

CALIFORNIA ASSOCIATION OF MUSEUMS

2017 ANNUAL CONFERENCE



















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The California Association of Museums is supported in part by a grant from the California Arts Council, a state agency, and the National Endowment for the Arts, a federal agency.











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The Green Museums Initiative

This publication uses 42% less paper than other conference programs and is printed on 60% recycled paper, 30% post-consumer waste (PCW). It is digitally printed on a low velocity printer and the coils use 80% PCW. Learn about the Green Museums Initiative and our sustainable steps on page 57.

Welcome to Influence & Action!

Thank you for joining us in Sacramento to learn, share, and grow.

When the CAM Board and staff decided to hold the 2017 conference in Sacramento, we knew this conference would be different. Sacramento is the hub for CAM's advocacy work and a hotbed for activity that can impact the California museum field. We wanted to harness this opportunity to empower YOU to be an agent for positive change.



Inspired by this goal of empowerment, we have curated a one-day, special track on soft power, inspired by the book *Cities, Museums and Soft Power*, on Thursday, March 30. This track focuses on how California museums and communities can embrace their potential role as positive catalysts for change. Look for the lightbulb icon to identify the soft power track, starting on page 26.

We also ask you to take action. CAM is working hard to make positive change for museums within our State government. Nothing influences our elected officials more than hearing from their constituents. Please make time while you are in Sacramento to meet with your State Assemblymember and Senator. We are here to help you! See page 11 for more information on how you can be an effective advocate.

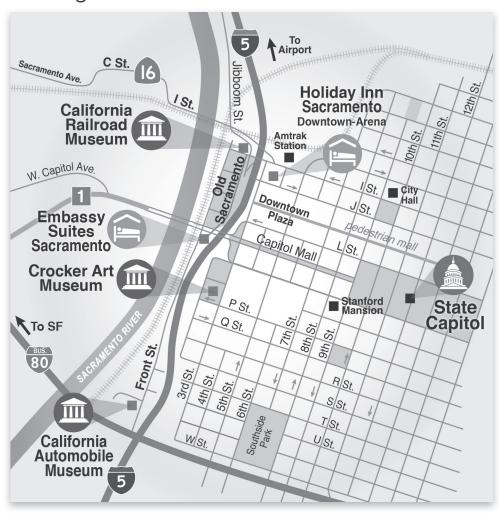
CAM is your community and your resource. I hope you have meaningful experiences that strengthen you, your museum, and our communities.

Sincerely,

Michaeleen Gallagher
Michaeleen Gallagher

President, California Association of Museums

Finding CAM Conference 2017 in Sacramento









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Clockwise from upper left: Harold Feinstein (American, born 1931), Coney island Feenagers (detaili), 1949; gelatin silver print, orginal 16 x 20 inches; Harold Feinstein Pholography Trust, Record (dob brown as Authura, dobs brown as Water Well) (detail), nd., manustaturche by Misen, Nethertansk, Dutch Was Reise on ootton, 48 x Li ruches; Courtesy of Beatifice Berson Collection; Destan Gilny, Wang child in cur, Rossespoint, County Sigo, 1967; ink jet print; © Gilroy Barry Family Collection; Distin, Candombié Ceremony (detail), 1992, acrylis on camos, 19 x 27 inches, courtesy Cont/Vala - Popular Arts of the Americas. © Distins, Image, Paul Primeau



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Sharon Stone Smith, President, Sacramento Association of Museums

Kristina Swanson, Chief Operations Officer, Sacramento History Museum

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Tanya Gayer, 6th on 7th Gallery/6th Street Photography Workshop
Gabriela Mendoza, Guadalupe-Nipomo Dunes Center
Gisely Ruiz, California Museum of Photography
Evelyn Santos,
Richmond Museum of History
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Emily Todd, Administrative Coordinator

Ivy Young, Project Director, California Networks for Collaboration

Pamela Zielske, Advocacy Manager



Happens here.

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ABOUT CAM

CAM Conference - The next CAM conference will be in Palm Springs, CA February 5-7, 2018. A call for proposals will be posted soon!



Social Networks - Connect with colleagues through CAM's online community, Facebook page, and Twitter feed (@calmuseums).

Advocacy - Our active advocacy program monitors legislation and fosters strategic initiatives to support museums. Are you receiving our Legislative Updates on state issues and calls to action?

CAM e-News - An e-newsletter features funding sources, professional development programs, articles, and job openings.

Green Museums Initiative (GMI) - GMI is leading the green transformation of California museums. www.greenmuseums.info.

Museum Futures Community - The Museum Futures Community researches and discusses trends about the future. Join their online group at www.camuseumcommunity.org.

Fellows and Scholarship Programs - CAM Fellows and scholarship programs diversify the California museum workforce and support emerging museum professionals.

California Networks for Collaboration – This statewide project activated local networks—with over 300 participants—to learn about museum engagement and accessibility. www.calmuseums.org/cnfc.

Museums United Phase 2 – CAM is the administrator of a national initiative to build the capacity of state museum associations to better serve museums. www.calmuseums.org/mup2

Snoopy License Plate – CAM and our partners recently created a new source of funding for museums through the Snoopy license plate. www.snoopyplate.com

Membership – All of these programs and services require support from the museum field. Are you a current CAM member?

Learn more at www.calmuseums.org



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Influence & Action: CAM at the Capitol

YOU can use your influence and take action while in Sacramento!

Take a walk over to the State Capitol and visit your elected officials. These meetings are one of the most powerful ways

you can *influence* and *take action*. They are also the best way to make our voices heard on key bills pending in the State Legislature this session.

Are there bills in the Legislature that impact museums? Yes! CAM is monitoring many bills that have been introduced this session that could have an impact on the museum field. Visit www.calmuseums.org/AdvocacyResources for current information.

Who are my elected officials and where are their offices? Find your Assemblymember and Senator by visiting http://findyourrep.legislature.ca.gov/ and inputting your zip code. Then, visit your representative's website to find their office number. There is also a directory posted on each floor of the Capitol near the elevators. Staff at the Capitol information desk can point you in the right direction.

How will I know what to say in a legislative meeting?
CAM will provide you with talking points on the pertinent bills at the Registration Desk and on our website at www.calmuseums.org/AdvocacyResources. You can also access the recording of the webinar "Influence and Action: CAM at the Capitol" and other helpful resources.

Where can I get more information?

Stop by the Registration Desk for handouts and "leave behind" materials. Visit www.calmuseums.org/AdvocacyResources for current information.

We are here to support you! Join us at the Capitol to make the case that museums matter!



