BUILDING MUSEUMS SYMPOSIUM 2020
PRELIMINARY PROGRAM, REGISTRATION

Presented by the Mid-Atlantic Association of Museums in marketing partnership with the Association of Midwest Museums
MARCH 4–6, 2020

JW Marriott Chicago
151 W Adams St, Chicago, IL 60603
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™ 2020 will actively engage participants in sessions and discussion. The program will include expert keynote addresses, behind-the-scenes museum tours, two receptions, and two workshops.

Whether your institution is a small historic site under renovation, a medium-sized art museum planning an expansion, or a large museum building a new collections facility, this symposium is for you!

QUESTIONS?
Email info@midatlanticmuseums.org

DON’T DELAY!
Call 877-303-0104 or 866-270-6430 to reserve a MAAM discounted Building Museums™ Symposium room rate of $199 per night or go to the link on our website http://midatlanticmuseums.org/building-museums/conferencehotel/ to reserve your room.

Please reference the “Building Museums Symposium” when making your reservation. You will be required to submit a credit card to guarantee your reservation.

PLEASE NOTE
MAAM conference room rates end on February 11, 2020.

AIA Continuing Education Credits are Available.
**PROGRAM-AT-A-GLANCE**

**NOTE:** all times are approximate and subject to change.
Pre-registration and additional fees are required for workshop and museum tours.

### Wednesday, March 4, 2020

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<td>Conference Registration</td>
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<td>8:00 am–4:30 pm</td>
<td>Ready, Aim, Build: A Museum Planning Workshop Pre-registration required; additional fee</td>
<td>JW Marriott Chicago</td>
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<tr>
<td>12:00 pm–4:00 pm</td>
<td><strong>PRE-CONFERENCE TOURS</strong> (pre-registration required; additional fee)</td>
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<td>Dual Site Tour: Chicago Architecture Center and the American Writers Museum</td>
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<td>Private Tour of “Science Storms” at the Museum of Science and Industry</td>
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<td>Private Tour of the Museum of Contemporary Art Chicago</td>
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<td>Private Tour of the Field Museum’s Anthropology Omaizes Collections Storeroom</td>
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<tr>
<td>6:00 pm–8:00 pm</td>
<td>Opening Reception</td>
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<tr>
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<tr>
<td>7:30 am–9:00 am</td>
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<tr>
<td>9:00 am–10:15 am</td>
<td>Keynote: Honoring a museum’s legacy while transforming it for the 21st century: Minnesota’s Bell Museum</td>
<td>JW Marriott Chicago</td>
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<td>9:00 am–4:30 pm</td>
<td>Exhibitors Expo</td>
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<td>9:00 am–4:30 pm</td>
<td>Recharge Lounge</td>
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<td>10:15 am–10:30 am</td>
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<td>JW Marriott Chicago</td>
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<td>10:30 am–12:00 pm</td>
<td>Developing Tomorrow’s Museums: A Round-Table Discussion with Innovators</td>
<td>JW Marriott Chicago</td>
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<tr>
<td>12:00 pm–1:30 pm</td>
<td>Lunch on your own</td>
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<tr>
<td>1:30 pm–2:45 pm</td>
<td><strong>BREAKOUT SESSION I:</strong></td>
<td>JW Marriott Chicago</td>
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<td>Creating Space—Managing Inclusive Experiences to “Remember the Alamo” Now</td>
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<td>Make Some Little Plans: “Magical” Small Museum Renovations</td>
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<td>Cost Out Your Concept: How Integrated Early Planning Increases Your Project’s Chances for Success</td>
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<td>The Embedded Museum: Successfully navigating a building project when your museum is not the primary occupant</td>
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<td>2:45 pm–3:00 pm</td>
<td>Coffee/Tea/Water Break</td>
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<tr>
<td>3:00 pm–4:15 pm</td>
<td><strong>BREAKOUT SESSION II:</strong></td>
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<td>Achieving Aesthetic Intention: Harnessing innovative technologies and a Collaborative Approach</td>
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<td>Harriet Tubman Museum: Integrated Design and the Visitor Experience</td>
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<td>Listening to Children—Getting Started on a Visitor Experience Master Plan</td>
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### Friday, March 6, 2020

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<td>Registration</td>
<td>JW Marriott Chicago</td>
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<tr>
<td>7:30 am–8:30 am</td>
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<tr>
<td>8:30 am–9:45 am</td>
<td>Keynote: Realizing the Promise of Inside-Out: The New Burke Museum</td>
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<td>8:30 am–2:15 pm</td>
<td>Exhibitors Expo</td>
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<td>8:30 am–2:15 pm</td>
<td>Recharge Lounge</td>
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<td>9:45 am–10:00 am</td>
<td>Coffee/Tea/Water Break</td>
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<tr>
<td>10:00 am–11:15 am</td>
<td><strong>BREAKOUT SESSIONS IV:</strong></td>
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<td>Sustainability Strategies for Renovating Smithsonian’s National Air and Space Museum</td>
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<td>“Is Your Museum Building Part of Your Collection?”: Examining the Museum of Early Trades &amp; Crafts</td>
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<td>The Jackie Robinson Museum: When a Center for Free Thought Becomes a Museum</td>
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<td>Creativity &amp; Collaboration: Transforming the Historic Penn Museum</td>
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<td>11:15 am–11:30 am</td>
<td>Coffee/Tea/Water Break</td>
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<tr>
<td>11:30 am–12:45 pm</td>
<td>Buildy Awards Presentation and Lunch</td>
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<td>12:45 pm–1:00 pm</td>
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<td>1:00 pm–2:15 pm</td>
<td><strong>BREAKOUT SESSIONS V:</strong></td>
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<td>Off the Map: Re-Designing the Bruce for a Modern Audience</td>
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<td>Becoming a Design Destination in a City of Architectural Icons: The Chicago Architecture Center</td>
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<td>Fast Forward: What does it take, and how long, to plan, implement and roll out a transformative 200th anniversary expansion?</td>
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<td>A Beautiful Ruin: The Transformation of Carnegie Free Library of Pittsburgh into MuseumLab</td>
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<tr>
<td>2:15 pm–2:30 pm</td>
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<td>2:30 pm–3:45 pm</td>
<td><strong>BREAKOUT SESSIONS VI:</strong></td>
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<td>Bringing History to Life in the Middle-East: Dubai’s new Shindagha Museum</td>
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<td>Flood Resiliency for Museums: Turning Obligations to Opportunities</td>
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<td>Success in Six Years: Raising $44M and Building a New Museum on time, under budget and over goal</td>
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**To Build a Home—For Collections**

