the film (100 minutes) introduced by Flo Stone, artistic director and founder of the Environmental Film Festival in the Nation's Capital. This event is free and is **not** part of the official Building Museums symposium program. Seating is on a first come, first-served basis. Use the Special Events entrance on the corner of 7th Street and Constitution Avenue NW.

Day 3: Sustainability
Saturday, February 24: “Sustainability”
Location: The Phillips Collection



8:30 am – 9:00 am **Coffee and Networking**
 A continental breakfast and casual conversation with the day's participants.

9:00 am – 10:15 am **Welcoming Remarks**
Plenary Session: Life After Opening: Evaluating your Success

Commissioning supports sustainability objectives in museum facilities by verifying the performance of various systems, especially the environmental control infrastructure. This session will help you understand the benefits of commissioning as a key design service not covered in the standard architectural contract.

Panelists:

George Bourassa, Senior Vice President, Carter & Burgess

Sarah Barton, Senior Vice President, RISE Alaska

Jennifer Esler, Executive Director, Museum of the Shenandoah Valley

10:15am-10:30 am **Break**

10:30 am -11:30 am **Open Forum Dialogues – Raising Capital Dollars**

In six focused roundtable discussions, leading fund development specialists will answer questions and raise issues pertaining to the critical components of raising capital funds. Issues to be covered include congressionally directed funding or “earmarks” for museums, how museum boards learn to realistically align goals with aspirations, cost/benefit analysis of fundraising events, membership math, grant writing resources, rewards, and research requirements, major gifts efforts and more. These dialogues are intended for you to learn or to contribute, according to the expertise you bring into the room and to the dialogue.

- Roundtable 1: Profit Thinking for Nonprofit Organizations. Developing the Marketing Perspective**

Expert: Richard Taft, President, The J. Richard Taft Organization

The Taft Organization specializes in bringing integrated marketing and communications thinking to the fund raising process. In recent years the firm has conceived and overseen campaigns and annual funds for the Smithsonian National Museum of the American Indian, the United States Marine Corps, and other national clients. He is the former editor of *Foundation News* and has conducted fund raising/marketing seminars under State Department auspices in Europe, Asia and Latin America. His books *Understanding Foundations*, (McGraw Hill) and *How to Rate Your Development Office* (The Taft Group) have been widely recognized for their contribution to the philanthropic field. Mr. Taft will discuss ideas for making marketing a way of life for the nonprofit executives.

- **Roundtable 2: Pre-Campaign Planning**

Expert: Abbie J. von Schlegell, CFRE, Managing Director, Brakeley Briscoe Inc.

Noted for innovative techniques in capital gifts fundraising, encouraging clients to stretch their goals, to ask for larger gifts and to foster institutional leadership, Brakeley Briscoe has nonprofit cultural clients ranging from the Museum of Discovery in Little Rock, Arkansas, the Cincinnati Museum Center in Ohio, the National Archives Foundation in Washington, DC and the Virginia Museum of Fine Arts in Richmond, Virginia. Abbie von Schlegell will lead a discussion on pre-campaign planning: what a museum needs to do to get ready to launch a capital campaign.

- **Roundtable 3: Congressionally Directed Funding**

Expert: Barry Szczesny, Vice President, Metcalf Federal Relations

Congressionally directed funding or "earmarks" for museums have dramatically increased over the past decade and have become an important source of funding for museum building projects. At the federal level in fiscal year 2005, 273 museums received earmarks totaling more than \$90 million. A recent Heritage Foundation report highlighted that even with meaningful earmark reform in the wake of the Jack Abramoff scandal and other controversies, the number of earmarks will continue to increase. Discussion will include issues related to the federal earmarking process and what to consider when hiring a federal lobbyist, among other issues. Mr. Szczesny is former American Association of Museums (AAM) Government Affairs Counsel and Assistant Director of the AAM Government and Public Affairs Department (1996-2001) and former outside General Counsel to The Art Institute of Chicago.