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WORKSHOPS, TOURS, & EVENTS

Pre & Post Conference Workshops

Wednesday, March 29:

Museum Exhibit Planning "Shark Tank Style" / 9:00 AM - 12:00 PM

Facilitators: Doug Jenzen, Executive Director, The Dunes Center; Brianna Cutts, Creative Director, Sibbett Group; Tim McNeil, Director, University of California- Davis Design Museum

Do the obstacles of implementing a great exhibit plan ever seem insurmountable? If so, attend this interactive workshop on what it takes to plan an exhibit and pick up tips on potential ways to implement the plan in a cost-effective way. In this workshop, you'll work closely with experts in the exhibit planning field to develop exhibit design concepts. Learning Outcomes: Participants will walk away with knowledge of potential ways to plan an exhibit and feel empowered to plan great exhibits. Location: California Automobile Museum, 2200 Front Street, Sacramento, CA 95818. Cost: \$30 / Visit Registration Desk for Ticket Availability

Digitizing Audiovisual Collections / 1:00 PM - 4:00 PM

Facilitators: Pamela Vadakan, Project Coordinator, California Audiovisual Preservation Project; Max Goldberg, Project Assistant, California Audiovisual Preservation Project Museums rely on audiovisual recordings both to document and communicate, making it essential to stay ahead of physical deterioration and format obsolescence. This workshop will share current best practices regarding assessment, digitization, quality control, and long-term access to help participants become comfortable with the preservation needs of audiovisual materials. Learning Outcomes: Participants will gain an understanding of, and confidence in, the basic steps to process, prioritize, and digitize media collections. The California Audiovisual Preservation Project Participants will share tools and services available to establish a digital preservation program to preserve their recordings. Location: Embassy Suites Sacramento, Rivercity Ballroom, 100 Capitol Mall, Sacramento, CA 95814. Cost: \$10 / Visit Registration Desk for Ticket Availability

Last Adults in the Woods: Reinvigorating Ourselves To Do Sustainability Work / 1:00 PM- 4:00 PM

Facilitator: Gabrielle Milanich, PhD, Ecopsychology Network of Southern California

As climate change impacts our lives and work, this Eco-Psychology workshop will inspire, encourage, and empower us to embrace hope and possibilities of a positive future based on understanding of life informed by nature. Eco-psychologist Gabrielle Milanich PhD will work with participants to reflect, rejuvenate, and go forward in their work renewed. Learning Outcomes: Participants reflect on feelings of fear and helplessness, but realize that they are not alone. Tools from eco-psychology will be shared to equip participants with new perspectives and approaches to their work and personal lives. A new network of colleagues to draw inspiration and strength from can emerge. Location: Crocker Art Museum, 216 O St. Sacramento, CA 95814. Cost: \$35 / Visit Registration Desk for Ticket Availability

"A" is for Art: Young Children Engaging with Art in the Museum and the Classroom / 1:30 PM- 3:30 PM

Facilitators: Michelle Steen, Early Childhood Educator II. Crocker Art Museum, Melissa Etcheverry, Educator, Crocker Art Museum; Sarah Smith, Director and CEO, Ark Preschool Research shows that children's early years are a critical time to develop their potential. Museums have an opportunity to expand their offerings to welcome young visitors. Attendees will explore early childhood gallery tours and preschool collaborations. This session includes observation of a preschool tour, a Q & A with a preschool director and museum educators, and a discussion of how these programs were developed. Learning Outcomes: Participants will have a clearer understanding of how their institution can benefit from early childhood programs and partnerships. They will observe developmentally appropriate, gallery-based engagement strategies. Location: Crocker Art Museum, 216 O St. Sacramento, CA 95814. Cost: \$10 / Visit Registration Desk for Ticket Availability

Advocate for Yourself: Perfecting your Job Hunt Trifecta / 2:00 PM- 4:30 PM

Organizer: Marcus Wojtkowiak, Science Program Coordinator, Randall Museum; Presenters: Karen Kienzle, Director, Palo Alto Art Center; Emily Holm, Vice President, Bay Area EMPs; Christine Stokes, Director of Museum & Visitor Experience, Coronado Historical Association

Did your résumé get lost in a stack? Not anymore. Hear from museum management panelists on what makes future employees stand out from the rest. Then, use your résumé to distill a multi-functional "elevator speech" that gets you noticed. Participants will have the opportunity to advocate for themselves in speed-dating style conversations with diverse facilitators. Learning Outcomes: Participants will identify their own unique skill set, work to refine an "elevator pitch" from their résumé, and use their "elevator pitch" in diverse speed-dating style interview situations while receiving constructive feedback from facilitators and other participants. Location: Stanford Gallery, 111 I Street Sacramento, CA. Cost: \$10 / Visit Registration Desk for Ticket Availability

Saturday, April 1:

Re-Visioning Accessibility From the Eye of the Visitor / 9:00 AM- 3:00 PM

Facilitators: Ivy Young, Project Director, California Networks for Collaboration; Paul Gabriel, Co-Founder, Sparking your Genius LLC; Jenni Martin, Director of Education & Programs, Children's Discovery Museum of San Jose; Jennifer Wagelie, Academic Liason, Jan Shrem and Maria Manetti Shrem Museum of Art

Join us in an interactive workshop to explore answers for enhancing accessibility. We will apply innovative tools, dialogue intensively with colleagues, and gain access to practical strategies and cutting-edge insights to help make your museum more welcoming and inclusive. Learning Outcomes: Participants will expand their empathy and increase their awareness for museum visitors with various vulnerabilities. Participants will gain access to replicable protocols as well as other tools designed by fellow practitioners to help enhance accessibility at their museums. Location: Crocker Art Museum Meeting Center, 216 O.Street Sacramento, CA. Cost: \$30 (includes boxed lunch) / Visit Registration Desk for Ticket Availability

Sacramento Area VUSEUMS



Aerospace Museum of California

3200 Freedom Park Drive, McClellan Park (916) 643-3192

California Agriculture Museum

1962 Hays Lane, Woodland (530) 666-9700

California Automobile Museum 2200 Front Street

(916) 442-6802

California Museum

1020 "0" Street, corner of 10th & O Streets (916) 653-7524

California State Capitol Museum

Capitol Bldg., 10th & L Streets (916) 324-0333

California State Library

914 Capitol Mall (916) 654-0261

California State Railroad Museum

125 I Street, Old Sacramento (916) 323-9280

California Statewide Museum Collection Center

4940 Lang Ave, Sacramento (916) 263-0805

Crocker Art Museum 216 O Street

(916) 808-7000

Don & June Salvatori California Pharmacy Museum

4030 Lennane Dr. *(916) 779-1410 ext. 326*

Fairytale Town Land Park Drive at

Sutterville Road (916) 808-7462

Leland Stanford Mansion State Historic Park

800 N Street (916) 324-0575

Locke Boarding House Museum

13916 Main Street, Locke (916) 776-1661

Maidu Museum & Historic Site

1970 Johnson Ranch Drive, Roseville (916) 774-5934

Museum of Medical History

5380 Elvas Avenue (916) 456-3152

Old Sacramento Schoolhouse Museum

1200 Front Street, Old Sacramento (916) 483-8818

Old Sacramento State Historic Park

Front and I Streets, Old Sacramento (916) 445-6645

Powerhouse Science Center Discovery Museum Campus

3615 Auburn Boulevard (916) 808-3942

Roseville Utility

Exploration Center 1501 Pleasant Grove Blvd, Roseville (916) 746-1550

Sacramento

Children's Museum 2701 Prospect Park Drive, Rancho Cordova (916) 638-7225

Sacramento Historic City Cemetery

Broadway at 10th Street; park across street (916) 448-0811

Sacramento History Museum

101 I Street, Old Sacramnto (916) 808-7059

Sacramento Zoo

Land Park Drive at Sutterville Road (916) 808-5888

Sojourner Truth African American Museum

2251 Florin Rd., #126 (916) 320-9573

State Indian Museum 2618 K Street

(916) 324-0971

Sutter's Fort State Historic Park

2701 L Street (916) 445-4422

Verge Center for the Arts 625 S Street

(916) 448-2985

Wells Fargo History Museum 1000 2nd Street,

Old Sacramento (916) 440-4263

Wells Fargo History Museum

400 Capitol Mall (916) 440-4161





Wednesday, March 29:

