



Preliminary Program

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

This symposium is for architects, museum leaders, planners, project managers, technical experts, and all professionals who plan or implement new construction, renovation, preservation, or expansion projects for museums.

Building Museums™ 2025 will actively engage participants in sessions and discussion. The program will include expert keynote addresses, behind-the-scenes museum tours, receptions, and a workshop.

Whether your institution is a small historic site under renovation, a medium-sized museum planning an expansion, or a large museum building a new collections facility, this symposium is for you! *AIA Continuing Education Credits will be available to those attending sessions.*

Register for Building Museums™ [here!](#)

Click [here](#) to reserve your hotel room at the Hyatt Regency St. Louis at The Arch.

PLEASE NOTE THAT THE PRELIMINARY PROGRAM IS SUBJECT TO CHANGE.

Ready, Aim, Build! – A Museum Planning Workshop

Wednesday, March 6, 2025, 8:30 am-4:30 pm

Location: Hyatt Regency St. Louis at The Arch

NOTE: Pre-registration required. Submitting a form does not guarantee registration for the workshop. Attendees will receive confirmation of acceptance and payment information, if selected. Additional fees are required.

During this full-day workshop, our multidisciplinary collective of museum experts provide a roadmap of best-practices to guide you through your museum capital project with lessons gleaned from decades of experience in projects like yours. Delivered through a mix of presented content, targeted activities, and open dialogue, our industry experts in institution planning, design, engineering, costing, and construction will lead you through the critical steps of a successful capital project—from inception through to opening day and beyond. As always, the session includes a special guest speaker from an institution who has been in your shoes before! Leave with an intimate knowledge of a time-tested process that will lead to success on your next project. *Box lunch provided to participants.*

Learning Objectives

1. Attendees will learn about the various studies and due-diligence that are appropriate to precede design.
2. Attendees will learn what it takes to solicit, evaluate, and engage a design and technical team with roles and responsibilities for all phases of a project.
3. Attendees will learn how to develop and right-size an architectural program that is comprehensive, achievable, and sustainable in all forms.
4. Attendees will learn how to anticipate and manage cost issues from pre-design through completion.
5. Attendees will learn how to evaluate the appropriateness of various delivery methods (design-bid-building, CM-at-risk, design-build) for their project.

Presenters:

Jame, Anderson, Vice President, SmithGroup, Cultural Practice Director; Monteil Crawley, AIA, Senior Principal, SmithGroup; Sarah Ghorbanian, Principal, SmithGroup; Chris Wood, AIA, Vice President, SmithGroup, Cultural Studio Leader; Sarah Thompson, Director of Production, G&A; Maria Elena Gutierrez, Principal, Chora Creative; Robert “Sully” Sullivan, Principal, Chora Creative; Jared Oldroyd, Division President, Clark Construction; Etienne Nel, Associate Director, Cumming

Pre-Conference Offsite Tours

Wednesday, March 5, 2025

Tours are free, but space is limited. You must add the tour to your schedule in Sched. A waitlist will be available.. Transportation is own your own. For your convenience, a [rideshare sign up](#) is available.

The Visitor Center and Museum at the Gateway Arch, 11:00 am-11:45 am

Location: 11 N 4th Street, St. Louis (*0.1 miles from hotel; 2 minute walk*)

Explore the award-winning Gateway Arch Museum, an integral part of the revitalized Gateway Arch National Park. Located beneath the iconic Gateway Arch, this state-of-the-art museum offers a dynamic and immersive experience that tells the story of westward expansion, the cultural and historical forces that shaped the nation, and the innovative design of the Arch itself. Led by museum and National Park Service professionals, the tour will delve into the process of transforming this underground space through a \$380 million public-private partnership. Discover how the museum's redesign blends contemporary architecture, interactive exhibits, and sustainable strategies to create a world-class destination.

Please, plan to arrive 15 minutes prior to the scheduled tour start time. Participants will first have to pass through airport level security. Tram rides to the top of the Arch are NOT included in this tour. Please make separate [arrangements to ride the tram](#).

Old Courthouse, 12:00 pm-1:00 pm

Location: 11 N 4th Street, St. Louis (*0.2 miles from hotel; 3 minute walk*)

Join us for an exclusive behind-the-scenes tour of the historic Old Courthouse, as it nears the final stages of its remarkable renovation. This transformative project is the crowning achievement of the \$380 million CityArchRiver initiative—the largest public-private partnership in National Park Service history. Led by representatives from the National Park Service and the Gateway Arch Park Foundation, this preview offers a first look at the revitalized spaces and innovative exhibits that bring new life to this iconic landmark. Learn about the meticulous preservation efforts, the inspiration behind the updated interpretation, and the exciting enhancements that will make the Old Courthouse a must-visit destination for generations to come.

Soldiers Memorial Military Museum, 1:00 pm-3:00 pm

Location: 1315 Chestnut St, Saint Louis (*0.9 miles from hotel; 17 minute walk*)

Soldiers Memorial Military Museum opened in downtown St. Louis in 1938 as a memorial to the men and women who made the ultimate sacrifice in World War I. The exhibition galleries, originally built to hold the “relics of war,” increased in scope and number of artifacts over the years. By 2014, public concern had grown over the condition of the artifacts that had been on perpetual display, the lack of accessibility to the building, and the overall sad state of the building and its memorial grounds from decades of deferred maintenance.

With the support of local philanthropists, the City of St. Louis transferred operations to the Missouri Historical Society in 2015. In February 2016, the museum was closed and underwent a +\$30 million renovation. It reopened on Veterans Day 2018. Learn about the museum’s dramatic transformation, while retaining its historic charm and integrity, from the Project Manager, Lead Architect, Landscape Architect, and Accessibility Consultant.

Mildred Lane Kemper Art Museum, 2:00 pm-3:00 pm

Location: 1 Brookings Dr, St. Louis (8.1 miles from the hotel)

Join Meredith Malone, curator, for an interactive tour of the Kemper Art Museum on WashU's Danforth Campus. The tour will explore the Museum's architectural history and how it shapes the ways the permanent collection and exhibitions are displayed. Participants will learn about the building's design by Pritzker-Prize winning architect Fumihiko Maki and a recent expansion by the architectural firm KieranTimberlake that was part of WashU's East End Transformation capital project.

Missouri Botanical Garden Jack C. Taylor Visitor Center, 2:00 pm-3:30 pm

Location: 4344 Shaw Blvd, St. Louis (4.8 miles from the hotel)

Explore the Missouri Botanical Garden’s stunning Jack C. Taylor Visitor Center. Learn about the vision and impact of Garden’s capital campaign and the careful planning that brought this project to life. Discover how biophilic design principles were incorporated to create a space that connects visitors with nature, promotes well-being, and sets a new standard for sustainability. Plus, discuss with staff the lessons learned since the Center opened- how it enhances the visitor experience, supports the mission, and shapes future initiatives. The tour concludes with a guided walk through the Visitor

Center, where you'll see its vibrant plant displays, innovative design features, and spaces that inspire connection and discovery.

First-Time Attendee Reception

Wednesday, March 5, 2025, 4:30 pm-5:30 pm

Location: Economy Museum at the Federal Reserve Bank of St. Louis

Sponsored by TYLin

First-Time attendees are invited to this networking reception featuring light refreshments and an opportunity to meet and mingle with Building Museums™ representatives and fellow First-Time attendees. The Opening Reception will start following the First-Time Attendee Reception. **Due to security protocols at the Economy Museum, RSVP is required.**

Please note, all visitors over 18 must present a valid government-issued photo ID, such as a driver's license or passport, upon arrival. X-ray screening and metal detection are required for all who enter the building.

Opening Reception

Wednesday, March 5, 2025, 6:00 pm-7:30 pm

Location: Missouri History Museum

Sponsored by Solid Light

Join friends and colleagues to kick-off Building Museums™ at Missouri History Museum. During the reception, explore some of the Museum's newest exhibits including the 1904 World's Fair, Gateway to Pride, and Collected, which opens March 2025. The Missouri Historical Society is currently in the process of developing a series of new signature core exhibits at the Missouri History Museum. These experiences will introduce visitors to a St. Louis they have never met and are the perfect introduction to this vibrant city.

Transportation sponsored by The Projects Group

Please note, buses will be available to transport guests from the Hyatt Regency to the Missouri History Museum. Additional transportation options include Uber/taxi, [carpooling](#), and MetroLink. Parking is available at the Missouri History Museum and on nearby streets.

BUILDING MUSEUMS™ SYMPOSIUM 2025



Exhibitor Reception

Thursday, March 6, 2025, 4:30 pm-6:30 pm

Location: Hyatt Regency St. Louis at The Arch

Sponsored by Goppion Museum Workshop, Inc.

Unwind after a day of sessions with a drink and hors d'oeuvres in the Exhibitor's Hall at the Hyatt Regency. Meet and network with service providers, engineers, architects, and museum professionals.

Buidy Awards Luncheon

Friday, March 7, 2025, 11:30 am-1:00 pm

Location: Grand DE, Hyatt Regency

Sponsored by DLR Group

The Mid-Atlantic Association of Museums (MAAM) is excited to announce this year's Building Museums™ Symposium's Buidy Award. The Buidy Award recognizes museums' leadership and exemplary accomplishment through the planning, construction, and life after opening of a museum renovation or building project. The award recognizes the museums as an institution, their directors and staff, and the building/design construction teams whose completed museum construction projects demonstrate high achievement in the lessons of the Building Museums™ Symposium: careful, creative planning and diligent implementation leading to institutional sustainability.

Schedule-at-a-Glance

All times are approximate and subject to change.