**Laying the Groundwork 2.0**

**Success in Six Years: Raising $84M and Building a New Museum on time, under budget and over goal**

**BREAKOUT SESSIONS V:**

**BREAKOUT SESSIONS VI:**

**A Launch Pad to Success: Planning, Programming, Pre-Construction for the Arkansas Arts Center Renovation & Expansion**

**No Roadmap: Starting Unconventional Museums from Scratch**

**To Build a Home—For Collections**

**Flood Resiliency for Museums: Turning Obligations to Opportunities**

**Success in Six Years: Raising $44M and Building a New Museum on time, under budget and over goal**
NOTE: all times are approximate and subject to change.
Pre-registration is required for all of these activities, and additional/fees are only required for the workshop and tours.

OFFSITE MUSEUM TOUR
Private Tour of the Field Museum’s Anthropology Oversize Collections Storeroom

Wednesday, March 4
11:00 am–1:00 pm
Tour the Anthropology Oversize Collections Storeroom in the Collection Resource Center (CRC) at the Field Museum. In 2005, the Museum began to move into the 180,000 square foot underground addition, which houses collections and workspaces for the Zoological, Paleontological, and Anthropology collections areas. Field Museum Anthropology Collections Staff will tour guests through the upper level of the facility highlighting the care and use of oversized Anthropology collections. Attendees will be able to tour the museum’s non-ticketed exhibits and public areas after the tour concludes.

Note: Pre-registration is required; fee: $20. Only 20 spaces available.

OFFSITE MUSEUM TOUR
Private Tour of “Science Storms” at the Museum of Science and Industry

Wednesday, March 4
2:00 pm–4:00 pm
What can we learn from groundbreaking exhibits ten years after they have been opened? The Museum of Science and Industry Chicago (MSI) Science Storms exhibit will turn ten years old in March, 2020. Science Storms is a wondrous laboratory where visitors interact with large-scale experiments that explore nature’s most powerful phenomena. The synthesis of compelling interactive exhibits, environmental media, and strong contextual storytelling set a new paradigm for what science museums can achieve. Go behind the scenes with the original MSI 2010 Team and Evidence Design as they tour attendees through the exhibition and discuss its relevance and lessons learned from creating such a groundbreaking exhibition. Attendees will also have time to explore the exhibit on their own.

Note: Pre-registration is required; fee: $20. Transportation will NOT be provided. Directions will be provided to registrants.

OFFSITE MUSEUM TOUR
Private Tour of Wrightwood 659

Wednesday, March 4
1:00 pm–3:00 pm
Explore Wrightwood 659 with an hour-long guided tour through the museum’s current exhibition—“Allure of Matter” as well as a tour through the building. Guests will learn about the building history as well as the art housed within it. Attendees will also hear from Jeff Jowasak, Principal at Norcon, to learn about the construction process, building and its history as well as the art housed within it. Attendees will also have time to explore the exhibit on their own.

Note: Pre-registration is required; fee: $30. Transportation will NOT be provided. Directions will be provided to registrants.

Ready, Aim, Build: A Museum Planning Workshop

Wednesday, March 4
2:00 am–4:30 pm
Attend this day of discussion, conversation, networking, and inquiry at the JW Marriott Chicago with a group of your peers. A multi-disciplinary group, including museum planners, architects, engineers, exhibit designers, and general contractors will take you through the museum-building process—from inception to construction. Lunch will be provided. AIA continuing education credits are available.

 Speakers: Jame Anderson, Hal Davis, David Greenbaum, Sarah Ghorbanian from Smith Group; Robert Sullivan, Chona, Jared Oldroyd, Clark Construction; Daniel Pomfret, Cumming; Gretchen Giese from Gallagher and Associates

Note: Pre-registration is required; fee: $100.00

Dual Site Tour: Chicago Architecture Center and the American Writers Museum

Wednesday, March 4
2:30 pm–5:30 pm
Formerly known as the Chicago Architecture Foundation, the Chicago Architecture Center mission is to inspire people to discover why design matters. Join staff from the Architecture Center to learn about the process of building their new visitor center space which houses a 4,250-building scale model of Chicago.

Join staff on a tour of the new American Writers Museum. Attendees will hear a presentation from the inaugural president of the museum who will talk about the process of building this specific museum in this space and the challenges involved, as well as an overview of the current exhibits. Attendees will also be given a chance to explore the museum.

Note: Pre-registration is required; fee: $30. Transportation will NOT be provided. Directions will be provided to registrants.

Museum Planning Workshop

Wednesday, March 4
8:00 am–4:30 pm
Attend this day of discussion, conversation, networking, and inquiry at the JW Marriott Chicago with a group of your peers. A multi-disciplinary group, including museum planners, architects, engineers, exhibit designers, and general contractors will take you through the museum-building process—from inception to construction. Lunch will be provided. AIA continuing education credits are available.