Old Sacramento Underground Tour-Shop / 10:30 AM-12:00 PM (SOLD OUT), 2:00 PM -3:30 PM

The Old Sacramento Underground Tour is all about story and setting: The story of a city built in the wrong place for quick riches at an unprecedented time, a city which through stubbornness and herculean effort fought to remain a world hub of commerce. Guides tell that story through the perspective of the characters they play. This tour/workshop will discuss the collaborative effort of public-private partnerships, interpretive techniques and successful program design. The 90-minute tour-shops will visit areas with uneven surfaces and low ceilings. The tours are ADA compliant and can accommodate up to 25 people each tour. Come dressed for the weather outside and wear comfortable shoes. Location: Sacramento History Museum, 101 I Street, Sacramento, CA. Cost: \$10 / Visit Registration Desk for Ticket Availability



California State Capitol Museum / 11:00 AM- 12:00 PM, 3:00-4:00 PM

Tours and exhibits at the California State Capitol Museum are under the stewardship of California State Parks. Come on a tour to see the benefits and challenges of guiding tours through a very busy and functional State Capitol. Home of the California Legislature since 1869, the State Capitol underwent a major renovation in the late 1970s that restored much of the building's original look. Visitors can tour the restored historic offices of the Secretary of State, Treasurer, and Governor of the State of California. The building features exhibits, artwork, tours - and possibly an opportunity to watch the legislators debate a bill or cast a vote. Location: 10th and L Street, Downtown Sacramento. Cost: \$5 (Transportation not included) / Visit Registration Desk for Ticket Availability

State Museum Resource Center / 1:00 PM- 2:45 PM

Tour the Statewide Museum Collections Center (SMCC) which serves as the repository for over 1 million historic objects and artifacts held by California State Parks. The Center is a state of the art LEED Silver certified facility designed to support the implementation of a high quality, environmentally responsive and sustainable preservation program. Eight years of planning went into designing and outfitting the building to maximize museum collections preservation while minimizing energy use and cost to the taxpayer. Located on the west side of the former McClellan AFB, the warehouse was originally constructed for Air Force material and supply storage purposes. With 12 linear miles of shelving and 3.5 miles of pallet racking, the recently renovated building provides 160,000 square feet of space dedicated to museum collections care. Location: 4940 Lang Avenue McClellan, CA. Cost: \$5 (Transportation not included) / Visit Registration Desk for Ticket Availability

Combination Tour: State Indian Museum & Sutter's Fort State Historic Parks / 3:00 PM- 4:00 PM

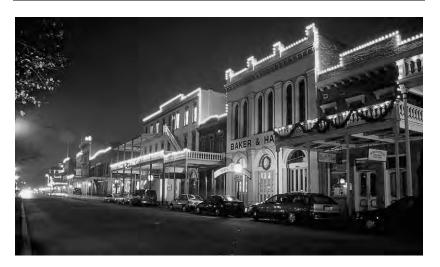
Enjoy a combination tour of the State Indian Museum State Historic Park and Sutter's Fort State Historic Park which are both units in the California State Park system. The tour of the State Indian Museum will focus on how the museum has worked with California tribes to interpret their story and preserve their material cultural. The tour of Sutter's Fort will focus on their very popular Environmental Living Program which provides 4th graders an overnight experience on what life might have been like at the Fort in 1846. Location: Meet at Sutters Fort in downtown Sacramento at 26th and K Streets. Cost: \$10 (Transportation not included) / Visit Registration Desk for Ticket Availability

Saturday, April 1:

Bicycle Along the Sacramento River / 9:00 AM - 11:30 AM

Explore Sacramento by bike before heading home. This post conference tour will take off from Old Sacramento and roll along the Sacramento River all the way to the Sacramento Zoo where a light continental breakfast will fuel you up. Check out the animals as they start their morning at the Sacramento Zoo. Friends and family are welcome to register as well (minimum age of 9 years old recommended). A limit of 14 people will be able to take advantage of this unique opportunity. Participants will be required to sign a waiver to secure rented bicycles and a helmet is required. Location: Practical Cycle, 114 J. Street, Sacramento, CA 95814. Cost: \$35 (includes bike rental) / Visit Registration Desk for Ticket Availability

Evening Events



Wednesday, March 29:

Getty Program Reception / 4:30 PM – 5:30 PMSacramento History Center, 101 I Street, Sacramento, CA 95814 / By Invitation Only

Welcome Reception / 5:30 PM - 7:00 PM



Welcome to Sacramento the capitol of the State of California. Join us at the California State Railroad Museum to kick off *Influence & Action*. Sacramento is a vibrant contemporary city that boasts over 20 museums

and cultural centers and a new LEED platinum certified downtown arena. Rich in history and culture, the city is located at the confluence of the Sacramento River and the American River, and is affectionately known as the 'River City.' Location: California State Railroad Museum, 111 I Street, Sacramento, CA. Cost: FREE. This event includes hors d'oeuvres and an open bar. / Visit Registration Desk for Ticket Availability

Sponsored by:





Directors' Dinner & CAMMY Award Presentation / 7:00 PM – 9:00 PM

The Directors Dinner in 2017 will focus on *Influence & Action* and feature VIPs from the Capitol to discuss hot topics affecting California's future. You won't want to miss this dynamic program and discussion. CAM's President, Michaeleen Gallagher, will also present the 2017 CAMMY Awards to the two recipients: Paulette Hennum and the California Arts Council. The annual CAMMY Award recognizes extraordinary museum supporters, professionals, and institutions that have made outstanding contributions to California museums. The California Arts Council will be honored in the category of "Services to the Field" for the State



agency's support of museums and their work in art education and creative placemaking and as community anchors. Paulette Hennum (see photo), currently the Manager of the Tribal Affairs Program in the Cultural Resources Division of California State Parks is being recognized for her unwavering commitment to ethical and equitable practices and her mentoring of numerous museum professionals, particularly women and those of Native American descent. Location: Crocker

Art Museum. Cost: \$60/person (includes dinner and transportation from the opening reception) / Visit Registration Desk for Ticket Availability. This event is only open to senior level managers and museum directors.