Wednesday, March 5, 2025

<u>Time</u>	<u>Event</u>	<u>Location</u>
8:00am–5:00pm	Registration Sponsored by Quatrefoil	Hyatt Regency
8:30am–4:30pm	Ready, Aim, Build! <i>Pre-registration required; Additional fee</i>	Hyatt Regency

BUILDING MUSEUMS™ SYMPOSIUM 2025



11:00am-11:45am	Tour: The Visitor Center and Museum at the Gateway Arch	11 N 4th Street
12:00pm-1:00pm	Tour: Old Courthouse	11 N 4th Street
1:00pm-5:00pm	Exhibitors' Hall Set-up	Hyatt Regency
1:00pm-3:00pm	Tour: Soldiers Memorial Military Museum	1315 Chestnut Street
2:00pm-3:00pm	Tour: Mildred Lane Kemper Art Museum	Washington University in St. Louis
2:00 pm-3:30 pm	Tour: Missouri Botanical Garden, Jack C. Taylor Visitor Center	4344 Shaw Blvd
4:30pm-5:30pm	First-Time Attendee Reception Sponsored by TYLin	Economy Museum at the Federal Reserve Bank of St. Louis
6:00pm-7:30pm	Building Museums™ Opening Reception Sponsored by Solid Light with transportation sponsored by The Projects Group	Missouri History Museum

Thursday, March 6, 2025. *Pre-Sign Up Required

<u>Time</u>	<u>Event</u>	<u>Location</u>
7:30am-9:00am	Breakfast Sponsored by Accenture	Hyatt Regency
8:00am-5:00pm	Registration Sponsored by Quatrefoil	Hyatt Regency
8:00am-4:00pm	Exhibitors' Hall Open	Hyatt Regency
9:00am-10:15am	PLENARY Sponsored by Altieri	Hyatt Regency
10:15am-10:45am	Coffee Break Sponsored by Kohler Ronan Consulting Engineers	Hyatt Regency

10:45am–12:00pm	Session 1A: Designing for Welcome: Planning for a Seamless Visitor Experience from Construction to Completion Session 1B: Building the Dot Experience: Inclusive Design at the American Printing House Session 1C: Pre-Design or In-Design: Two Strategic Master Planning Approaches Session 1D: The Art of Vibration Control – Don’t Let Construction Rock Your Museum! Session 1E: Crafting a Plan for Institutional Growth*	Hyatt Regency
12:00pm–1:45pm	Lunch on your own	
1:45pm–3:00pm	Session 2A: Designed for Inclusion: How the New Memphis Art Museum Will Center Equity through Architecture Session 2B: The Frick Collection Balancing Act: Renovating and Expanding a Historic Landmark to Maximum Impact while Minimizing Change Session 2C: Implementing Museum Galleries within Historic Spaces: Creating Synergy between Buildings and Exhibits to Ensure Universally Accessible and Enhanced Visitor Experiences Session 2D: Revitalizing the Yale Peabody Museum: Re-connecting with University & Community Session 2E: Beyond Happy Talk: Not for Profit Means Business, Part 1*	Hyatt Regency
3:00pm–3:15pm	Coffee Break	Hyatt Regency

BUILDING MUSEUMS™ SYMPOSIUM 2025

	Sponsored by Ayers Saint Gross	
3:15pm-4:30pm	Session 3A: Transforming a Beloved Family Home into a Historic Treasure Session 3B: Designing and Planning for Neurodiversity Session 3C: From Renovation to Reimagined Session 3D: Envisioning the Perry Center: Honoring Indigenous Heritage Through Design and Collaboration at Shelburne Museum Session 3E: Beyond Happy Talk: Not for Profit Means Business, Part 2*	Hyatt Regency
4:30 pm-6:30 pm	Exhibitor Reception Sponsored by Goppion Museum Workshop, Inc.	Hyatt Regency

Friday, March 7, 2025

<u>Time</u>	<u>Event</u>	<u>Location</u>
7:15–8:45am	Breakfast Sponsored by Aegis Property Group	Hyatt Regency
8:00am–4:00pm	Registration Sponsored by Quatrefoil	Hyatt Regency
7:30am–4:00pm	Exhibitors' Hall Open	Hyatt Regency
8:45am-9:45am	PLENARY: Lessons Learned: Hindsight is 20/20	Hyatt Regency
9:45am-10:00am	Coffee Break	Hyatt Regency
10:00am-11:15am	Session 4A: Making Time, Building Trust: Tekəkpimək Visitor Contact Station's Celebration of Wabanaki Cultural Knowledge at Katahdin Woods and Waters National Monument	Hyatt Regency

	Session 4B: Revealing the Hidden: Making a Stored Collection Accessible Session 4C: A Bold Vision: Honoring Community from the Ground Up Session 4D: What I Would've Told My Younger Self About Building a Museum Session 4E: HueCultures: Building Community and Greater Connectivity	
11:30am-1:00pm	Buidly Award Luncheon Sponsored by DLR Group	Hyatt Regency
1:15pm-2:30pm	Session 5A: Designing to a Place: Architecture and Exhibit Design for the New Milwaukee Public Museum Session 5B: Infrastructure Needs of Museum Facilities: Updates on a IMLS National Study Session 5C: Building the Obama Presidential Center – YES WE CAN! Session 5D: Mastering the Art of Board Dynamics: Lessons from the Museum Field*	Hyatt Regency
2:30pm-2:45pm	Coffee Break	Hyatt Regency
2:45pm-4:00pm	Session 6A: Transformation of The National WWII Museum from Local Museum to National Cultural Institution: A Masterclass in Master Planning Session 6B: An Iterative Adventure: Museum Strategic and Campus Planning Together Session 6C: Teaming up for Transformation: New Core Galleries at the Missouri History Museum	Hyatt Regency



	Session 6D: Museums, Marvels, and Mythical Beasts: Conquering Complexity and Constraints	
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Conference Hotel

Hyatt Regency St. Louis at The Arch

Booking Dates: Wednesday, March 5-Friday, March 7

We are now accepting hotel reservations for our upcoming symposium. Through this website you can book, modify or cancel your hotel reservations, and receive updated information about the event. We look forward to seeing you!

[Click here to book your hotel room today.](#)

Room Rate: \$185/night US (Rate guaranteed until Friday, February 11, 2025)

You will be required to submit a credit card to guarantee your reservation. Accessible rooms are available. Please call the hotel to make your reservation if you require an accessible room.

More information on parking, amenities, travel information can be found on our website at:
<http://midatlanticmuseums.org/building-museums/conferencehotel/>

Registration Rates

The Full Registration ticket price includes access to the Opening Reception (March 5th), breakfast (March 6th and 7th), and one lunch; access to the Exhibitor Reception (March 7th); access to any breakout sessions or plenaries; and access to the Exhibitors' Hall. Additionally, all first-time conference attendees will receive an invitation to the First-Time Attendee Reception (March 5th, for first-time attendees only).

One Day Registration includes access to the above events for the designated date **only**.

Pre-registration and additional fees are required for the Ready, Aim, Build! workshop and tours.

Rate	Price (USD)	Notes
<i>Early Bird Rates end February 2, 2025</i>		

Museum Professional, <i>MAAM Member, Early Bird</i>	\$350.00	For those working for a museum or related non-profit entity
Museum Professional, <i>Non-MAAM Member, Early Bird</i>	\$450.00	For those working for a museum or related non-profit entity
All Other Professionals <i>MAAM Member, Early Bird</i>	\$485.00	For those working as an architect, designer, consultant, owners rep, engineer, or other industry partner
All Other Professionals <i>Non-MAAM Member, Early Bird</i>	\$550.00	For those working as an architect, designer, consultant, owners rep, engineer, or other industry partner
<i>Rates after February 2, 2025</i>		
Museum Professional, <i>MAAM Member, Early Bird</i>	\$425.00	<i>For those working for a museum or related non-profit entity</i>
Museum Professional, <i>Non-MAAM Member, Early Bird</i>	\$525.00	<i>For those working for a museum or related non-profit entity</i>
All Other Professionals <i>MAAM Member, Early Bird</i>	\$575.00	<i>For those working as an architect, designer, consultant, owners rep, engineer, or other industry partner</i>
All Other Professionals <i>Non-MAAM Member, Early Bird</i>	\$625.00	<i>For those working as an architect, designer, consultant, owners rep, engineer, or other industry partner</i>
One Day Only	\$275.00	
Student	\$150.00	<i>Student access to a full conference. Must register with a ".edu" email address</i>

Conference Registration Cancellation Policy and Refunds

If you need to cancel your registration for Building Museums, we will provide a refund of the ticket price, less a \$20 processing fee, up to Monday, February 24, 2025. We must receive your refund request in writing, by email, or in a written statement through WildApricot no later than Monday, February 24, 2025 explaining the need for a refund. After Monday, February 24, 2025, no refunds will be granted.

Sessions

Sessions and panelists are subject to change.

Plenary: Lessons Learned: Hindsight is 20/20

Friday, March 7, 8:45 am-9:45 am

As experienced capital project professionals, we know that the successful project balances program, schedule, and budget. We know that comprehensive planning during the pre-design and schematic phases is an investment that controls costs during construction and occupancy. We know how to engage stakeholders in all phases of project development. We are vigilant about keeping our eyes on the prize.

After we open our needed and well-planned facilities, a new type of discovery unfolds as our buildings and landscapes are handed to visitors, staff, collaborators, collections, and communities. Sometimes, we delight in happy accidents: spaces, finishes, and systems that facilitate unplanned activities in mission-advancing ways. Other times, we realize blind spots in our planning process: Facilities that interrupt smooth operations. Daylighting these situations is a resource to projects still on the boards. As one of last year's Lessons Learned panelists said, "We made these mistakes so you don't have to."