 Speakers: Jame Anderson, Hal Davis, David Greenbaum, Sarah Ghorbanian from Smith Group; Robert Sullivan, Chona, Jared Oldroyd, Clark Construction; Daniel Pomfret, Cumming; Gretchen Giese from Gallagher and Associates

Note: Pre-registration is required; fee: $100.00

Directions will be provided to registrants. Transportation will NOT be provided.

Note: Pre-registration is required; fee: $20.
**PRE-SYMPOSIUM WORKSHOP, MUSEUM TOURS, AND RECEPTION**  
(continued)

**NOTE:** all times are approximate and subject to change. Pre-registration is required for all of these activities, and additional fees are only required for the workshop and tours.

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**OFFSITE MUSEUM TOUR**

**Private Tour of the Chicago Children’s Museum exhibit, “Cloud Buster”**

**Wednesday, March 4**  
2:00 pm–4:00 pm

Come to Chicago Children’s Museum at Navy Pier to see and hear about the renovation and expansion of their first two floors and the engineering and construction challenges faced in creating the new exhibit Cloud Buster. Designed by artist Kevin Winters, Cloud Buster is 37 climbable feet of structural steel, wood, wire, rope, acrylic, fiberglass, and artificial turf perched over Navy Pier’s Fifth Third Family Pavilion. Visitors can explore multiple levels, climb through unexpected spaces, and ascend to The Apartment, Cloud Buster’s highest destination. No two climbs are the same. Every nook and cranny provides a different thrill.

*Note:* Pre-registration is required; fee: $20. Transportation will NOT be provided. Directions will be provided to registrants.

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**Opening Reception**

**Wednesday, March 4**  
6:00 pm–8:00 pm

Join friends and colleagues at MAAM Building Museums™ opening reception on Wednesday, March 4, 2020 from 6:00 pm to 8:00 pm. Enjoy drinks and hors d’oeuvres with colleagues!

*Location:* TBD

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

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**Exhibitor Reception**

**Thursday, March 5**  
6:30 pm–8:00 pm

Unwind after a long day of sessions with a drink and some hors d’oeuvres in our Exhibitors Expo at the JW Marriott Chicago. Meet and mingle with industry service providers, architects, engineers, and museums.

*Location:* JW Marriott Chicago

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*Chicago Architecture Center Photo courtesy of James Steinkamp  
ALA Riverwalk  
"Cloud Buster", Chicago Children’s Museum  
Photo courtesy of Gracie Hammond / Chicago Children’s Museum*
Honor a museum’s legacy while transforming it into the 21st century: Minnesota’s Bell Museum

Thursday, March 5 | 9:00 am–10:15 pm

Founded in 1872, The Bell Museum is Minnesota’s official natural history museum. A merger of the Museum with the Minnesota Zoological Society in 2011 and the Museum’s move to the St. Paul campus of the University of Minnesota presented a new goal: provide resources and inspiration to engage the community in the exploration of the natural world and become a public gateway to the University’s innovative research, teaching, and outreach. Bringing these many elements together conceptually and physically in a new facility led to many realities and many challenges. Learn how the museum and the project team developed new environments for a beloved natural history facility. The Bell Museum’s new building created opportunities for visitors to experience historic and contemporary elements almost simultaneously. This keynote presentation will include representatives from the museum and the architecture and exhibition design-firms who will present on how the team balanced legacy with future-oriented goals and needs and addressed critical moments. Presenters will also focus on lessons learned, planning, visitor experience, and sustainable design with plenty of time for questions and discussion.

Speakers: Denise Young, Ed. D., Executive Director; Bell Museum | University of Minnesota, St. Paul, MN; Michelle Lentert, LEED AP, Senior Project Designer; Associate, Perkins and Will, Minneapolis, MN; Jamie Rame, Design Director—Exhibits; Gallagher and Associates, Silver Spring, MD

Make Some Little Plans: “Magical” Integrating Early Planning and Renovations

Thursday, March 5 | 1:30 pm–2:45 pm

Chicago architect Daniel Burnham’s famous injunction to “make no little plans” would appear to be a determent to smaller museums considering building projects. However, two small Chicago museums found a way to stir their museum’s blood and created “magical” transformation through small renovations. Panels will outline how these two small museums, The Mitchell Museum of the American Indian and The Newberry Library, developed building activities that transformed the museum’s ability to fulfill its mission despite limited resources of time, money, space and staff. Attendees will receive an in-depth look at how these two small design projects can be transformative for museums and will learn how collaboration between architecture, history, and community can help maximize momentum, community involvement, and fundraising opportunities that can bring a project to completion.

Moderator: Janice Klein, Executive Director; Mitchell Museum of the American Indian; EightSix Consulting

Creating Space—Managing Inclusive Experiences to “Remember the Alamo” Now

Thursday, March 5 | 1:30 pm–2:45 pm

The Alamo is contested ground. In 2018, after decades of failed planning efforts, however, a bold vision for the Alamo’s future won public approval and is now in design. The team responsible for the project will share their evidence-based, stakeholder-focused approach. This is a sharing of a common ground where historic and cultural histories find their views in a new museum. This new master plan was led by an interdisciplinary design team—destination planner, interpretive planner, and landscape architect—working for a hybrid client—the State of Texas with the City of San Antonio and private philanthropies—in coordination with a Citizens Advisory Committee representing a cross-section of stakeholders. The panels will discuss the evidence-based design, interdisciplinary approaches, transparent processes, and good old-fashioned legwork that built common ground (metaphorical and real) for the community to move forward together on the Alamo. Attendees will learn how to create frameworks where multiple histories and beliefs can be integrated as well as learn how to develop an interdisciplinary approach to create a unified visitor experience.