Buses will begin shuttling from the California State Railroad to the Crocker Art Museum at 6:30pm

Sponsored by:





Dialogue Dinners / 7:00 PM - 9:00 PM

Dialogue Dinners are small gatherings of 10 people or less to discuss a hot topic over dinner:

Legacy Loan Dinner / *Moderator: Joy Tahan Ruddell,* Collections and Registration Specialist, JTR Collections Management

We all have them. They're like a houseguest that won't leave and we don't know what to do with them - Old Loans. Talk with

your colleagues about the problem of legacy loans. Share your stories - and discuss creative solutions; talking it out is just what you need.

Funding Futures: Trends in Museum Development – SOLD OUT I Moderator: Megan Conn, Development Manager, Turtle Bay Exploration Park

Using the American Alliance of Museums' Trendswatch reports as a springboard, we'll discuss how trends in philanthropy may play out in California museums. We'll explore topics like BCorps, "the end of unrestricted gifts," millennial donors, and fundraising as gig work. Come prepared to discuss how the future of fundraising may change with these new trends.

The Art of Events: Maximizing Your Facility Rental Program I Moderator: Sara Kennedy, Event Manager, Crocker Art Museum

Institutions must maximize available resources to increase revenue while minimizing expenses. Events are a viable way for many institutions to reach revenue goals. What does a premier facility rental program look like? How can you capitalize your unique setting while overcoming challenges and restrictions in museum environments?

Big Data – SOLD OUT / Moderators: Ruth Cuadra, Business Applications Manager, Getty Research Institute; Erika Hirugami, Public Art Curator, Department of Cultural Affairs, City of Los Angeles

Focusing on strategic foresight and futures thinking as tools for creating sustainable futures for museums, we'll discuss current trends and possible outcomes regarding "Big Data." What is it? Why should it matter to museums? What skills to museum professionals need to engage with it?

Engaging Teens in Museums: The Good, and the (not-so) Bad! – SOLD OUT / Moderator: Kanani Hoopai, Curator of Education, Mission Inn Foundation

Is your organization interested in growing a teen audience, but unsure how to engage this elusive demographic? Are you ready take the leap, but need a supportive push? Do you have a teen programming success story? Creating programs to serve a teen audience is a rewarding experience, involving creativity, enthusiasm, trial-and-error, and thinking outside the

box. Come prepared to share and discuss your successes, challenges, and insights cultivating and engaging teen audiences.

Volunteers, Values and Vittles / Moderator: Cedith Copenhaver, Docent Program Manager, Oakland Museum of California

Coping with institutional change? Working with changing volunteer demographics? Wondering how best to show appreciation? Come share your strategies, stories, successes, and challenges. Join us for a lively conversation on a range of volunteer management topics.



Location: California Automobile Museum. Cost: \$38/person (includes dinner and transportation) / Visit Registration Desk for Ticket Availability.



Buses will begin shuttling from the California State Railroad to the California Auto Museum at 6:30pm

Sponsored by:



Registration Desk Hours

 Wednesday, March 29
 8:00 AM - 6:30 PM

 Thursday, March 30
 7:00 AM - 6:00 PM

 Friday, March 31
 7:30 AM - 3:00 PM

Session Topic Legend

Are you unsure which sessions to attend? CAM added icons to help you understand the general areas of responsibility for each conference session:

<u>lcon</u>	General Topics
	Soft Power – A special track at the Crocker Art Museum on <i>Influence & Action</i>
<u></u>	Museum Operations – such as human resources, accounting, guest operations
AC	Public Programs – such as education, outreach, research and evaluation
	Collections – such as acquisition and management of collections
	External Affairs – such as development, marketing and public relations



JOHN F. KENNEDY UNIVERSITY

8:00 AM - 9:30 AM OPENING TOWN HALL

California State Railroad Museum, Roundhouse, 111 I Street

Coffee Courtesy of: West Sacramento Historical

Soft Power and California Museums – Where to Find It and How to Use It

Presenters: Gail Dexter Lord, Co-President Lord Cultural Resource, and Ngaire Blankenberg,

Head, Content and Planning, Kossmann.dejong, co-authors of "Cities, Museums and Soft Power"



Society.



Soft power is defined as the ability to influence behavior through persuasion, attraction, or agenda setting. How can museums and communities in California effectively partner

to articulate, leverage, and maximize their social, educational, and civic soft power opportunities together?

Lead and facilitated by Gail Lord and Ngaire Blankenberg, coauthors of the AAM bestseller "Cities, Museums and Soft Power," the Opening Town Hall will introduce the concept of soft power, explain how and why museums have it, and provide motivation and inspiration for museums to embrace their potential role as positive catalysts for change.

CAM's President, Michaeleen Gallagher, and other Board members will kick-off the conference and acknowledge the volunteers and sponsors who made the conference possible.

Thank you to our Soft Power Sponsors:







Thank you to our Thursday Session Sponsors:





THE SIBBETT GROUP



CONCURRENT SESSIONS



10:30 AM - 11:45 AM

How Can I Relate to That? Empathy as a New Lens for Learning – 1A, Embassy Suites

Sacramento/ Schoolhouse

Moderator: Wendy Abelmann, Director of Education and Community Engagement, History

San José / Presenters: Rebecca Kahn, School Programs Manager, Autry Museum of the American West; Katherine Krieger, Education Outreach Manager, Autry Museum of the American West; Ami Davis, Principal, Ami Davis Consulting There is a recent groundswell of interest in empathy; international leaders identify empathy as one of the most important leadership skills of the 21st century. Hear how three museums are purposefully designing their educational programming and exhibits to explore and teach empathy in an effort to promote civic engagement. Learning Outcomes: Participants will learn what empathy means in the 21st century and how museums are perfectly positioned to teach this skill and actively participate in methods of engagement used to teach empathy and develop their empathy "muscle." INTERMEDIATE



It Can be Easy Being Green: Collections and Exhibitions Staff Can Make a Difference – 1B, Embassy Suites Sacramento/ Steamboat Moderator: Joy Tahan Ruddell, Collections and

Registration Specialist, JTR Collections Management / Presenters: Ryan Jones, Preparator, Oakland Museum of California; Greg Gahagan, Vice President, Ship Art International; Kathy Devine, Museum Director, Morgan Hill Historical Society

Collections and exhibitions work can be wasteful. Supplies, specialized pedestals, and crates may only be used once. This session talks about ways we can all be green, representing perspectives from staff working in museums of varying sizes and our partners in shipping and crating. Learning Outcomes: Participants will learn how to implement simple green programs by partnering with other museums or vendors to reduce our ecological footprint. INTRODUCTORY



Museums Leading the Way in Building an Earthquake Resilient California – 1C, Embassy Suites Sacramento / Central Pacific Moderator: Robert de Groot, ShakeAlert Communication, Education, and Outreach