Project professionals who helped open facilities at institutions that have been critically acclaimed will generously share with the Building Museum community unexpected delights and challenging conditions encountered in the years since their world-class spaces opened to the public. Panelists will explore the opportunities and challenges, the resources deployed to advance or mitigate these conditions, and future institutional plans, all in the context of how this work allows their museum to serve its audiences. A discussion among the panelists and the moderator will delve deeper into the applicability of these lessons learned to the museum building projects at large.

Learning Objectives

1. Build operational planning into the design and construction process
2. Partner with client team members, at all levels of the institution, to secure a balance for vision, design, construction, and operations
3. Apply tested strategies for resolving post-occupancy challenges
4. Develop individual building components in relationship to an institution's overall comprehensive plan

Presenters

Jacqueline Bershad, Vice President of Planning & Design, National Aquarium; Brett Gaillard, Head of Capital Projects, The Metropolitan Museum of Art; Carolyn Schmidt, Deputy Director and Controller, St. Louis Art Museum; Amy S. Weissner, Deputy Director, Strategic Planning and Projects, Storm King Art Center

Session 1A: Designing for Welcome: Planning for a Seamless Visitor Experience from Construction to Completion

Thursday, March 6, 10:45 am-12:00 pm

When first designed, the previous visitor center for the Missouri Botanical Garden served around 250,000 visitors a year. Thirty-five years later, that number had grown to over one million. As a global leader and a local anchor institution, a modest renovation would not be adequate to maintain the status of the Garden or support future growth. The Garden engaged Ayers Saint Gross to design an iconic visitor center: the state-of-the-art Jack C. Taylor Visitor Center represents a bold vision for the Garden and its mission “to discover and share knowledge about plants and their environment in order to preserve and enrich life.”

To ensure continuous visitor operations and stable revenue during construction, the Missouri Botanical Garden and Ayers Saint Gross collaborated closely with the contractor, Alberici Constructors, on a complex three-phased design and implementation process. The team constructed a new permanent building shell that was fit out as a temporary visitor center large enough for critical operational elements. The temporary space featured customized signage and wayfinding reflecting the Garden’s mission and was later transformed into an event center. The client and design team also worked thoughtfully to promote equity and accessibility for arriving visitors, by incorporating universally accessible design and subtle grade changes to the front entry and landscape and improving the center’s physical and visual connectivity to the garden. Additional design choices around visual transparency and daylighting, operational considerations, material selections, and interpretation ensure the visitor center serves as a gateway to the garden, providing an immersive welcome to visitors of all kinds.

Learning Objectives

1. Assess funding and phasing options to minimize operational impact and maintain visitor engagement.
2. Explain how to incorporate accessibility as a central piece of early design thinking.
3. Evaluate how facilities programming can support and enable institutional mission and goals.
4. Explore how the visitor experience can be enriched through integrated design and embedded interpretation.

Presenters

Adam Bridge, Principal, Ayers Saint Gross; Deniz Piskin, Vice President Facilities and Construction, Missouri Botanical Gardens; Michael Vergason, Principal, Michael Vergason Landscape Architects, Ltd.; Michelle Kollmann, Principal, Ayers Saint Gross; Glenn Neighbors, Principal Ayers Saint Gross; Trisha Cobb, Project Manager, Alberici

Session 1B: Building the Dot Experience: Inclusive Design at the American Printing House

Thursday, March 6, 10:45 am-12:00 pm

The American Printing House (APH) is undergoing a large capital project that involves both a complete renovation and expansion of the current building, which houses a tactile graphics and braille embossing factory, staff offices, recording studios for audio books, and more. As part of this campaign, The Dot Experience, a complete redesign of a previous on-site museum has been undertaken and is in design and construction. Given the over 160 year long pivotal nature of APH within the blind and print-disabled community, it is imperative that the museum not only be accessible but fully inclusive to the widest possible audience.

This session will present and explore the journey of building a fully accessible museum, including earlier learning opportunities, the incredible amounts of collaboration between stakeholders such as the design partner, fabrication, accessibility experts, inclusive design consultants, client stakeholders, the disability community advisory group, and so much more. We will enumerate the various phases of the project and the ways in which the design of this museum responds to and centers a multimodal approach to storytelling, artifact presentation, factory tours, media presentation, and interactivity in both physical and digital forms.

We will also explore the rich suite of prototyping tactics used in co-creation and validation of various experiential design approaches. We will explore and share how we carefully thought through considerations about when to involve community groups, experts, consultants, and other partners to maximize an authentic approach and gain project efficiencies along the way.

Learning Objectives

1. Understand how early integration of accessibility and inclusion in project planning minimizes costs, enhances visitor experiences, and ensures consistent, deliberate implementation across all visitor-facing offerings.
2. Apply inclusive design as a methodology to conceive, design, implement, and operate experiential offerings that effectively include 25% more of the population—specifically disabled individuals, along with their friends, families, care companions, and related communities.
3. Explore how iterative prototyping, reimagining traditional approaches, and thoughtfully designing the built environment can create inclusive museum experiences that enhance visitor satisfaction, increase accessibility, and drive institutional objectives such as visitation, repeat visits, earned revenue, and community engagement.
4. Understand the importance of fostering an authentic commitment to inclusivity and accessibility throughout the ideation, design, build, and operational phases, recognizing that this dedication goes beyond budget considerations to create truly accessible and

inclusive visitor experiences.

5. Examine how prioritizing inclusivity and accessibility not only differentiates organizations by fostering a sense of belonging for traditionally underserved visitors but also drives tangible business returns, inspiring further investment in this meaningful and impactful work.

Presenters

Jo Haas, VP Advancement & The Dot Experience, American Printing House; Sina Bahram, Principal, Prime Access Consulting Inc.; Ben Jett, Creative Team Director, Solid Light; Corey Timpson, Principal, Prime Access Consulting Inc.

Session 1C: Pre-Design or In-Design: Two Strategic Master Planning Approaches

Thursday, March 6, 10:45 am-12:00 pm

Master plans are significant, time-consuming and costly undertakings for museums. They can vary in scale; however, overall, master planning strategies should consider the same elements such as an institution's strategic plan goals, future vision, market potential, organizational capacity, revenue potential, operating expense impacts, and fundraising potential.

This session will provide an overview of two different master plan strategies for two different institutions. The approach for the Florence Griswold Museum was to undertake a strategic master plan pre-design; the other approach for the Museum of the Rockies was master planning in design by 45 Architecture and Olson Kundig. Both have yielded actionable master plans.

We will present and discuss the benefits and challenges of both approaches to provide insights for other institutions and boards considering and/or currently undertaking master plans. Topics covered will include: inheriting, rethinking and redirecting a past capital program towards a revised (and much broader!) vision for the institution; transitioning from a traditional visitation model to the "business of experiences"; benefits of developing a strategic business plan in tandem with real-time master planning; and navigating master planning with a varying number of stakeholders. If we build it, will they come?

Learning Objectives

1. Summarize critical steps needed for a successful master planning process.
2. Identify what expertise is needed based on the situation, whether pre-design or in-design.
3. Describe how to manage varying challenges during a master planning process such as getting board approval and budget constraints.
4. Compare two differing master plan strategies and describe how both can be effective.
5. Describe that each institution will have its own set of issues and challenges but critical

master planning steps are the same.

Presenters:

Elena Kazlas, Founder & Principal, Elevativ; Joshua Campbell Torrance, Executive Director, Florence Griswold Museum; Michael G. Yusem, Project Executive, DBI Projects, Boston; Christopher Dobbs, Executive Director, Museum of the Rockies; Justin Helmbrecht, Principal, Olson Kundig

Session 1D: The Art of Vibration Control – Don’t Let Construction Rock Your Museum!

Thursday, March 6, 10:45 am-12:00 pm

This session will provide a focused discussion of successful management and monitoring of construction vibrations during renovations and additions to collections-based museums. Two case studies of museum expansions will be presented as real-world examples, along with lessons learned, challenges, and triumphs. Effective yet practical protection of collections from construction vibrations is a critical component of the design and pre-construction phase, the museum’s advance planning, and the contractor’s execution of the project.

Current best practices that museums worldwide are using for vibration control will be summarized. Attendees who will benefit from this session include museum staff, particularly conservation, registration, facilities; design architects and engineers; construction managers and general contractors; and exhibition production teams. Attendees will come away with strategies for how to evaluate, plan for, and successfully mitigate vibration risks to museum buildings and collections during a construction project.

Learning Objectives

1. Understand the fundamentals of vibrations and how they can affect people, buildings, and museum collections (artworks/artifacts).
2. Identify potential vibration risks for museum buildings/collections.
3. Examine how to plan for, measure and monitor vibrations during construction activities.
4. Incorporate vibration control best practices into the design and pre-construction phase of projects.
5. Explore how to mitigate risk of potential vibration-related damage to museums and collections by strategic planning and vibration monitoring during construction activities.