Speakers: Eric Kramer, ASLA, Principal; Reed Hilderbrand Landscape Architecture, Cambridge, MA; Martyn Beat, CEO, Cultural Innovations, London, UK; John Kaiman, Vice President, PGAV Destinations, St. Louis, MO

SESSION 2

Cost Out Your Concept: How Integrated Early Planning Increases Your Project’s Chances for Success

Thursday, March 5 | 1:30 pm–2:45 pm

Multiple project components are needed to successfully implement a museum building project that meets a market, academic or other need; a space/architectural program informed by these aspirations and goals, a total project cost budget; and an understanding of the funding capacity required. This panel will highlight the importance of early integrated planning to project development. Specifically, how examining each of the key components of institutional growth provides a holistic and practical understanding of the resources required to realize—and operate—the building. Panels will identify a range of principles for successful project implementation, including how to cost out a concept, navigate decision-making pinch-points, and set priorities to stay on budget. Attendees will understand why it is critical to identify, define, and synthesize these components before architects, builders, or master planners are brought in.

Moderator: Eric Kramer, ASLA, Principal; Reed Hilderbrand Landscape Architecture, Cambridge, MA; Martyn Beat, CEO, Cultural Innovations, London, UK; John Kaiman, Vice President, PGAV Destinations, St. Louis, MO

A Round-Table Discussion

Thursday, March 5 | 10:30 am–12:00 pm

Developing Tomorrow’s Museums: A Round-Table Discussion with Innovators

Thursday, March 5 | 10:30 am–12:00 pm

What inspires us to create new models of museums and visitor experiences? Some say new ideas come from the consultants, museum directors, curators, or inspiration from other building types or life experiences. This plenary discussion aspires to illuminate alternative sources to help further continued innovation and discovery to help benefit new museum projects. Hear from a diverse series of experts about their influences and sources of inspiration. Join us in a conversation about forward-focused innovation as a muse for creative iteration.

SESSION 4

The Embedded Museum: Successfully Navigating a Building Project when your museum is not the primary manager

Thursday, March 5 | 3:00 pm–4:15 pm

How can you ensure success when your new museum is part of a larger building project? The new University of Michigan Museum of Natural History opened in 2019 in the $261M, 320,000-square-foot Biological Sciences Building designed by Ennead Architects and SOM. The campus is currently to house biology labs, research support facilities, classrooms, and offices. The medium-sized public museum occupies only about 14% of the building but a highly visible as it winds through the space, enabling visitors to look into active research labs and providing opportunities to interact with scientists. Join seasoned capital project and museum project managers and a museum director with no prior capital projects experience to discuss the challenges of meeting the needs of a museum facility amongst competing priorities. Panels will discuss how they navigated tough decisions and trade-offs along the way, including unexpected schedule changes, budget surprises, and system failures. Attendees will learn about the successful planning steps taken by the museum and will gain insight from the museum directors of deep learning curve in building a new museum.

Moderator: Amy Harris, Director; University of Michigan Museum of Natural History, Ann Arbor, MI

Speakers: Joe Finnan, Capital Project Manager; University of Michigan Museum of Natural History, Ann Arbor, MI; Susan I. Monroe, Manager, University of Michigan Museum of Natural History, Ann Arbor, MI

Achieving Aesthetic Intention: Harnessing innovative technologies and a Collaborative Approach

Thursday, March 5 | 3:00 pm–4:15 pm

The highest level of quality and attention to detail are required when working within a museum space. In this session, panels will discuss how quality standards for the renovation and expansion of the Norton Museum of Art did not end with the interior space but extended to exterior elements, where adherence to the same standards was paramount to achieving the facility’s overall aesthetic intent. The use of collaborative and innovative technology was imperative to successfully achieve the museum’s vision and to deliver a meticulously designed and thoughtfully executed project. Technology-based tools were utilized in every aspect of this uniquely complex project, ensuring the Museum received the level of quality envisioned without disrupting existing features and artwork or impeding upon the visitor experience. This session will explore valuable lessons learned and examine the importance of early, collaborative identification of key design components; pre-planning to address unforeseen variables and ways in which technology can improve upon both design and construction methods. Attendees will learn techniques and strategies to establish communication protocols at the onset of the project and discuss techniques and strategies to successfully establish collaboration.

Moderator: Paul Puciata, RA, Capital Project Director; International Center of Photography, Brooklyn, NY; Amy Kaufman, MA, Principal, AK Cultural Planning, Brooklyn, NY; Robert Portoff, AIA, NCARB, Project Director, Paratone Group, New York, NY

Speakers: Johanna Musgrave, AIA, Project Manager; William Reimann, AIA, NCARB, Senior Project Designer; AIA; Gilbane Building Company, New York, NY

This case study, focused on the design and opening of the Harriet Tubman Underground Railroad Museum and Visitor Center, will explore the importance of fully integrated site, building, and exhibit design to comprehensively tell the story of the project, support the institution’s mission, and immerse each guest in a deeply moving visitor experience. Panels will also focus on the project’s success in terms of site visitation and area tourism as demonstrated through the use of case studies. The project was funded by a large, diverse client group including the Maryland Department of Natural Resources and the National Park Service, but not a large facility with regard to area or opening budget, this session is particularly relevant to small and mid-sized institutions in the beginning phases of their facility planning. Attendees will learn the importance of integrated design, the importance of strategic partnerships and the need to incorporate multiple check points into the design and construction schedule to help assure the strategic planning vision is adhered to.