- **Roundtable 4: Fundraising in Context of the Organization's Life Cycle**

Expert: Anita Durel, Development Consultant, Qm² and Durel Consulting Partners

Fundraising effectiveness can be multiplied and predicted by understanding the museum's place in its own life cycle, the topic of this roundtable. Using a life cycle analysis prior to a campaign will align and integrate development and positively influence your campaign success. See: *Getting Over Growing Pains*, Chronicle of Philanthropy, 4/6/2006. Ms. Durel works with nonprofit leaders to establish integrated, donor-centered fundraising strategies, including major giving initiatives, capital campaigns, and development coaching and training. She facilitates executive roundtables for development professionals, senior museum leaders, and nonprofit CEOs. She is a past President of the Maryland Chapter of the Association of Fundraising Professionals (AFP) and a Subject Matter Expert for Certified Fund Raising Executives International (CFRE)

- **Roundtable 5: Fund Raising Inside and Out: The Essential Team**

Expert: Shelley Goode, Vice President, External Affairs, National Children's Museum

This roundtable will focus on building the staffing, technical, and volunteer infrastructure to support a campaign effort and will cover evaluating the potential increase in staffing needs specific to an organization; how and when to grow staff in a campaign environment; how to create an appropriate RFP to find the "right" fundraising counsel for an organization; how and why to create an integrated fundraising and communications program to support campaign efforts; and how to help the board clarify the role of fundraising counsel based on organizational need before making a hire. Shelley Goode has more than 15 years institutional advancement experience spanning university and museum environments. She has worked in senior positions at Spelman College, Port Discovery and the Smithsonian's National Museum of Natural History and National Museum of American History, where she served as Associate Vice President, Director of Development and Assistant Director respectively. Ms. Goode is currently leading the National Children's Museum's \$130 million capital campaign.

- **Roundtable 6: Getting Grants Right**

Expert: Sarah Brophy, Principal, bMuse

Attracting grants is not about writing well; it's about creating a mission match between your institution and the funder. During this roundtable we will discuss how to identify strong mission matches, how to describe your future building as mission fulfillment, and how green building can be a strong part of mission match with funders.

Sarah Brophy specializes in grant preparedness and proposal writing for museums, historical societies, arts and cultural groups and conservation organizations. She is the author of *Is Your Museum Grant Ready?* AltaMira Press (2005) and is a Subject Matter Expert for the American Association of Grant Professionals (AAGP). Her recent articles include "Green" Money: The Funding Landscape for Museums Thinking About Going Green, *Philanthropy News Digest* (September 2006) and "It's Easy Being Green; Museums and the Green Movement", *Museum News* (September-October, 2006), co-written with Elizabeth Wylie of HKT Architects.

11:30 am- 12:30
pm

Keynote Speaker: The Phillips Expansion Project

The Phillips Collection's expansion project greatly enhanced and increased the museum's ability to provide its varied constituencies with a deeper and more enjoyable understanding of modern art and its sources. Throughout the project, care has been taken to preserve the museum's intimacy and scale, qualities that are widely known and appreciated by visitors. The renovation and expansion provides spaces to accommodate large-scale postwar contemporary art as well as other works from the Phillips' extraordinary permanent collection, and improves conditions for the display, conservation, and storage of artwork.

Introduction: Jack Rasmussen, Director and Curator, Katzen Arts Center Museum, American University

Speaker: Jay Gates, Director, The Phillips Collection

12:30 pm

Lunch and Tours of The Phillips Collection on Your Own

BUILDING MUSEUMS 2007 PLANNING COMMITTEE

Yasmeen Al-Hamar, Washington, DC
Dana Allen-Greil, Project Manager, New Media, National Museum of American History, Washington, DC
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Leslie Kahn, Project Manager/Architect, EwingCole, Inc., Washington, DC
Sheryl Kolasinski, Director, Office of Planning and Project Management, Smithsonian Office of Facilities, Engineering, and Operations, Washington, DC
Martha Morris, Associate Professor, Museum Studies, The George Washington University, Washington, DC (Program Chair)
Jack Rasmussen, Director and Curator, American University Museum, Washington DC
Greg Stevens, Principal, Connect the Dots Creative Services, Washington, DC
Carole Wharton, LC Wharton, Washington, DC