Presenters

Sara Urizar, Associate, Cultural Leader, SmithGroup; Arne Johnson, Principal Structural Engineer, Wiss, Janney, Elstner Associates, Inc. (WJE); Charlotte Seifen Ameringer, Conservator, Portland Art Museum; Bridget Bush, Senior Project Manager, Anser Advisory

Session 1E: Crafting a Plan for Institutional Growth*

Thursday, March 6, 10:45 am-12:00 pm

**This session will be a hands-on workshop. Attendance is limited to thirty (30) people. The content covered in this workshop is specifically intended for museum professionals. Workshop attendees must be registered for the 2025 Building Museums Symposium. Interested attendees should RSVP in the conference app.*

This workshop focuses on the importance of strategy and strategic planning when initiating a capital project. Sometimes seen as a tick-box exercise to satisfy donors or “nice-to-have,” a well-executed strategic planning process and a solid strategic plan provides institutions with a roadmap for navigating their way through major change initiatives, helping them stay on course at every turn and unexpected crossroads. Most importantly, a participatory planning process engages an institution’s most important stakeholders in crafting a shared future vision that will inform every stage of potential building projects.

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Using case studies from small to mid-sized museums and from professional experience as strategic planners and architects, workshop facilitators will walk participants through all stages of a capital project strategic planning process, from initial feasibility and ideation through deep stakeholder engagement to identify key decision-points around concepts and key assets that will lead to a compelling vision and successful case for support and generate momentum toward funding and ultimately realizing a new building project.

The workshop will model a strategic planning process for the Mummars Museum to demonstrate the different directions a comprehensive and inclusive approach to planning can take an institution. At the same time, workshop participants will be asked to reflect on their own institutions and will come away with a sketch of a strategic planning process targeted toward their unique situation.

Learning Objectives

1. Define strategic institutional goals; identify key personnel; discuss listening and visioning processes with stakeholders; establish initiatives to meet institutional goals
2. Understand current funds and income available; identify additional sources of funds,

consider market analysis; plan to accurately estimate future capacity; plan and implement a capital campaign

3. Connect with potential users to identify program functions of the new facilities necessary to achieve institutional goals; plan for space needs of program function; evaluate what scale of capital project can meet program and budget.
4. Identify additional expertise needed; define roles of strategic planner, architect, exhibit designer, other specialty consultants; plan scenarios for different sequences and combinations of consultants

Presenters

Steven Falkowski, Senior Associate, JacobsWyper Architects; Elizabeth Grant, Senior Consultant, Strategic & Business Planning, Schultz & Williams; Cheyenne M Cohen, Museum Coordinator, Mummers Museum; Aaron Billheimer, Director of Exhibitions, National Liberty Museum

Session 2A: Designed for Inclusion: How the New Memphis Art Museum Will Center Equity through Architecture

Thursday, March 6, 1:45 pm-3:00 pm

Join us for an in-depth exploration of The Memphis Brooks Museum of Art's groundbreaking relocation and transformation into The Memphis Art Museum. The visionary design behind this project exemplifies the Mid-Atlantic Association of Museums' themes of Vision, Implementation, and Sustainability. This session will detail the architectural and strategic planning behind the museum's new riverfront location, designed to integrate Memphis' history and geography into a vibrant cultural hub, attracting renewed engagement to the area.

We will delve into how the museum's design fosters inclusivity and accessibility, from the new promenade for the community and welcoming, light-filled lobby to the expansive, street-level galleries, education spaces, and public gathering areas. Discover how the museum's innovative features—such as the River Window, theater, and panoramic rooftop vistas—create a seamless, barrier-free experience that invites diverse audiences to engage with the arts and each other. Learn how thoughtful and innovative engineering supports this architecture and the owner's goals for a sustainable facility.

The session is tailored for architects, engineers, museum staff, and cultural leaders interested in advancing sustainable and inclusive museum practices. Attendees will gain insights into effective implementation strategies, learn about integrating community-focused design principles, and explore how thoughtful innovation can drive both cultural and architectural transformation.

By attending, participants will come away with actionable knowledge on designing spaces that

promote inclusivity and accessibility, fostering community connections, and enhancing visitor engagement. This presentation aligns with MAAM's mission to build sustainable, inclusive museums and supports the values of empathy, curiosity, and innovation in the field.

Learning Objectives

1. Understand how to implement architectural strategies that enhance inclusivity and accessibility in museum design, including features that create a barrier-free experience for diverse audiences.
2. Incorporate sustainable design practices and materials into museum projects, with a focus on energy efficiency, environmental impact, and long-term sustainability.
3. Understand how to design museum spaces that promote community connections and engagement, including creating public gathering areas and integrating cultural elements that reflect local history and geography.
4. Examine successful implementation strategies for large-scale museum relocations and renovations, including collaboration between architects, engineers, and museum staff, and addressing common challenges during the design and construction phases.

Presenters

Joseph Lembo, PE, Partner, Kohler Ronan Consulting Engineers; Jennifer Draffen, Director of Collections, Exhibitions, and Publications, Memphis Brooks Museum of Art; Todd Walker, FAIA, Founding Partner, archimania; Jack Brough, Associate, Herzog & de Meuron

Session 2B: The Frick Collection Balancing Act: Renovating and Expanding a Historic Landmark to Maximum Impact while Minimizing Change

Thursday, March 6, 1:45 pm-3:00 pm

The Frick Collection in New York City is completing its first major renovation and expansion since opening to the public as a museum in 1935. Designed by Selldorf Architects in collaboration with Beyer Blinder Belle Architects & Planners, the project provides unprecedented access to the original 1914 home of Henry Clay Frick, enhances the visitor experience with new galleries, amenities, and ADA access and restores the 70th Street Garden. Conceived to address pressing institutional and programmatic needs, the plan creates critical new resources for permanent collection display, special exhibitions, conservation, education, and public programs, while upgrading visitor amenities and overall accessibility.

Designated as a New York City landmark, the project's design underwent a robust public approvals process and started construction in 2021. One of the key challenges of the design was to maintain the original intimate and domestic character of the visitor experience while introducing critical infrastructure and space for enhanced and new programs. Faced with a very tight site on the Upper East Side of Manhattan, new construction had to be strategic and almost

surgical, including below-grade excavation and reorganization of existing space.

Learning Objectives

1. Understand design strategies for contextual expansion and interventions that balance institutional identity with future growth.
2. Describe ways in which historic buildings can be upgraded to be more accessible, welcoming and sustainable.
3. Demonstrate how contemporary technology can be utilized to assist in design and construction for the modernization of early 20th century historic buildings.
4. Identify contingencies to consider and plan for relating to budget, schedule, program, and technical feasibility, when undertaking an ambitious project in an historic structure.

Presenters

Oliver Link, RA, Partner-in-Charge, Selldorf Architects; Robert V. Hedman, PE, LEED AP, Partner, Kohler Ronan Consulting Engineers; Carolyn W. Straub, AIA, LEED AP, Associate Director for Capital Projects, The Frick Collection; Richard Southwick, FAIA, LEED AP, Partner, Director of Historic Preservation, Beyer Blinder Belle

Session 2C: Implementing Museum Galleries within Historic Spaces: Creating Synergy Between Buildings and Exhibits to Ensure Universally Accessible and Enhanced Visitor Experiences

Thursday, March 6, 1:45 pm-3:00 pm

The Old Courthouse, a designated “Level 1” historically significant building on the National Register of Historic Places, is a key destination within the Gateway Arch National Park. It is undergoing a major restoration to improve accessibility, climate control, temperature comfort levels and fire protection, and to significantly enhance the visitor experience with new exhibits in four main galleries, in synergy with these infrastructure alterations.

The protected status of the Old Courthouse required an approach to the gallery design that celebrated and protected the historic fabric and character of the building, whilst maximizing universal access and visitor immersion. A key design objective of this project was to “unclutter” the galleries to enhance the visibility of original building architecture and to deliver visitor experiences that continue the high level of universal design adopted throughout the Gateway Arch National Park redevelopment, including the neighboring Museum at the Gateway Arch.

This discursive session, including participants from architecture, exhibit design and client representatives, will explore the coordinated strategies, approaches, and process (creative, communication and technical) followed to design fresh museum experiences within a protected historic building, highlighting historic and accessibility techniques which can be widely applied

to any historic building visitor experience revitalization scheme. The session will also explore the project's funding and partnership dynamics demonstrating the opportunities and challenges of project delivery within the context of public/private development.

Learning Objectives

1. Understand how to combine historic architecture with exhibit design components to allow renovated historic spaces to become integral to the overall visitor experience.
2. Gain creative and technical know-how of ways to leverage historic architecture whilst creating thoughtful and impactful museum experiences with appeal to diverse visitor groups.
3. Discuss how museum designers and architects can work collaboratively from the beginning of a project to deliver new visitor experiences within an historic building context.
4. Explore how to design museum experiences in historic buildings with universal accessibility in mind through all project stages.
5. Examine the complexities and strategies of a funding model in a project involving private and federal funding.

Presenters

Ryan McClure, Executive Director, Gateway Arch Park Foundation; David Donoghue, Designer and Director, Haley Sharpe; Amy Gilbertson, Principal, Trivers Architects; Jeremy Sweat, Superintendent, Gateway Arch National Park

Session 2D: Revitalizing the Yale Peabody Museum: Re-connecting with University & Community

Thursday, March 6, 1:45 pm-3:00 pm

In Spring 2024, the Yale Peabody Museum reopened its doors to welcome visitors with a new addition and extensive renovations of the entire building inclusive of galleries, research facilities, collections storage, and administrative areas. Comprising twenty-three galleries and more than 170,000 square feet, the renovation is the largest undertaking in the Museum's history.

The new design is integral to the Museum's DNA, its academic research, and its exhibition mission to display research and findings, engaging its scholars, researchers, students, and community.

Since the Museum's reopening attendance has skyrocketed, yet the building never feels crowded. The Museum feels brighter and is more accessible and widely welcoming. Public

spaces are strategically located throughout the building to provide better operations. Galleries have been designed to provide gathering space for class groups around iconic objects with multiple vantage points as never seen before. In addition to expansive circulation, there are also smaller rest areas for reflection throughout the Museum. Classrooms and research labs are located amongst the galleries, strengthening the connectivity between programs, exhibitions, and visitors.