Speakers: Dana Patena, Project Manager; Harriet Tubman Underground Railroad State Park Department of Natural Resources, Church Creek, MD; Alan Reed, FAIA, LEED AP, Design Principal; OHWWA Architects, Baltimore, MD; Gary Wallenker, Senior Project Designer; Haly Sharpe Design, Toronto, Ontario, Canada; Scott Ryklik, VP and Designeer; Mohan Ryklik Landscape Architects, Baltimore, MD

PROGRAM KEYNOTES AND SESSION DESCRIPTIONS

NOTE: The final program will include all of the session speakers. Attendee continuation credits are available.
Thursday, March 5 | 3:00 pm–4:15 pm

Museums are challenged to provide inclusive, interdisciplinary, and flexible buildings that connect with their diverse audiences. Panelists will present case studies on the Philadelphia Contemporary and the Museum of Contemporary Art Chicago. This session will address opportunities and challenges in selecting a team of architects and consultants that may match the goals of the institution with the needs of the community. Attendees will learn how each institution developed the team building process to fit their needs and structures. Panelists will discuss opportunities and challenges in selecting architects, developing a larger team of consultants, and collaborating with communities during design processes for innovative museum projects. Further, the panelists will discuss the importance of customizing the selection criteria and process to each institution based on other project experiences. Discussions will include how each institution will address how to know what you want in a museum capital project, design, and keep program and design needs front and center. Attendees will learn: 1) introduction to a child-centric planning approach; 2) how this approach lead to place-based planning strategies; 3) how the Museum keeps children involved; 4) how children reimagined the Museum opened; and 5) where the Museum is looking towards the future.

Moderator: Marcy A. Medrano, AIAn, Principal and Founder of Gyrscop Inc., Architect, Museum Planner and Exhibition Designer, Oakland, CA
Speakers: Julia Bland, CEO, Louisiana Children’s Museum, New Orleans, LA; Jacob Segal, Museum Planner, Founder, Vergeart Museum Planning, Minneapolis, MN; Richard Franks, Partner FAIA, LEED AP, Martin, Southeast, WA; Kristen Matthews, Principal, Studio Matthews, Seattle, WA

No Roadmap: Starting Unconventional Museums from Scratch
Thursday, March 5 | 3:40 pm–5:45 pm

Building the one thing is there, but so much more to building the museum… especially if your particular brand of museum has never been done before. This session, three visionaries speak to their experiences launching atypical museum institutions, sharing details on every step of the process: developing the vision, defining the institutional identity, assembling the team, building the board, raising funds, engaging partners, establishing support, writing institutional documents, training staff, planning programs, and opening the doors for the very first time and everything else that comes before, after, and in between. Join our three intrepid institutional builders — behind the new museum planned for New York City’s Department of Sanitation, Louisiana’s game-changing museum of slavery, and the University Hip Hop Museum in the Bronx — as they walk us through all the challenges, triumphs, pitfalls, and unforeseen WIFFs awaiting you as you take your vision from idea to reality to opening day and beyond.

Moderator: Elena Kasale, Principal, Consultant, Inc.; Cambridge, MA
Speakers: Aksha Rupu, FAIA, Architect, Museum Planner, Seattle, WA; Peter Olson, Owner, Peter Olson Museum Planning, LLC, Minneapolis, MN; Melissa Berliner, Vice President, Campbell & Company, Chicago, IL

To Build a Home—For Collections
Thursday, March 5 | 3:40 pm–5:45 pm

Relocating or renovating a museum offers a unique opportunity to re-evaluate an institution’s collections storage practices and equipment. For more than 40 years, the Bess Bower Dunn Museum Dunn Museum (formerly the Lake County Discovery Museum) housed exhibits and collections in retrofit agricultural buildings. Faced with mounting costs in deferred maintenance, the museum board considered a variety of alternatives as they sought to increase attendance and continue protecting collections. After careful consideration, the board approved relocating the museum to a newer facility rather than continuing to invest in aging infrastructure. This session is geared toward small- and medium-sized institutions and offers practical insights into the planning and design process from conducting a collection needs assessment to the transformation of an office building’s basement into a model collection facility. Participants will learn how architectural constraints and the collection’s needs affected the facility’s design, as well as how the new collection area optimizes space and provides room to grow for future projects. The session will also explore how the design process transformed into “lay the groundwork” for your museum project, no matter what scale, and how you position your project for success. Planning and pre-design services can answer many important questions and reveal important information about project cost, feasibility, operations, program and political viability. Architects can be part of that process, engaging with clients early and often as the preliminary data is gathered and reviewed, implicating analysts, and recommendations developed. Discover which architect is right for you, what data emerges, and what sequence is most efficient. The panel will focus on Master Plans and Visioning Plans, Fundraising Feasibility Plans, Business Plans, Strategic Plans, Audience Testing and Green Bases of Design. Other planning services discussed will include Market Feasibility Capital Campaign, Communications and Design Feasibility Plans. A panel of nationally recognized architects and consultants will present and discuss these services, advise attendees about how and when to contract planning services or develop them in-house, and provide examples of organization, content and timeline for various planning documents.