Coordinator, United States Geological Survey / Presenters: Kate Long, Earthquake Program Officer, California Governor's Office of Emergency Service: Danielle Sumy, Project Associate/Seismologist, Incorporated Research Institutions for Seismology; Michaeleen Gallagher, Director of Education and Environmental Programs, Sunnylands Center & Gardens Museums have a pivotal role in promoting earthquake readiness and resilience in California. Learn about the Earthquake EPIcenter Network, a collaborative that promotes institutional preparedness, business continuity after an event, and access to a broad array of programs including the Great California ShakeOut. Explore opportunities for Citizen Science, and Earthquake Early Warning. Learning Outcomes: After attending this program, participants will learn how to utilize and leverage the vast array of tools and resources that foster institutional earthquake preparedness, business continuity, and public engagement that appeal to the broadest array of museum environments. INTRODUCTORY-INTERMEDIATE



Membership Engagement & Loyalty – Insider Tips to Building Stronger Member Relationships - 1D, Embassy Suites Sacramento/ Tower Bridge

Moderator: Diana Oliver, Membership Manager, Crocker Art Museum / Presenters: Ambry Capistrano, Director of Membership, Monterey Bay Aquarium; Jennifer Stone, Membership Manager, Denver Museum of Nature & Science; Julie Knight, Associate Director of Membership, SFMOMA From attracting new members to keeping existing members loyal and renewing, learn from a panel of museum professionals, from large and small museums, what strategies and tactics they have used to bolster retention and conversion, steward members, and generally increase membership revenue. Topics include direct mail, email solicitation, onsite sales, surveys, social media, sustainer programs, and more. Successful strategies with great ROI will be shared. Learning Outcomes: Participants will learn new strategies to steward

members and bolster membership retention through various revenue streams. INTRODUCTORY

Museums as Catalysts for Social Change – 1S, Crocker Art Museum, Setzer Foundation Auditorium, 216 O Street

Speakers: Betty Avila, Associate Director, Self Help Graphics & Art; Clint Curle, Senior Advisor

to the President, Stakeholder Relations, Canadian Museum for Human Rights; Marianna Pegno, Associate Curator of Education, Tucson Museum of Art

Communities of all sizes around the globe grapple with social issues, such as racism, gender identity and discrimination, sexual orientation, religious expression, and immigration. Museums can inspire us, and at times, even heal us. But when are they intentional agents of social change? Join us as we explore how museums have lead powerful positive change in their communities and inspire social justice. The Tucson Museum of Art has become a catalyst for social change through programming with refugee communities and looking beyond traditional audiences. Moving across the border, The Canadian Museum for Human Rights dealt with racism headon when Winnipeg was branded as the most racist city in Canada. Self Help Graphics & Art is working from within Boyle Heights, a community adjacent to downtown Los Angeles that is being redefined by forces for--and activists against-gentrification. INTERMEDIATE-ADVANCED

11:00 AM – 1:00 PM CREATIVE STATIONS

Embassy Suites, Atrium

Experience first-hand how "making" and experimentation lead to greater understanding of art, history, and science.

Shadow Puppet Storytelling

An ancient form of storytelling originated in Indonesia, Wayang Kulit is a unique form of theater employing light and shadow. Participate in the important tradition of preserving oral history by creating a shadow puppet character to share traditional and current local stories. *Presented by: The Annenberg Retreat at Sunnylands*

Painting with Preening

See STEAM in action! Try this experiment to learn about preening and importance it provides for native birds. Explore how adding preening oil affects a bird's feathers in water, and make some beautiful art to take home! *Presented by: Lindsay Wildlife Experience*

12:00 PM – 1:30 PM CAM ANNUAL LUNCHEON AND SUPERINTENDENT'S AWARDS

Embassy Suites, Sacramento Terrace



Panel Discussion:
Museums Pushing
Educational Reform

Moderator: State Superintendent of Public

Instruction Tom Torlakson / Panelists: Joely Proudfit, Director, California Indian Culture and Sovereignty Center / Department Chair and Professor, American Indian Studies; Scott Ward, Executive Director, Armory Center for the Arts; Ryan Smith, Executive Director, The Education Trust-West Sponsored by:



This special soft power luncheon will explore how museums and community partners are training tomorrow's leaders and creating resources to counteract historical bias, cultural appropriation and widespread stereotyping to improve education access across California. From working with incarcerated youth to providing a safe and welcoming place for students of color, we'll discuss what holds education progress back and what pushes it forward. This interactive panel discussion will explore the multifaceted opportunities that exist to break down barriers and expand a bright future for California's youth.

This special luncheon will also honor the recipients of the sixth annual Superintendent's Award for Excellence in Museum Education, chosen for outstanding achievement in museum programs that serve K-12 students or educators, will be presented with their awards. The competition is a joint project

of CAM and the Office of the State Superintendent of Public



Instruction. The 2017 award winners are:
Bay Area Discovery Museum Mission Inn Foundation
Natural History Museum of Los Angeles County
Riverside Art Museum
San Diego Zoo Global
San Jose Museum of Art

Cost: \$50. Visit Registration Desk for Ticket Availability.

1:45 PM - 3:00 PM CONCURRENT SESSIONS



Superintendent's Award Winners for Excellence in Museum Education, 2017 / 2A, Embassy Suites, Schoolhouse Moderator: Alissa Whiteley, Associate Director of Education, School Programs, Ronald Reagan

Presidential Library Foundation and Institute / Presenters: 2017 Award Winners

Learn how the 2017 Superintendent's Award winners design and deliver excellent school programs. Discover what success looks like for teachers, students, community partners, and the host museum; then consider how these approaches apply to your museums' K-12 work. Throughout the session, join an audience wide discussion about underlying K-12 issues in California and how these museums are working to solve them. Learning Outcomes: Apply appropriate ideas to their own museums' school programs by hearing success stories. Gain a greater understanding of the criteria used for honoring quality school programs that could inspire them to consider how their own programs could qualify for this honor. INTERMEDIATE



The Ethical Internship: Case Studies, Best Practice and Legalities - 2B, Embassy Suites, Steamboat

Moderator: Amy Cohen, Executive Director, Exhibit Envoy / Presenters: Grace Abusharkh,

Director of Volunteer Engagement, Palo Alto Art Center; Crystal Stone, Assistant Manager Volunteer Services, Exploratorium; Kerry M. Friedrichs, Partner, Seyfarth Shaw LLP

Unpaid internships have become a rite of passage in the museum field, concurrently California has become the epicenter for debate surrounding cost of living and accessibility. This session will examine the legalities of internships, best practices, and case studies of partnerships that help offer payment and support to our interns. Learning Outcomes: Discuss best internship practices for non-profits, fielding staff requests, and outlining program goals while gaining a greater understanding of the Department of Labor laws. INTERMEDIATE



The Work Inside: Case Studies in Developing Conversations about Race, Equity, and Inclusion - 2C, Embassy Suites, Central Pacific Moderator: Isabelle Lutterodt, Director, Los Angeles Municipal Art Gallery / Presenters: Gabriel Cifarelli, Museum Education/Exhibitions,