Attendees will be inspired to see how a heritage museum could be reimagined into a more inclusive, modern institution that places its unique identity at the forefront.

Learning Objectives

1. Understand how to articulate an institution's DNA and use it to guide its future identity and experiential relevance.
2. Examine the complex collaboration required between Institution, Architect, and Exhibit Designer
3. Plan future-proofing for exhibits and programs by planning design for flexibility
4. Identify challenges of renovating a Heritage Museum to meet modern day sustainability requirements.
5. Apply strategies in planning that optimize operations, improve visitor circulation, and increase and diversify attendance.

Presenters

Stephen Petri, Senior Principal, Reich&Petch Design International; Cathy Lazo, Associate, Senior Designer, Reich&Petch Design International; Kailen Rogers, Associate Director of Exhibitions, Yale Peabody Museum; Chris Norris, Director of Public Programs, Yale Peabody Museum; Andrew Santaniello, AIA Associate Principal, Centerbrook Architects & Planners

Session 2E: Beyond Happy Talk: Not for profit means business*

Thursday, March 6, 1:45 pm-3:00 pm and 3:15 pm-4:30 pm

**This session will be a two part hands-on workshop. Attendance is limited to thirty (30) people. The content covered in this workshop is specifically intended for museum professionals. Workshop attendees must be registered for the 2025 Building Museums Symposium. Interested attendees should RSVP in the conference app.*

Join us for a critical discussion on the importance of rigorous feasibility studies in ensuring appropriately scaled and sustainable museum expansion projects. "Beyond Happy Talk" examines how grounded, data-driven feasibility assessments can mitigate the optimistic biases often present in early project stages, leading to more realistic and viable expansion and renovation projects. This panel will emphasize the necessity of a robust evaluation of current state (facilities and organization) market potential, operational impacts, capital requirements and fundraising feasibility, ensuring museum projects are tailored to audience needs and philanthropic resources. The panel will also discuss the need for realistic space programming

and planning related to the operation of the building, assessing and developing capacity to match the vision of the project.

Hear from leading experts in museum planners and leaders, architects, and designers as they share best practices and case studies where thorough feasibility studies have led to successful, sustainable museum expansions. Learn how adopting a realistic approach early in the planning process can transform museum clients into more informed and proactive partners for architects and designers, ultimately benefiting the cultural institutions and the communities they serve.

We believe that the current state assessment, visioning study, financial feasibility study, and initial fundraising feasibility study are best intertwined and developed together in an iterative process. Each successive phase informs the next to arrive at a right-sized project for your museum. Incorporating the future operation of the museum into planning is essential to bring the vision to life and ensure financial sustainability.

Learning Objectives

1. Understand the rigorous structured approach to feasibility studies, including detailed exploration of each phase's purpose, research questions, and methodology.
2. Evaluate the current state of an organization, including its facilities, organizational health, and market position, as a foundation for strategic decisions.
3. Explore methods for developing and aligning visions for renovation, expansion, or growth with an organization's mission and resources.
4. Dive deep into the methodology for evaluating capital requirements, impact to operating and conducting effective fundraising feasibility studies, with an emphasis on aligning capital goals with realistic funding opportunities.
5. Apply concepts to a hypothetical or real-world scenario, enhancing understanding and retention, during a hands-on activity focused on fundraising feasibility.

Presenters

David Greenbaum, FAIA, Director of Culture and Museums, Gensler; Maria Elena Gutierrez, President and Founder, Chora-Group; Robert 'Sully' Sullivan, Thought Leader, Chora-Group; Kristine Klasen, Chief Operating Officer, Chazen Museum of Art; Jean Ortega, Deputy Director, The Bass

Session 3A: Transforming a Beloved Family Home into a Historic Treasure

Thursday, March 6, 3:15 pm-4:30 pm

This session explores the transformation of the Taylor-Mesilla property from a private residence to a public historic site. Located on the historic Mesilla Plaza, this 150-year-old adobe structure represents more than four centuries of New Mexican history and culture.

Attendees will learn about the advocacy campaign that brought \$3.1m in funding secured from 2024 New Mexico Legislature. This case study offers valuable lessons for museum professionals dealing with similar transformations of private historic properties into public museums. A collaborative effort involving multiple divisions of the New Mexico Department of Cultural Affairs, the Taylor-Mesilla project spans for two years per the donation agreement, from November 2023 through November 2025. It involves historic preservation of a 150-year-old adobe structure, building and infrastructure renovations, accessibility accommodations, accessioning a vast collection of art and artifacts, and developing the visitor experience.

The session will highlight how the project team navigated the complexities of historic preservation, including balancing community interest with preservation needs, while creating a meaningful public resource that honors the Taylor family legacy and the rich cultural heritage of southern New Mexico.

Learning Objectives

1. Analyze and implement project management processes for managing complex museum transformation projects.
2. Evaluate innovative approaches to in-situ collection management during a renovation.
3. Identify key considerations in transforming a private historic property into a public museum.
4. Understand DCA's effective legislative advocacy strategy for historic preservation.

Presenters

Bob Beatty, Principal, The Lyndhurst Group and Project Manager; Matt Barbour, Interim Director, Division of Historic Sites, New Mexico Department of Cultural Affairs; Kate Macueun, Director of Collections, Museum of International Folk Art; Alexandra McKinney, Instructional Coordinator Supervisor, Taylor-Mesilla Historic Site; Emily Wilson, Instructional Coordinator Supervisor, New Mexico Historic Sites

Session 3B: Designing and Planning for Neurodiversity

Thursday, March 6, 3:15 pm-4:30 pm

The future of museums requires us to think about equity in visitor experience. By understanding who is currently excluded (i.e. neurodivergent visitors who have different sensory thresholds), we will demonstrate the opportunity for museums to expand the diversity of visitors and improve upon their emotional engagement.

Attendees will gain insights into the challenges faced by neurodivergent visitors, who make up approximately 15-20% (~50-60 million Americans) of the population. They will learn about the

significant impact of sensory overload and underload on museum attendance and revenue. The session will provide practical strategies for creating sensory-friendly spaces that cater to a broader audience.

Aligned with the symposium's focus on equity and inclusion, we will discuss the future of museums through the lens of equitable visitor experiences, emphasizing the importance of designing for neurodiversity. Further to this, we will demonstrate how Grace Farms has valued lived experience as expertise to drive change within their cultural institution. This session is designed for museum professionals, including curators, exhibition designers, and architects, as well as advocates for inclusive design and accessibility. It is also relevant for anyone interested in improving visitor experiences and promoting diversity in cultural institutions.

Learning Objectives

1. Discuss sensory overload and underload experienced by neurodivergent visitors.
2. Examine common challenges encountered when designing for neurodiversity, including: spatial layouts, material patterns, acoustics, and lighting conditions.
3. Explore opportunities for supporting design for new construction and/or new exhibitions.
4. Discuss opportunities to expand visitorship by removing barriers to neurodivergent audiences within existing buildings.

Presenters

Gabe Williams, Partner, Buro Happold; Madeleine Granland, Inclusive Design Consultant, Buro Happold; Chelsea Thatcher, Chief Strategy Officer and Founding Creative Director, Grace Farms; Vani Birnbaum, Lived Experience

Session 3C: From Renovation to Reimagined

Thursday, March 6, 3:15 pm-4:30 pm

Last year, The Columbus Museum in Georgia, one of the largest art and history museums in the Southeastern US, completed an ambitious transformation project that placed visitor experience at its forefront. The reimagined museum serves as a model of how a building project can further institutions' goals of creating a stronger sense of belonging in visitors and reaching a wider segment of the community, such as younger visitors and multi-generational families.

In this session, we'll explore the intricacies of this reimagining, including: the process of identifying why, what, and how The Columbus Museum could be transformed from the museum 'on the hill' to a welcoming environment for all without the construction of a new building; lessons learned from managing multiple exhibit design teams on the gallery redesign; the

reimagining of the museum's entrance as a place of visitor-first approaches to introducing both content and amenities; the fundraising challenges and opportunities including the museum's unique partnership with the local school district; and how to use the notion of ritual-building to make a museum more profoundly integrated and emotionally interwoven into people's everyday lives.

Learning Objectives

1. Understand how to leverage partnerships with local stakeholders to increase visibility, donations, and community impact
2. Discuss how to make museum visits more personalized and meaningful
3. Explore how to augment existing site conditions using design principles from retail and hospitality to make entrance and orientation experiences more inclusive and dynamic
Attendees will learn how to create rituals around museum visits that encourage repeat visitation
4. Understand how to transcend the traditional educational missions of cultural institutions by responding to the needs of families and other constituents with amenities that solve visitor needs.

Presenters

Amelia Falco, Creative Director, Local Projects; Marianne Richter, Executive Director, The Columbus Museum; Lonny Schwartz, Principal, The Design Minds; Derek Jones, Principal, Cultural and Civic, North Carolina, Perkins + Will

Session 3D: Envisioning the Perry Center: Honoring Indigenous Heritage Through Design and Collaboration at Shelburne Museum

Thursday, March 6, 3:15 pm-4:30 pm

Located in Vermont's Lake Champlain Valley, Shelburne Museum is the largest art and history museum in northern New England and a foremost public resource for visual art and material culture. Its 45-acre campus comprises 39 buildings, 25 of which are historic and were relocated to the Museum.