Moderator: Jeremy Taylor, Project Director, Montreal, QC, Canada
Speakers: Julie Raskin, Executive Director and Maggie Lee, Deputy Director for Museum, The Foundation, New York, NY; Michael Ford, Architect, SmithGroup and the Universal Hip Hop Museum, Bronx, NY; Ashley Rogers, Executive Director, Whitney Plantation, New Orleans, LA

Realizing the Promise of Inside-Out: The New Burke Museum
Friday, March 6 | 8:30 am–9:45 am

An unwavering commitment to “turning the museum inside-out” led Burke Museum to build a radically transparent and accessible new facility. Observing visitors’ response to behind-the-scenes tours sparked Executive Director Julie K. Stein and her team on a ten-year journey to build a new facility—one that reawakens Burke’s mission of connecting all visitors to the staff and volunteers who use them to learn, generate knowledge, be inspired, experience joy, and to heal. The New Burke features 13 visible labs and workrooms integrated among galleries, as well as flexible spaces for young learners and growing flexible programming. These interwoven spaces and transparencies blur traditional lines of front and back-of-house to establish the Burke as a new kind of museum—a whole new way to experience our world. In this keynote presentation, project leaders will delve into the challenges of transcending museum norms and how to stay true to the vision at every step of the process—space planning, architecture, exhibit design, interpretive design, and prototyping. Early visitor evaluations will be shared following the museum’s grand opening in October 2019.

Moderator: Julie Stein, Executive Director, Burke Museum, Seattle, WA
Speakers: Jack Pascarosa, AIA, Partner, Evidence Design, Brooklyn, NY; Stan Ramirez, Partner, Evidence Design, Brooklyn, NY; Eldon Tam, Burke Museum Project Director, Kate Fernandez, Director of Interpretation & Visitor Experience, Burke Museum, Seattle, WA

Sustainability Strategies for Renovations to Historic National Air and Space Museum
Friday, March 6 | 10:00 am–11:15 am

Museums are notorious for being energy hogs. What does it take to transform one of the world’s most popular museums into an energy efficient museum of the future? Construction has recently begun on a six-year comprehensive renovation of Smithsonian’s National Air and Space Museum on the National Mall. In planning the design of the project, the architects and engineers explored numerous sustainability objectives and strategies. Achieving sustainability goals for this museum presented a special set of challenges due to its monumental spaces, quantity of plating, and the museum’s sheer size and popularity.

Moderator: Jenny Mitchell, Project Architect, National Air and Space Museum
Speakers: Jack Pascarosa, AIA, Partner, Evidence Design, Brooklyn, NY; Eldon Tam, Burke Museum Project Director, Kate Fernandez, Director of Interpretation & Visitor Experience, Burke Museum, Seattle, WA
Architectural features such as skylights and glass surrounds need the need for daylight control, while the desire for winter humidification for artifact protection brings the risk of condensation. To address this, the design team employed a variety of 3D computer modeling techniques far beyond energy modeling, including Life Cycle Cost Analysis, Computational Fluid Dynamics, THERM, and daylight modeling. This session will describe the process the design team used to evaluate different approaches to sustainability, modeling tools employed, and specific energy and water-saving strategies incorporated into the final project. The project is pursuing LEED v4 Gold certification.

**Moderator:** Laura Mirvish, AIA, LEED AP BD+C, Principal, Quinn Evans Architects, Washington, D.C.

**Speakers:** Todd Garing, PE, LEED AP BD+C, Vice President, Mueller Associates, Lincroft, MD; Michael Henry, PE, Senior Design Manager, Smithsonian Institution, Washington, D.C.

**SESSION 15**

"Is Your Museum Building Part of Your Collection?" Examining the Museum of Early Trades & Crafts

Friday, March 6 | 10:00 am–11:15 am

Listed on the National Register of Historic Places, the James Library Building has housed the Museum of Early Trades & Crafts for the past 50 years. The Richardsonian Romanesque Revival building is a jeweled box with polychromatic exterior stonework, stained glass windows, decorative fireplaces, and interior glazed brick with rare painted stencils. This building is integral to the Museum’s mission of exploring connections with New Jersey’s history, culture, trades and crafts. Five phases of restoration have been completed, and the Preservation Architect, Museum Director, and Exhibit Designer will describe how each phase was achieved, including "lessons learned," and how the team obtained numerous grants and public funding for the project.

This case study will provide a road map of the planning steps necessary to preserve a building using the latest preservation technology such as thermography, drone photography, and material conservation testing to identify causes of problems such as moisture ingress, and the best material preservation solutions. Panelists will discuss the challenges of managing construction projects at a facility remaining open to the public; the effective use of technology to manage and reduce construction costs; the qualifications for the professional and construction teams; and integrating the exhibits into the setting of the building.

**Moderator:** Annabella Ricccoli-Treem, AIA, RIBA, LEED AP, Principal, Historic Building Architects, LLC, Trenton, NJ; Cristina Burris, AIC-AP Materials Conservator, Historic Building Architects, LLC, Trenton, NJ

**Speakers:** Deborah Farrar Starkey, Executive Director of the Museum of Early Trades & Crafts (METC), Madison, NJ; Ellen Snyder-Grenier, Principal, REH+ Co. Rutherford, NJ

**SESSION 16**

The Jackie Robinson Museum: When a Center for Free Thought Becomes a Museum

Friday, March 6 | 10:00 am–11:15 am

As the definition of a museum continues to evolve, how can a new institution effectively tell its story, mission, and change by creating a compelling narrative that engages all audiences to achieve goals of inclusivity and meaningful public dialogue? What strategies can the leadership employ to transform an initial idea into an implementable building project and a pivotal cultural institution for years to come? A new institution, the Jackie Robinson Museum, aims to achieve these goals by sharing life of a civic leader and sports hero who challenged norms, demanded equality, and fought for opportunities to achieve these goals by sharing life of a civic leader and sports hero who challenged norms, demanded equality, and fought for opportunities for justice.

This session will explore how to plan and structure new cultural museums for success.