Los Angeles Municipal Art Gallery; Holly Crawford, Education Specialist, ESMoA; Jason Porter, Director of Education and Public Engagement, San Diego Museum of Man; Rene de Guzman, Senior Curator of Art, Oakland Museum of California How can institutions create plans to engage visitors and staff in conversations about race, equity, and inclusion? Representatives from the Los Angeles Municipal Art Gallery, ESMoA, Oakland Museum of California, and Museum of Man were challenged to drive these discussions. Join us to hear their solutions. Learning Outcomes: After attending this program, participants will be able to implement their own strategies for activities and conversations about race, equity, and inclusion at their institutions. INTRODUCTORY



Making your Case for Funding - 2D, Embassy Suites, Tower Bridge

Presenter: Ariel Weintraub, Institutional Giving Manager, Oakland Museum of California In this interactive writing workshop, you will

practice writing about your Museum's impact on civic participation. Everyone can benefit from writing practice, regardless of your position. Bring your Museum's mission statement and something to write with and be ready for an inspired writing session. Learning Outcomes: Participants will learn the basic elements of a grant proposal including goal

(Mission), objectives (Impact), and evaluation of objectives (Measurement) while connecting their Museum's mission and its impact on visitors. INTERMEDIATE

Balancing Culture & Economic Development – 2S, Crocker Art Museum, Setzer Foundation

– 25, Crocker Art Museum, Setzer Foundation Auditorium

Moderator: Craig Watson, Director, California Arts Council / Panelists: Anyka Barber, Fellow,

San Francisco Foundation and Curator, Betti Ono Gallery; John Echeveste, CEO, La Plaze de Cultura y Artes; Gina Evans, Director of External Affairs, Children's Museum of Pittsburgh

How do communities balance economic growth with the desire to preserve a region's unique culture? What role can cities and museums play? Join us as we explore case studies of cities, museums, and community agencies working collaboratively to maintain the cultural vibrancy of their neighborhoods in the face economic development. The San Francisco Foundation is increasing the capacity of arts and culture organizations to amplify the voices of the people, preserve the region's rich cultural heritage, and build connections and understanding between diverse racial, ethnic, and socio-economic groups. The Children's Museum of Pittsburgh has transformed their neighborhood park into an award-winning green space, empowered others while balancing growth, and revitalized an historic library to launch a collaborative-rich learning lab to test innovative approaches to improve education. La Plaza de Cultura v Artes has embarked on a multi-use capital project that will reflect the local Latino culture. INTERMEDIATE-ADVANCED

2:00 PM - 4:00 PM CREATIVE STATIONS Embassy Suites. Atrium

Designing Railroad China

Railroad China was unique to each railroad company, where pride was taken in the design and patterns. Each company would pick scenery from their route of operation to design their signature pieces. This project will allow attendees to design their personal china pattern, inspired by books about railroad china or their imagination. *Presented by: California State Railroad Museum*

Mapping Mars

Engage your visitors in a citizen science initiative on Mars! Powerhouse Science Center has created a set of activities that lets visitors 1) create their own craters using a meteor drop activity that mimic the effects of a meteorite impact on Mars; 2) identify different features on the surface of Mars and 3) look for new craters using Mars imagery, in the hopes of finding a location where humans could land and find water. *Presented by: Powerhouse Science Center*

2:45 PM - 3:15 PM BREAK

Embassy Suites, Atrium

3:15 PM - 4:30 PM CONCURRENT SESSIONS



Responding to Current Community Needs: Collaboration and Facilitation - 3A, Embassy Suites, Schoolhouse

Presenters: Caitlin Evans, Learning Initiatives Program Manager, Oakland Museum of California;

Linda Blanshay, Director, Program Development, Museum of Tolerance

Flexible programs allow us to meet the diverse needs of schools and respond to current events. Explore how students build agency at the Oakland Museum of California, co-learning with docents and directing their own learning. Discover how the Museum of Tolerance trains docents in the post-election era to facilitate difficult conversations. Learning Outcomes: Consider the impact a flexible user-directed approach has on student/teacher's experience in museum programs and on the role of education staff. Be challenged to think outside the box when it comes to using exhibits, spaces, and staff to support students and teachers. Gain some new tools for docent training in the area of 'difficult conversations. INTERMEDIATE

Working with Longtime Collections Volunteers: Strategies for Success - 3B,

Embassy Suites, Steamboat

Moderator: Stefanie Midlock, Exhibition Registrar, New Museum Los Gatos / Presenters: Julie DeVere, Head Curator & Collections Manager, Filoli; Nancy Bavor, Curator of Collections & Exhibition Coordinator, San Jose Museum of Quilts & Textiles; Ken Middlebrook, Curator of Collections, History San Jose

Volunteers are important to understaffed collections departments, but working with longtime volunteers can be challenging in any museum department. Hear strategies from three collection staff members who have created mutually beneficial partnerships with long time volunteers. Learning Outcomes: After attending this session, participants will have strategies for working successfully with their collections volunteers that they can apply in their institution. They will have gained ideas about collections projects that will benefit the needs of the collection while making their volunteers feel empowered. INTERMEDIATE



Work in Progress: Exploring the Future of Work and What it Means for Museums - 3C, Embassy Suites, Central Pacific

Moderator: Karen Kienzle, Director, Palo Alto Art Center / Presenters: Ruth Cuadra. Business

Applications Administrator, Getty Research Institute; Karen Graham Wade, Independent Museum Professional It's a brave new world of work, which finds us working in new ways, in novel contexts, within different environments. How do we navigate this exciting and challenging new landscape? In this fast-paced session sponsored by the Foresight Committee, explore work trends and their impact for California museums. Learning Outcomes: Understand the 20 most impactful trends around work for California museums while having an opportunity to share perspectives on trends impacting work spaces and the implications for resource engagement. INTERMEDIATE



Collaborative Community: Organizations Who Play Together, Stay Together - 3D, Embassy Suites. Tower Bridge

Moderator: Chantal Lane, Youth Programs Manager, Museum of Photographic Arts /

Presenters: Ashanti Davis, Lead Tinkering Studio Coordinator, The Reuben H. Fleet Science Center; Cierra Rawlings, San Diego State University - Center for Research in Mathematics and Science Education; Kevin Linde, Adult Programs Manager, Museum of Photographic Arts
Want to reach a broader audience through innovative practice? Step outside your comfort zone and learn how to

pursue new partnerships, expand capacity, and find alternative funding. Join us as we recap a yearlong collaboration among three diverse institutions with a common interest in creating multi-disciplinary exhibitions and programs that put learning at the forefront. Learning Outcomes: In this session, attendees will discover strategies for building expertise and capacity through collaboration, identify opportunities for partnerships outside the museum community, and learn how these partnerships can lead to new funding sources. INTERMEDIATE

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Museums, Communities and Safe Spaces – 3S, Crocker Art Museum, Setzer Foundation Auditorium