A new building will be constructed in 2025, devoted to the exhibition and stewardship of the Perry Collection, over 200 Native American masterworks predominately from Plains, Prairie, and Southwest peoples, adding to the Native American materials already stewarded by Shelburne Museum. The Perry Center represents a significant initiative to collaborate with Indigenous nations, scholars and culture bearers to present a model of stewardship for Indigenous creative culture and presentation to a broader audience.

Designed by Annum Architects of Boston in collaboration with Two Row Architects of Six

Nations of the Grand River First Nation Canada, the 11,000 sf building, its siting, and landscape are referential to traditional Native American structures. The design process has been informed and guided by input from representatives of the local Abenaki Nation and from other Tribal members nation-wide who participated in a series of pre-design Talking Circles.

Learning Objectives

1. Identify the ethical and legal considerations when working with Native American collections, including NAGPRA guidelines, and demonstrate an understanding of culturally sensitive preservation techniques and collaboration with Indigenous communities.
2. Explain the importance of effective communication and participatory decision-making with a variety of stakeholders, including Indigenous communities, and apply strategies for fostering long-term, respectful partnerships and resolving conflicts.
3. Explain how to collaborate with Indigenous knowledge holders to develop accurate and respectful cultural interpretations, avoiding appropriation, and will demonstrate the ability to integrate Indigenous storytelling into design practices.
4. Assess how Indigenous cultural values, environmental stewardship, and respect for traditional lands can be integrated into campus and site development, and propose strategies for creating inclusive community spaces that honor Indigenous traditions.

Presenters

Steven Gerrard, Principal, Annum Architects; Thomas Denenberg, Director, Shelburne Museum; Matthew Hickey, Partner, Two Row Architect; Elizabeth Randall, Principal - Practice Director, Reed Hilderbrand

Session 4A: Making Time, Building Trust: Tekākapimək Visitor Contact Station's Celebration of Wabanaki Cultural Knowledge at Katahdin Woods and Waters National Monument

Friday, March 7, 10:00 am-11:15 am

Situated in the present and traditional homeland of the Penobscot Nation, Tekākapimək Contact Station is a stunning 7,900 square-foot building and 23-acre landscape atop Lookout Mountain in Katahdin Woods and Waters National Monument. This session celebrates the intercultural and interdisciplinary process behind its creation.

Tekākapimək — pronounced deh gah-gah bee mook, Penobscot for “as far as one can see” — arose from a partnership between a Wabanaki Advisory Board and Elliotsville Foundation, in consultation with the National Park Service. Tekākapimək is a work of collaborative design and construction, intentionally imbued with Wabanaki knowledge.

Design team members will reflect on Tekākapimək's realization. In 2019, Elliotsville Foundation,

which gifted monument lands to the United States, engaged members of the Wabanaki Confederacy - Houlton Band of Maliseet Indians, Mi'kmaq Nation, Passamaquoddy Tribe (Sipayik and Motahkomikuk), and Penobscot Nation. A feedback session about an initial architectural concept burgeoned into five years of exchanging ideas and stories that informed design, interpretive themes, and creative execution. Commissioned works by Wabanaki writers and artists are integrated throughout the building, landscape architecture, and exhibitions. Bold outcomes reflect trust built among native and non-native communities, deepening the creative process and lifting collective success.

Learning Objectives

1. Appreciate the interplay of nature and heritage in shaping visitor experiences for institutions whose missions are strongly rooted to place.
2. Articulate the particular care Indigenous communities deserve and require as participants in cultural projects with a mission, program offerings, or visitor experience on native lands. Identify timing and techniques that contributed to project success, while also acknowledging and evaluating missteps.
3. Initiate opportunities for stakeholders outside of an institution's leadership and staff to contribute to a shared future, not only through feedback and engagement but by means of self-expression, co-creation, and communal care. Discuss when and how to engage communities impacted by projects during the planning and design phase.
4. Empower institutions and design teams to create projects that leverage community strengths, grow capacities, catalyze skills, inspire innovations, and encourage new leaders to step forward.
5. Value decolonized action, highlighting the importance of sharing power in a genuine partnership that leads to benefit-sharing with indigenous communities.

Presenters

Lucas St. Clair, President, Elliottsville Foundation; Jennifer Sapiel Neptune, Artist and Lead Exhibits Writer at Tekǝkǝpimǝk, Penobscot Nation; Jane Beattie, Principal Interpretive Planner, Tuhura Communications; John Grove, Principal Landscape Architect, Reed Hilderbrand Landscape Architecture

Session 4B: Revealing the Hidden: Making a Stored Collection Accessible

Friday, March 7, 10:00 am-11:15 am

Works on paper, including photographs, drawings, and prints, account for one-third of the Chrysler Museum of Art's collection, but these works had rarely been seen by visitors. This panel discussion will provide insight into why the Chrysler, located in Norfolk, Virginia, decided to transform its previously back-of-house archive space into a dynamic new amenity for staff and visitors, and how it did so while maintaining the preservation of the archive.

Opening to the public in Fall 2024, the 2,100-square-foot Goode Works on Paper Center includes a dedicated space to house a growing collection of more than 10,000 works and a study room that significantly improves public access to the collection. Previously, when visitors, artists, students, and scholars requested to view these works, art handlers were required to retrieve them from storage, place them on carts to transport them to a common area and ensure that a docent and security officer were present. The design of the new Center creates public-facing accessibility to the space, provides room for classes and study groups, and enables museum staff to perform collections care and recordkeeping in the space.

Learning Objectives

1. Learn how to make back-of-house functions more visible and accessible to the public
2. Discover how to select archival storage furnishings for high performance and future growth
3. Examine how to handle security during construction while remaining operational
4. Understand the process of working with a primary donor who provided funding for design, construction, and operations, and art objects
5. Explore the operations of a works-on-paper archive and integral study room

Presenters

Thom White, Design Principal, Work Program Architects; Dana Fuqua, CFO/Deputy Director for Operations, Chrysler Museum of Art; Devon Dargan, Chief Registrar, Chrysler Museum of Art; Erik H. Neil, Macon and Joan Brock Director, Chrysler Museum of Art

Session 4C: A Bold Vision: Honoring the Community from the Ground Up

Friday, March 7, 10:00 am-11:15 am

The heart of the Sam Centre is community building; a mission deep-rooted in the culture of the Calgary Stampede since its inauguration in 1912. Known as The Greatest Outdoor Show on Earth, for more than a century Stampede has successfully drawn people together for the annual 10-day rodeo event.

The new Sam Centre is a hybrid platform where all activities represent Stampede's core mission. Calgary Stampede Foundation's (CSF) understanding of their brand identity and clarity about who they are extends through the unique concept for the building, exhibitions, collections, programs, and events.

The CSF had a dream to celebrate and share the Stampede experience year-round. Comprised of 30,000 square feet of space under a large, enclosed roof, the building welcomes visitors to participate in a range of themed exhibits and displays. Sam is also a venue for public education

programs and events, and houses a portion of the Stampede collections and archives. In addition to its educational activities, it is an attraction designed to give visitors an immersive experience. Like Stampede, Sam is intended to be fun!

In this session, CSF will talk about their community-based identity and how it was translated into a bold concept for Sam Centre. Diamond Schmitt Architects will talk about how this concept was understood and adapted to an architectural design that expresses the spirit of Stampede. GSM will discuss how the powerful brand identity was translated into exhibition experiences that honor that community in a fresh and new way.

Learning Objectives

1. Understand how to apply mission and identity objectives across the many facets of a complex project
2. Explore strategies on how to respond to project challenges and impacts of external factors while remaining focused on core project values
3. Understand how a community and brand identity can be represented in varied ways through architecture, exhibition design and programming
4. Reflect on lessons-learned by an institution that grew and evolved through the creation of a unique offering for its community.

Presenter

Eric Demay, MBA, Managing Partner, Executive Producer, GSM Project; Christine Leppard, Manager, Exhibits and Experience, Sam Centre for the Calgary Stampede Foundation; Peggy Theodore, OAA, MRAIC, LEED AP, CMA, Principal, Project Architect, Diamond Schmitt Architects; Helmut Klassen, B. ARCH, M. ARCH, PHD, MAAM, CMA, Associate, Museum Planning & Design Specialist, Diamond Schmitt Architects

Session 4D: What I Would've Told My Younger Self About Building a Museum

Friday, March 7, 10:00 am-11:15 am

Building a museum is more than designing walls and curating artifacts; it's about envisioning a living, evolving institution that connects with people. I would've told my younger self to brace for the pivots—those unexpected turns that reveal deeper layers of complexity in both design and mission. The Cleveland Museum of Natural History's recent transformation teaches that conceptualizing a museum isn't a linear journey. Beginning with a discovery phase in 2019, the team navigated hundreds of virtual meetings, making critical decisions about content, design, and logistics, in the midst of a global pandemic. This project was a testament to the power of adaptability and collaboration among diverse teams, including architects, exhibit designers, and community members.

Creating meaningful, relevant exhibits is more than aesthetic design; it is about understanding the science, connecting it to the local community, and reflecting on humanity's impact on nature. The hurdles faced—from aligning vision with budget constraints to engaging stakeholders at every level—underscored the importance of flexibility and resilience. Ultimately, a museum isn't just a building; it's a dynamic space that invites inquiry and inspires action, forever evolving to remain relevant and impactful.