**Moderator:** Philip C. Stein, P.E., Managing Director, Managing Director, Altair, Norwalk, CT

**Speakers:** Brian J. Houghton, Chief Building Engineer, University of Pennsylvania Museum of Archaeology and Anthropology (Penn Museum), Philadelphia, PA; Perry Whidden, AIA, Principal, Gluckman Tang Architects, New York, NY; Sean M. O’Brien, P.E., LEED AP BD+C, Senior Principal, Simpson Gumpertz & Heger, New York, NY

**SESSION 17**

Creativity & Collaboration: Transforming the Historic Penn Museum

Friday, March 6 | 10:00 am–11:15 am

In 2017, the Penn Museum began a three-phase project to renovate two of its six wings, restore original features of the more than century-old building, add important visitor amenities, and upgrade the MEP and structural systems—while remaining open with a full range of programming. This design team—with extensive multi-disciplinary expertise in world-class museums and significant historic buildings—was charged with developing and implementing an approach for upgrading this National Historic Register-eligible building to 21st century life-safety and museum standards. The panelists will present on the complexities and wonders of the Penn Museum’s visitor experience, collections care, building design, and existing infrastructure. Attendees will take away valuable lessons from the team’s on-the-ground experience and how it met challenges (and surprises) with architectural vision, creative engineering design, use of cutting-edge technology, and collaboration.

**Moderator:** Susan M. Mucho, AIA, NCARB, Vice President, Zubek Owner Representation, New York, NY

**Speakers:** LaTonya Johnson, Vice President & Chief Operations Officer, Jackie Robinson Museum, New York, NY; Madelene Burke-Vegeland, AIA, LEED AP BD+C, NCARB, Principal, Gensler, New York, NY

**SESSION 18**

Building Award Presentation and Luncheon

Friday, March 6 | 11:30 am–12:45 am

The Bruce Museum took its time to design and plan its renovation and expansion—ten years, to be exact. Panelists will discuss how the initial architectural selection process transpired (via a design contest) and how the proposal from the winning design firm arrived with a distinct vision for the revitalized institution—one connecting the building to the landscape. Architect Steve Dumez will discuss how the evolution of this design, and its sensitivity to placemaking, served to reinforce the museum’s mission.

Given the extraordinary influx of space and resources, the Bruce was faced with the daunting exercise of navigating a dense mix of programming types and how best to celebrate adjacent buildings. The Director of Exhibitions will discuss this exercise with the architect and how a comprehensive program became the roadmap to a successful outcome. This session will likely appeal to: 1) architecture firms looking to discover how design can reinforce an institution’s mission and 2) museum directors and administrators, who will learn how to team with an architectural partner in realizing a transformative vision for their facility. Attendees will learn how to hire an architect and will learn how a rigorous programming and planning phase in the design process can create a more compelling curatorial experience.

**Moderator:** Lynn Oomsrud, President, CEO, Chicago Architecture Center, Chicago, IL

**Speakers:** Gordon Gil, FAIA, Founder, Adrian Smith + Gordon Gil, Chicago, IL; Cybele Jones, Principals & Executive Director, Gallagher & Associates, Silver Spring, MD

**SESSION 19**

Strategic Planning for Fundraising and Transformational Vision for Museums of the 21st Century

Friday, March 6 | 1:00 pm–2:15 pm

This session will look at the benefits of ordered planning to build momentum and expertise for decision-making. This includes stating a vision concept, having a strategic plan with operating and business plan components, and doing an early assessment of the institution’s development program. A Master site selection and conceptual estimate can be prepared by the selected architect and design team. Panelists and the audience share strategies for aligning all these studies to strengthen organizational capacity during capital expansion.

**Moderator:** Diane Duke Duncan, Principal, Diane Duke Duncan LLC, Washington, DC

**Speakers:** Kate Bruegeman, CFRE, Vice President, Development, Adler Planetarium, Chicago, IL; The Paratus Group, New York, NY

**SESSION 20**

A Beautiful Ruin: The Transformation of Carnegie Free Library of Pittsburgh into MuseumLab

Friday, March 6 | 1:00 pm–2:15 pm

Imagining a building, long-neglected since the 1800s—empty and desolate since a lighting strike—and transforming it into an inspiring art museum is an example for an innovative, 21st century learning practice. This is the story of Museum Lab, a new addition to the Children’s Museum of Pittsburgh complex, now the country’s largest cultural campus for families. Hear the unique story of how a catalytic event gave new life to a seemingly forgotten building, how leadership learned new hands-on learning that aims to transform education for children of all ages. Learn how this ambitious adaptive re-use project, which needed to respect the building’s history, adapted to inclusive design, and actively contributes to Pittsburgh’s sustainable future. The woman at the helm will tell the unique story of Museum Lab and will share their experiences creating the largest culture campus for children in the country.

Attendees will learn about the successes and failures of an adaptive-re-use project with related lessons, and learn strategies for implementing complex programs.

**Moderator:** Anne Fullenkamp, Associate AIA, LEED AP Director of Design, Children’s Museum of Pittsburgh, Pittsburgh, PA

**Speakers:** Chris Cwikla, PE, LEED AP Director of Facilities, Children’s Museum of Pittsburgh, Pittsburgh, PA; Julie Eisenberg, FAIA, LF/IAIA (Aust), Founding Principal, Koníz Eisenberg, Santa Monica, CA
PROGRAM KEYNOTES AND SESSION DESCRIPTION (continued)

NOTE: The final program will include all of the session speakers. 
All continuing education credits are available.

SESSION 21
Bringing History to Life in the Middle-East: Dubai’s new Shindagha Museum
Friday, March 6 | 2:30 pm–3:45 pm

2019 has been a special year for Dubai—the doors opened on the first two pavilions of the massive new Shindagha Museum. Located in Dubai’s historical district, this museum aims to become the home of the Emirate’s district history and culture. The museum plans to preserve the young state’s cultural heritage while connecting Emiratis with their own culture and traditions and simultaneously introducing them to visitors from around the globe.