Moderator: Paula Gangopadhyay, Deputy Director, Museum Services, Institute of Museum

and Library Services / Speakers: Lori Fogarty, Director & CEO, Oakland Museum of California; Rosie Lee Hooks, Director, Watts Towers Arts Center Campus, City of Los Angeles Department of Cultural Affairs: Russell Lewis, Executive Vice President and Chief Historian, Chicago History Museum Communities are constantly evolving and the gathering places on which people depend have dramatically changed over the past several decades. Many are looking for spaces in their community to serve a wide range of needs. How can museums and municipalities collaborate to create safe, accessible gathering spaces that are welcoming to diverse evolving communities? Each of these museums have diversified their audiences by providing new paths to engagement. Watts Tower in Los Angeles has provided over five decades of arts education and enrichment programs to several generations on their campus in the "Heart of Watts." Travel across the country to the Chicago History Museum and discover how they're telling the story of the LGBTQ community with community partners and opening the doors to a previously overlooked audience. Providing a new kind of town square, the Oakland Museum of California has helped make community connections through programming and exhibits that push the envelope. INTERMEDIATE-ADVANCED

4:30 PM – 5:30 PM ROUNDTABLE DISCUSSIONS Embassy Suites, River City Ballroom

Work Together Across Generations: Trends in Workplace Dynamics

Facilitator: Karen Graham Wade, Independent Museum Professional, Co-Chair, CAM Foresight Committee Museum workers are increasingly calling for greater workplace equity. One significant way to be more inclusive, and productive, is to recognize the diversity of expertise found in your staff. Through group discussion explore how different generations, with their unique skills and experiences, can work together to create a stronger institution.

Collections Management Roundtable

Facilitator: Lisa Rowan, Collections Assistant, Stanford University Archaeology Collections

Do you need some collections management advice? This is your time to discuss specific topics pertaining to collections management and network with (and learn from) your colleagues. Together we will exchange ideas and explore possible solutions.

Challenging the Status Quo: Breaking the Programming Template

Facilitator: Brenda Salguero, Volunteer Coordinator, Friends of the San Francisco Public Library

What is the "white template", and how does it shape many museums' models of programming? Come to this tough but enlightening discussion to define how whiteness as default shapes our choices in programming and brainstorm new models and new ways of thinking about race and programs in our field.

CAM Membership - What's In It For You?

Facilitator: Kim Roberson, Membership Committee Chair and Board Member, California Association of Museums

There are a lot of exciting things happening at CAM! Being a member is one of the best ways to experience them all- this conference and other professional development, advocacy, networking opportunities, money-saving discounts, supporting the museum field, and more. Be among the first to learn about CAM's new membership offerings, and find out which level of membership is the best fit for you.

4:30 PM - 5:30 PM SOFT POWER BOOKSIGNING

Crocker Art Museum, Setzer Auditorium

At the conclusion of the soft power track, stop by to have your copy of *Cities, Museums and Soft Power* signed by authors Gail Dexter Lord and Ngaire Blankenberg. Limited number available to purchase at the Registration Desk.

5:30 PM - 8:30 PM EVENING EVENT - ART WIDE OPEN

Welcoming open minds with open arms, meet the newest addition to California's museum family: the NEW Jan Shrem and Maria Manetti Shrem Museum of Art. Sixty years in the making and born from a rich legacy of innovative art education at UC Davis, we invite you to spend the evening getting to know this truly 21st-century museum. Visit our galleries, see our art studio, and experience our Collections Classroom all sheltered by the Museum's 50,000 square foot Grand Canopy.



Cost: \$45 (includes transportation and casual dinner). Visit the Registration Desk for Ticket Availability.



Buses begin shuttling from the Embassy Suites to the Jan Shrem and Maria Manetti Shrem Museum of Art at 5:30pm



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8:30 AM - 9:45 AM CONCURRENT SESSIONS

Creative Engagement: Artists Collaborating with Community - 4A, Embassy Suites, Schoolhouse

Moderator: Karen Kienzle, Director, Palo Alto Art Center / Presenters: Kevin Chen, Manager of and Public Programs, de Young Museum:

Artist Studio and Public Programs, de Young Museum; Anuradha Vikram, Artistic Director, 18th Street Art Center, Santa Monica; Stacey Shelnut-Hendrick, Director of Education, Crocker Art Museum

What happens when museums partner with artists in programs that actively engage the community? What challenges and benefits emerge for all partners involved? Explore these questions through four different examples of community-engaged artist residency programs at diverse institutions throughout California. Learning Outcomes: Participants will gain an understanding of the value of partnering with artists to

promote civic engagement and community participation as well as the practical and human-centered considerations these projects require. INTERMEDIATE

"That's Not the Best Practice! Consultation is the Best Practice!" - 4B, Embassy Suites, Steamboat

Moderator: Ileana Maestas, Specialist, California State Parks / Presenters: Cristina Gonzales, Registrar, Table Mountain Rancheria

Many of us have Native American collections in our museums, but are unsure of what the best practices are in regards to taking care of them, making them accessible to tribes, and how to display them. This session will explore how museums can become more adept at using consultation for traditional or responsive care methods. Learning Outcomes: After attending this program, participants will have a greater understanding of what the current best practices are in engaging with Native American collections and a plan for utilizing those practices in their own museums. INTERMEDIATE



Ready, Set, Build: Community-Driven Capital Campaigns from the Ground Up - 4C, Embassy Suites, Central Pacific

Moderator: Katrina Carl, Public Relations Manager, Santa Barbara Museum of Art/

Presenters: Lial Jones, Mort and Marcy Friedman Director, Crocker Art Museum; Allison Town, Chief Communications Officer, Muckenthaler Cultural Center

Three museums of varying sizes and scales and stages of projects share experiences of their renovation projects and resulting capital campaigns, with a focus on best practices and lessons learned. An emphasis will be placed on communications techniques, marketing approaches, and public outreach at various project stages. Learning Outcomes: Participants will learn about possible communication strategies and campaign approaches, effective ways to build public support, the resources needed to communicate and market a renovation project, and a resulting capital campaign. INTERMEDIATE



Reimagining Membership Models - 4D,

Embassy Suites, Tower Bridge

Moderator: Lisa Eriksen, Principal, Lisa Eriksen Consulting / Presenters: Joni Hess, Membership & Communications Manager, California Association

of Museums; Christine Jeffers, Consultant, Elevating Good; Summer Hirtzel, Membership and Development Coordinator, Yerba Buena Center for the Arts

Trends indicate a need for individuals to engage in personal and meaningful ways. Membership programs are often behind the curve. Check out what your peers at CAM and the Palo Alto Art Center are doing to customize membership from behind the scenes to the front lines. Are you prepared to give your members what they are waiting for? Learning Outcomes: Participants will learn strategies to navigate away from a traditional membership model while building institutional support for consumer-friendly models tapping into emerging trends. INTERMEDIATE



Me, Myself and I: Developing Techniques for Self-Advocacy - 4E, Embassy Suites, Rivercity Ballroom Delta and Goldrush

Moderator: Mark Katrikh, Director, Professional Development Programs, Museum of Tolerance /

Presenters: Patricia Pforte, Manager, Public Programs and Visitor Experience, California Historical Society; Susan Spero, Ph.D, Professor, Museum Studies, John F. Kennedy University; Karen Graham Wade, Independent Museum Professional

Developing the skills to advocate for yourself is key to a successful career. This two-part session will first explore self-advocacy, from multiple perspectives, to expand our collective knowledge. We will then conclude with a practical skills-based activity focusing on enhancing our listening and questioning skills to increase our personal growth. Learning Outcomes: Participants will benefit from the work of their colleagues in advocating and creating roles from themselves within their institutions and developing future leaders. INTRODUCTORY

9:00 AM - 11:00 AM MAKER STATIONS

Embassy Suites, Atrium

Experience first-hand how "making" and experimentation lead to greater understanding of art, history, and science.