Learning Objectives

1. Understand that any significant project requires strong leadership to drive the vision and strategy. Learn how having someone at the helm is crucial to navigating challenges, setting priorities, and ensuring alignment with broader goals, especially when addressing complex issues such as climate change and science literacy.
2. Recognize the importance of a clear and compelling vision that incorporates a community-centered approach, builds trust, and emphasizes humanity's impact on the natural world. Effective leaders integrate current knowledge and research into public-facing efforts to foster understanding and inspire action.
3. Explore how architecture and exhibit design intertwine to create engaging and educational environments that align with the visionary approach.
4. Understand how well-designed spaces can facilitate inquiry-based learning and enhance visitor experiences, making complex topics more accessible and relevant.
5. Identify the crucial role of exhibit and experience design in effectively communicating complex concepts and engaging diverse audiences. Learn how using authentic elements, such as real specimens and artifacts, can create compelling narratives that promote scientific literacy.
6. Understand strategies for designing experiences that connect visitors emotionally and intellectually to themes like nature, science, and the human role in sustainability.
7. Gain insight into the financial planning and funding strategies essential for supporting transformative projects. This includes understanding budget constraints, development efforts, and securing funding to achieve educational and community goals.
8. Learn how financial considerations influence the scope and scale of projects, from the quality of exhibits to the reach of educational programming.

Presenters

Robin Reid, Senior Integrated Producer, G&A; Ms. Sonia M. Winner, President & CEO, Cleveland Museum of Natural History; Dr. Gavin Svenson, Chief Science Officer, Cleveland Museum of Natural History; Dr. Caitlin Colleary, Curator of Vertebrate Paleontology; Josh Haney, AIA, Global Architecture Leader/Principal, DLR Group; Michael Devine, Chief Strategy Officer, G&A

Session 4E: HueCultures: Building Community and Greater Connectivity

Friday, March 7, 10:00 am-11:15 am

Museum Hue is leading an unprecedented research initiative, HueCultures, that investigates the unique identities, experiences, pedagogies, and sites of museums founded and led by Black, Indigenous, Latinx, Asian, and all People of Color. This first-of-its-kind study, which includes a digital map, directory, report, and online platform, identifies their intersectionalities, challenges, and distinctive impacts. Museum Hue seeks to raise awareness of these trusted institutions and their innovative methodologies through an online database that encompasses their history, geographic location, and community significance. This research study and online platform will be used to share findings of their vast and layered practices as a way to further preserve and expand them. It is also intended to be used as a guide to provoke new thinking for the role of museums to the wider sector.

The research findings demonstrate how institution building has been an essential part of liberation and increased agency that helps sites to share their histories, elevate creative practices, strengthen cultural ties, and enrich their communities. The HueCultures initiative also provides opportunities for museum professionals working at these institutions to connect and learn from one another; building relationships for a stronger network that facilitates trust and comradery.

The panel will include the team behind the HueCultures research and museum leaders who have served as advisors on the initiative to highlight the community-based expertise that guide cultural spaces founded and led by people of color. Panelists will share how this research grounds, connects, and distinguishes these institutions as crucial heritage sites in communities.

Learning Objectives

1. Examine ways museums and arts entities are contributing and cultivating an arts ecosystem, sharing space and skills.
2. Explore existing partnerships between for profit and nonprofit organizations for the greater good
3. Discuss HueCulture's digital map, directory, and report
4. Explore HueCultures and how it can be used in the real world
5. Share how the digital map can inform and transform the built environment. Past partnership with AIA on the role of architects.

Presenters

Stephanie Cunningham, Executive Director, Museum Hue; Barbara-Shae Jackson, PhD, Senior Research Associate II, Slover Linett at NORC; Lisa Yancey, President, Yancey Consulting; Silvermoon LaRose, Assistant Director, Tomaquag Museum; Jennifer Scott, Founding Executive Director and Chief Curator, Urban Civil Rights Museum in Harlem

Session 5A: Designing to a Place: Architecture and Exhibit Design for the New Milwaukee Public Museum

Friday, March 7, 1:15 pm-2:30 pm

The new Milwaukee Public Museum represents a transformative approach to museum design, one that harmonizes site, building and exhibit design to tell the story of a place deeply rooted in cultural and natural history. This presentation will explore how the design process for the museum has been meticulously tuned to engage the rich heritage of Milwaukee and Wisconsin at large.

At the heart of the approach is an authentic engagement with the community, inaugurated by the 'Wisconsin Wonders' tour. This initiative facilitated dialogues across the state, gathering diverse perspectives on what makes Wisconsin unique. These insights informed both the architectural concepts and exhibit narratives and helped to create and strengthen relationships that continue to be a part of the museum.

The design of the museum intertwines landscape and architecture and directly connects the vibrant city of Milwaukee to the history of its land and peoples. Its architecture blends contemporary design with materials and forms that echo the region's history. The exhibit design, developed in tandem with the building and landscape, enhances this narrative by embedding immersive exhibit experiences, the museum's diverse collections, local storytelling and participatory engagement that bring Wisconsin's natural and cultural wonders to life.

Together, these elements create a museum that is more than a repository of artifacts; it is a living, breathing homage to the spirit of Wisconsin, reflecting the symbiosis between place, landscape, architecture, and exhibit storytelling. This presentation will offer insights into how these design strategies culminate in a museum experience that is uniquely of and for its place.

Learning Objectives

1. Understand how synchronizing architectural design with exhibit planning creates a cohesive storytelling experience.
2. Explore how community engagement strategies shape museum design to authentically represent local voices and identity.
3. Examine how place-based design approaches use local materials, forms, and narratives to root museums in their geographic and cultural context.
4. Evaluate the impact of a collaborative, multidisciplinary design process involving architects, exhibit designers, and the public in creating unique museum experiences.

Presenters

Chris Ludwig, Local Architect, Kahler Slater; Katie Sanders, Chief Planning Officer, Milwaukee Public Museum; Helen Divjak, Senior Curator, Thinc Design; Jarrett Pelletier, Design Principal, Ennead Architects; David Malda, Design Principal, GGN

Session 5B: Infrastructure Needs of Museum Facilities: Updates on a IMLS National Study

Friday, March 7, 1:15 pm-2:30 pm

In Fall of 2023, the Institute of Museum and Library Services commissioned a Congressionally-mandated study to understand the state of infrastructure of museums and public libraries across the United States, particularly those located in rural, underserved or disaster-prone areas. The research design specifically considers the challenges that arise across museum types, including those with living collections, that have historical landmark or designation status, or that maintain collections with specific preservation needs.

This session will contribute knowledge to the conference themes by providing a set of up-to-date findings about current needs for museums so that the field, funders, and policymakers can direct resources and investments to the greatest areas of need that will support sustainability of our nation's cultural assets.

Learning Objectives

1. Understand the goals and scope of the study and why the study is being undertaken.
2. Examine key areas of research within the study and how the data collection efforts will generate new information for the entirety of the museum field.
3. Explore how the study will advance understanding of museum facilities' conditions and needs at a national level.
4. Learn about the timeline for the release of the final findings and opportunities to provide feedback to shape final reporting.

Presenters

Emily Plagman-Frank, Strategic Evaluation and Research Officer, Institute of Museum and Library Services; Laura Huerta Migus, Deputy Director, Office of Museum Services, Institute of Museum and Library Services; Matthew Birnbaum, PhD, Director, Office of Research and Evaluation, Institute of Museum and Library Services

Session 5C: Building the Obama Presidential Center – YES WE CAN!

Friday, March 7, 1:15 pm-2:30 pm

The Obama Presidential Center (OPC), scheduled to open in 2026 in Chicago's historic Jackson Park, will be a transformative community hub designed to inspire, empower, and connect people to drive change. This dynamic campus will include iconic structures such as the Museum Tower, the Forum, and a branch of the Chicago Public Library, all integrated within a

thoughtfully designed landscape. The 19-acre site will also feature a community vegetable garden, athletic facilities, winding wooded paths, and other public spaces like a sledding hill and playground.

At the heart of the OPC is its mission to honor the Obama Presidency while creating a space for civic engagement and future-forward story-making. Unlike traditional presidential libraries that focus on preserving the past, the OPC will serve as a lively platform for shaping new narratives.

Colleagues from the Obama Foundation, Tod Williams Billie Tsien Architects, and Owner Representatives will delve into key aspects of the center's development. This session will explore topics ranging from the conceptual vision of the OPC to the complexities of its design, construction, and eventual operations. Attendees will gain insights into unique challenges like the creation of a vertical museum, the implementation of an Exhibits program in parallel with the OPC Campus, the development of advanced security designs, and the curation of a robust commissioned art program. Additionally, the panel will discuss how the historical elements of Jackson Park are reflected in the center's design, seamlessly integrating the past with the vision for the future.

This session will illuminate how the OPC is poised to serve as an economic anchor, a cultural beacon, and a resource for civic engagement, both locally on Chicago's South Side and for visitors worldwide.

Learning Objectives:

1. Understand the complex nature of vertically designed museums and strategies for engaging visitors, while maintaining security, ticketing and operational needs of the museum.
2. Examine key considerations when contemplating a new museum campus in a historic park.
3. Understand the integration of a world-class art installation with the building's exterior envelope.
4. Examine challenges and strategies in implementing physical and electronic security for a campus-wide presidential center.

Presenters

John Lupinos, Senior Project Manager, Anser Advisory; Lori Healey, Senior Vice President and Executive Project Officer for the Obama Presidential Center, Obama Foundation; Roark Frankel, Director of Planning & Delivery, Obama Foundation; Lindsay Washburn, Director of Exhibitions Planning, Obama Foundation; Evan Ripley, Project Architect, Tod Williams Billie Tsien Architects; Otto Nichols III, Executive Vice President, Clayco; Lina Chiu AIA, LEED AP BD+C, Principal, Lamar

Johnson Collaborative

Session 5D: Mastering the Art of Board Dynamics: Lessons from the Museum Field

Friday, March 7, 1:15 pm-2:30 pm

Strong leadership and a well-structured governance framework are pivotal to the success of any museum project. Whether you're in the early planning stages, in the midst of development, or preparing for a public opening, managing a museum board effectively can make or break an organization's long-term sustainability. This session brings together seasoned experts with experience in both managing and serving on boards to explore the critical challenges and strategies involved in board governance for museum projects.