Panelists will dissect the making of a new institution via the close collaboration between an Emirati team of experts from the Dubai Municipality: Lord Cultural Resources, who were in charge of museum master planning; and GSM Project, a global exhibition design firm that put together an international team of curators, researchers, film directors, producers, production specialists and designers to imagine and build the first pavilions of this museum.

The case study will cover the project from ideation and master-planning to designing the visitor experience to the on-the-ground experience of building contemporary multimedia exhibitions in heritage buildings. Attendees will learn about the challenges involved in working on complex cross-cultural projects.

Moderator: Genevieve Ang-Mormann, Cultural Projects Sector Lead and Creative Director, GSM Project, Montréal, Québec, Canada

Speakers: Shatha Al-Mulla, Architect and Project Manager, Dubai Municipality; Dubai, United Arab Emirates; Yvonne Tang, Executive Producer, GSM Project, Montréal, Québec, Canada; Eve-Lyne Cayouette Ashby, Content Director and Creative Director, GSM Project, Montréal, Québec, Canada

SESSION 22
Flood Resiliency for Museums: Turning Obligations to Opportunities
Friday, March 6 | 2:30 pm–3:45 pm

Every passing year, climate change puts more collections at risk to flood damage. Assessing and addressing flood risk is complex and involves assembling a team and planning for capital improvements. Long term planning is necessary because improvements can be significant and might have other benefits to a museum’s programs. Learn how the National Museum of American History, developed a climate adaptation plan and a master plan to prepare for climate change, sea level rise, stormwater drainage, and building system and site vulnerabilities. Learn also how the Chesapeake Bay Maritime Museum developed resilient planning for the Museum’s site, collection, building, and systems while upholding the visitor experience. Panelists will discuss how to assess impacts of climate change, plan for solutions that prioritize flood risks, protect museum collections, and identify other opportunities along the way. Attendees will learn how to identify vulnerabilities and prioritize resiliency planning, how to assemble the right team, and how to integrate resilient sites and building systems.

Moderator: Edward O. Rice, AIA, LEED, Senior Associate, Ann Beha Architects, Boston, MA

Speakers: Jane Pasearn, Senior Facilities Master Planner, Office of Planning Design and Construction, Smithsonian Institution, Washington D.C.; Mike Freiheit PE, Principal, Albert Engen, Norwalk, CT; Maria N. Scalera, RLA, ASLA, Landscape Architect, Smithsonian Gardens, Smithsonian Institution, Washington D.C.

SESSION 23
Success in Six Years: Raising $84M and Building a New Museum on time, under budget and over goal!
Friday, March 6 | 2:30 pm–3:45 pm

How did a 6,000 square foot museum with an $1.5M operating budget and staff of 9 build its capacity, organization, and support into a new 55,000 square foot museum with over 40 staff, a $5M operating budget, while raising $84M in only 6 years? Learn how the Dallas Holocaust and Human Rights Museum built a brand-new facility to tell complex stories of social impact, and grew their annual fund by 40% in only six years—all on a shoestring budget and with a small staff, achieving what was said to be impossible. Two museum executives will share innovative strategies—how they simultaneously launched a capital campaign while growing their annual fund, built wide community support for a museum perceived to have a narrow focus, and built teams to execute their mission on time, under budget, and over goal. A museum planning consultant will discuss how she effectively supported the museum’s leadership and board so that the project stayed on time and budget, allowing the museum to focus on its important tasks. This session caters to small and mid-size museums struggling with how to manage all of the tasks of a capital project and how to raise large amounts of money. Attendees will learn how, regardless of your museum’s size, you can leverage your museum’s assets and mission to grow financially beyond the expectations of your community and stakeholders.

Moderator: Carolynne Harris, Principal, Carolynne Harris Consulting, Denver, CO

Speakers: Mary Pat Higgins, President and CEO, Dallas Holocaust and Human Rights Museum, Dallas, TX; Kari Lai, Chief Advancement and External Affairs Officer, Dallas Holocaust and Human Rights Museum, Dallas, TX

REGISTRATION RATES

All receptions, keynotes, breakfasts, one lunch, and breakout sessions are covered in the registration fee. Tours and workshops are an additional fee.

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<th>Conference Rates</th>
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MUSEUM WORKSHOP/TOURS

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<td>Private Tour of the Field Museum’s Anthropology Osvary Collections Storeroom</td>
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<td>Dual Site Tour: Chicago Architecture Center and the American Writers Museum</td>
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<td>Private Tour of “Science Storms” at the Museum of Science and Industry</td>
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<td>Private Tour of Wrightwood 659</td>
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<td>Private Tour of the Chicago Children’s Museum exhibit, “Cloud Buster”</td>
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 | □ ONE COFFEE BREAK  
 □ ONE SESSION (select one)  
 □ EXHIBITOR EXPO  
 □ OFF-SITE TOUR |
| **BRONZE** $1,500 | • Sponsor one Coffee Break OR Exhibitor Expo OR Session OR Tour (select one)  
 • Complimentary Exhibitors Table  
 • One (1) Complimentary Registration  
 • Sponsor Signage at Selected Event  
 • Corporate Logo and Link to MAAM Website for One (1) Year  
 • Access to Building Museums™ Roster Post-Conference (electronic format, including emails)  
 | □ ONE COFFEE BREAK  
 □ ONE SESSION (select one)  
 □ EXHIBITOR EXPO  
 □ OFF-SITE TOUR |
| **EXHIBITOR ONLY** $1,000 | • Complimentary Exhibitors Table  
 • One (1) Complimentary Registration  
 | □ EXHIBITOR ONLY |

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