Through insightful discussions, participants will gain a deeper understanding of key topics such as ensuring role clarity and relationship-building, managing risk, and navigating the complexities of decision-making during crucial stages of museum development. We will also address the importance of strategic planning from the outset and as a continuous process, which helps the board and museum management stay focused on the mission, vision, and goals of the organization.

In this session, you'll learn how to harness the collective expertise of your board to create a cohesive, engaged, and functional team that supports your museum's mission and drives the organization toward long-term success. This is a must-attend event for those looking to strengthen their board's impact and ensure the sustainability of their museum projects from start to finish.

Learning Objectives

1. Explore how to ensure the board clearly understands the building process, how they will contribute ideas, and ultimately, make important decisions throughout the project.
2. Discuss steps to manage board team development that help build a cohesive and effective governing body.
3. Evaluate board make-up and diversify with members who possess a wide range of skills and experience, allowing for well-rounded problem-solving, and robust decision-making.
4. Gain knowledge of best practices in board governance, communication strategies, and compliance.

Presenters

April A. Salomon, Senior Strategist at Gensler; Former Executive Director, Musical Instrument Museum, Gensler; Marise McDermott, President Emeritus, Witte Museum; Martha Morris, Associate Professor Emerita, Museum Studies, The George Washington University; Dr. Kym Rice, Associate Professor Emerita, Museum Studies, Corcoran School of the Arts & Design, The

George Washington University

Session 6A: Transformation of The National WWII Museum from Local Museum to National Cultural Institution: A Masterclass in Master Planning

Friday, March 7, 2:45 pm-4:00 pm

Conceived by renowned military historian Stephen Ambrose and Dr. Nick Mueller, then Vice Chancellor at the University of New Orleans, the original D-Day Museum opened in 2000 with exhibits and oral histories telling the stories of American troops who stormed Normandy beaches on June 6, 1944. The Museum's early success led to it being designated by Congress as the official WWII museum of the United States in 2004, sparking ambitious expansion goals and a national design competition.

Facing typical constraints of budget and scale, the architects (Voorsanger Mathes LLC) proposed a multi-phased development plan allowing for flexible, staged growth. Over twenty years, the approach made funding more feasible while increasing public interest and engagement, successfully facilitating multiple grand openings, generating sustained excitement and continuous national press, and creating unique fundraising opportunities through the naming of events and pavilions within the Museum's newly expanded campus. Although the phased approach would eventually cost more due to rising construction costs, it provided essential flexibility and adaptability allowing the expansion to survive Hurricane Katrina and a global pandemic.

The National World War II Museum is a masterclass in how careful, patient architectural planning, interpretive engagement, community involvement, clear understanding of future audiences, and phased strategic fundraising can converge to transform a revered local museum into a cultural institution of national significance.

Learning Objectives

1. Explore the importance of master planning to the success of a long-term multi-phase project and how a museum can be constructed over time based on the initial master plan.
2. Understand how measured planning that defines revenue opportunities can lead to long-term financial stability.
3. Understand how to design for inevitable changes over the long haul e.g. technology becoming obsolete, new infrastructure becoming existing, funding impacting sequencing of master plan construction.
4. Learn how setting interpretive goals for the visitor experience and following this mission with respect to future audiences will expand the reach of the institution.
5. Examine the importance of master-planning central building systems to provide for later

phases.

6. Understand the benefits of keeping the team together over 20 years.
7. Examine the methods and strategies employed to achieve national museum designation for a small regional institution.

Presenters

Scott Evans, Vice President of Capital Projects and Facilities, The National WWII Museum; Martin Stigsgaard, Principal, studioSTIGSGAARD; Robert Malootian, Senior Exhibit Design Director, Gallagher & Associates; Kari Nystrom, PE, LEED AP BD+C, Principal, Altieri; Aaron Martin, PE, LEED AP, Principal, Altieri

Session 6B: An Iterative Adventure: Museum Strategic and Campus Planning Together

Friday, March 7, 2:45 pm-4:00 pm

The mission of the Rochester Museum & Science Center (RMSC) is to create a better world through inspiring curiosity, exploration, and engagement across history, science, culture, and the natural world. It combines a history/natural museum, science museum, planetarium, and nature center and has constantly evolved to serve the needs of the community in Western New York since 1912.

Long overdue for both, the RMSC elected to enter into strategic planning and campus master planning simultaneously. This decision inexorably linked the two processes together with the understanding that the organization could not approach a strategic plan without having a plan to upgrade the buildings, exhibitions, and campus, and could not approach a master plan process without understanding the needs of the changing community and developing the strategies to meet them.

This iterative, unconventional process required three groups—CambridgeSeven, Badfish Consulting and RMSC—to work together in consistent communication, museum and community-wide visioning, technical research into buildings and internal processes, stakeholder engagement, scenario planning, design, costing and phasing.

Project leads will share a case study of engaging Strategic Planning and Campus Planning as a single, concurrent process including the challenges, benefits, timelines and lessons learned in how to build momentum and urgency with the board, staff and community and government partners.

Learning Objectives

1. Investigate the benefits, challenges and considerations of strategic planning and campus planning as a concurrent process in developing museum building projects

2. Analyze the links between organizational strategy and built outcomes that will allow for rapid iteration around wide ranging scenarios that are common to many museums
3. Plan a process to communicate, determine, visualize, and outline a framework for addressing pressing needs (like deferred maintenance, staff cohesion, visitor experience, etc.)
4. Identify the role of interactive workshops for unlocking group decision making and collective ownership of ideas
5. Apply the creative use of rich visualization to connect strategic intent, possible scenarios and initial ideas around built outcomes

Presenters:

Hillary Olson, President & CEO, RMSC (Rochester Museum & Science Center); Dr. Suzanne M. Piotrowski, President & Principal Consultant, BadFish Consulting; Chris Muskopf, Principal, CambridgeSeven

Session 6C: Teaming up for Transformation: New Core Galleries at the Missouri History Museum

Friday, March 7, 2:45 pm-4:00 pm

The Missouri History Museum is in the middle of a decade-long transformation, promising to introduce visitors to a St. Louis they've never met. The Museum will accomplish this through the development of three new permanent exhibits set to open to the public over the course of four years. With an eye toward the future, the Museum undertook a rigorous process to prequalify a group of potential exhibition design, media, and fabrication partners for these future renovation efforts. Their unique approach focused on developing strong teams to help produce these projects over the course of several years. The Museum team was presented with many challenges, ranging from budget and schedule management, to finding new ways to engage visitors in a deeper dive into the stories they thought they knew.

This session will: discuss early decisions on each exhibit's development strategy and the pre-bid partnership research process; provide a case study of the first completed gallery, The 1904 World's Fair; and explore how the Museum distilled their learnings from The 1904 World's Fair to optimize their approach for the other two exhibits.

Learning Objectives

1. Discuss strategies and processes for developing a strong team of collaborative partners invested in the Museum's vision.
2. Create a nimble process so that one phase of work can inform and improve execution of a second phase as well as future projects.
3. Understand how to use a budget management process to maximize the visitor

experiences.

4. Recognize resources the museum already has to support new project budgets.

Presenters

Nicole D'Orazio, Director of Exhibitions, Missouri Historical Society; Emily Clark, Senior Exhibit Designer, Missouri Historical Society; John Kasman, Vice President, PGAV Destinations; Cathlin Bradley, Vice President – Partnership Strategies, kubik maltbie

Session 6D: Museums, Marvels, and Mythical Beasts: Conquering Complexity and Constraints

Friday, March 7, 2:45 pm-4:00 pm

A unique State agency client, multiple jurisdictional authorities, and the inevitable unforeseen conditions are obstacles easily overcome by a team prepared to protect the project vision! Join the Wisconsin History Center (WHC) project team to discuss how the Wisconsin Historical Society (WHS) intentionally crafted their approach within a state delivery structure not developed with museums in mind. Hear how a vision was crafted for the WHC as a hub of inspiration and exploration where people and communities connect to one another, across time, and through our shared American experiences. Learn how the team was intentionally built from WHS internal staff as well as external consultants to protect and realize this vision.

With groundbreaking behind them, the panel will lead a practical discussion of how museum organizations can prepare a vision and strategically build a team to successfully execute design and documentation while navigating the universal challenges museum organizations face on the path to a new innovative and inclusive experience. The team will speak to a project delivery process that navigates a challenging structure while crafting a successful building experience aligned to mission and vision.

Learning Objectives

1. Understand the importance of and the complexities of harnessing community stories in the development of a 21st century museum.
2. Discuss how to build a team both internally and externally that aligns with your organizational structure and project approach.
3. Develop strategies to evaluate, prioritize, and right size a building program to achieve a unified vision within site constraints.
4. Develop strategies to navigate a museum project through a multi- (at times-conflicting) stakeholder and agency process.

Presenters:

George Austin, Owner's Representative, AVA Civic Enterprises; Wes Mosman Block, Deputy Director & Chief Operating Officer, Wisconsin Historical Society; Patrick Swindell, Principal, RAA;

Monteil Crawley, Senior Principal, SmithGroup; Ivo Rozendaal, AIA (He/Him), SmithGroup,
Senior Principal

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