Lemon Batteries

Come explore the fundamental laws of power for a variety of objects in our lives. Join us to create a battery using common household items including a lemon, a penny (or copper wire), and a paperclip (or galvanized nail). This battery will generate about 0.5V of potential difference and can power a LED. *Presented by: The California Automobile Museum*

DIY Felt Succulents

Use beautiful merino wool to craft a variety of colorful felt succulents. Then, design and build your own garden utilizing pebbles, moss, beads, and glass baubles arranged in found and upcycled dishware. Don't worry about watering- this house (or desk!) plant is the ultimate in sustainable decor. Add a mini pennant with your initials, "CAM," or a reminder to "create!" *Presented by: Museum of Craft and Design*

10:00 AM - 10:30 AM CASE STUDIES/DISCUSSIONS



The Museum in the Middle: Strategic Changes at Stockton's Haggin Museum CANCELLED



The Freedoms, Opportunities, Solutions, and Struggles of Open Source Collection

Management Software - Embassy Suites,
Steamboat

Presenters: Sterling Jenson, Collections Manager, March Field Air Museum; Jadeen Young, Associate Registrar, Oakland Museum of California

A growing area in the field of managing collections is the development of open source collections management software, such as CollectiveAccess and CollectionSpace. Through using case studies, the presenters will discuss the opportunities these programs offer to museums as well as potential pitfalls to avoid and quirks of the system. Learning Outcomes: After attending this program, participants will be able to make an informed decision as to if they want to adopt an open source collections management software for

their organizations. Participants will be able to avoid some of the same mistakes and build upon what the presenters learned.



Berkeley Art Museum and Pacific Film Archive: Making a New Home for the Collections - Embassy Suites, Steamboat Presenter: Kelly Bennett, Chief Preparator, Berkeley Art Museum and Pacific Film Archive

Kelly Bennett, Chief Preparator of the Berkeley Art Museum and Pacific Film Archive will discuss the multi-year collections move process including facility construction, relocation of 18,000 works, and managing expectations of a variety of systems and participants. Learning Outcomes: Participants will be able to begin a process of inventory, moving, and reconciling a collection with minimal resources while navigating the regulations and concerns of federal, state, and university systems. Participants will be able to consider specifications and options for packing materials, storage equipment, and creative movement of objects.



Making Space for the Public: Community Curators, Pop-Ups & Contemporary Issues -

Embassy Suites, Schoolhouse Presenters: Emma Thorne-Christy, Exhibit Developer, Exhibits of Humanity; Krista

Ulman, Exhibit Researcher/Writer, California Science Center Community-curated exhibitions have the power to elevate the voices of underserved populations and bring attention to contemporary social issues. Learn how collective Exhibits of Humanity collaborated with the Los Angeles stand-up community to tackle issues of workplace gender discrimination through the pop-up exhibit format. Learning Outcomes: Develop strategies for collaborating with underserved communities to co-curate exhibitions.



(Re)Situating Art Museum Storytelling: Moving Beyond the Book - Embassy Suites, Schoolhouse

Presenters: Allison Clark, Graduate Intern in Education (School Programs), The J. Paul Getty

Museum

Inspired by the intersectionality of theater and museum education, this interactive session examines pedagogical

possibilities of collaborative storytelling in museum galleries. Explore improvisational touring techniques inspired by graduate research focused on how to share storytelling strategies with volunteer educators. Learning Outcomes: After attending this program, participants will be able to articulate in conversation how storytelling tours might be adopted/modified at their institution. Participants will be able to identify three proposed touring techniques for designing and implementing improvisational storytelling tours rooted in emergent curriculum.

10:00 AM - 11:00 AM SPECIAL FORUM

Embassy Suites, Central Pacific

Museums in a Nation Divided

Facilitators: CAM Board members

Join us for an open discussion about museums in a nation divided. What role do our institutions play in healing and bringing together our nation during a time of great division? What unexpected conversations are your organizations having related to current politics? Come prepared to explore the challenges and opportunities for museums in the current political climate.

10:30 AM - 11:30 AM ROUNDTABLE DISCUSSIONS

Embassy Suites, RiverCity Ballroom

Call to Action: Creative Ways to Engage Your Elected Officials

Facilitator: Michael Shanklin, CEO, Kidspace Children's Museum

Join fellow colleagues who are inspired by our presence in Sacramento for a robust discussion that will highlight creative and effective ways for engaging elected officials. Discover how museums can effectively tell their stories to bring about positive and impactful change, and learn how your work can help pave the way for a more certain future for California museums, in a way that is both fun and meaningful.

The Future of Museum Libraries & Archives

Facilitator: Leigh Gleason, Curator of Collections, California Museum of Photography, UC Riverside

Museum libraries and archives were long seen as a core resource for museum staff and the community, but facing strained budgets, space constraints, and a cultural reliance on Google for information-searching, they are increasingly under threat of budget cuts or elimination. How can we advocate for ourselves and adapt for the future?

Creating Synergy – Engagement Approaches for Local Community Groups

Facilitator: Lisa Robinson, Curator/Communicator, San Lorenzo Valley Museum/Researchers Anonymous

How do we engage local community groups such as life-long learners, youth groups, art enthusiasts, history and natural history enthusiasts, researchers, teachers, storytellers, cultural organizations etc.? By sharing experiences, we will examine what has proved rewarding. We will explore potential outcomes that could result from deeper and broader engagement, and strategize as to how the fruits of that engagement could benefit our communities.

Influential Fundraising

Facilitator: Brandy Vause, Vice President, External Relations, Bay Area Discovery Museum

One of the biggest challenges museums face is financial stability. Join this roundtable discussion on the resources needed to deliver on our missions. Explore with colleges the best ways to predict and adapt to the changing funding trends. From traditional approaches to new innovations, we'll discuss five key fundraising takeaways, as well as an opportunity to learn from one another's experiences.

11:15 AM – 12:15 PM MUSEUM PARTNERS LUNCH Embassy Suites, Terrace

You are not alone in the work that you do! Join us for an informal lunch to learn about the grant opportunities, resources, and technical assistance available to California museums to support your important work.

A complimentary, vegetarian bag lunch is available to all conference registrants.

California Cultural and Historical Endowment

Join the California Cultural and Historical Endowment for a lunch discussion about the Museum Grant Programwhich is awarding funding for capital projects with revenue from Snoopy License Plates. Receive technical advice about how to apply and how you can help get more money for museums. Contact Information: mgpcoordinator@resources.ca.gov

Institute of Museum and Library Services

The Institute of Museum and Library Services is the primary source of federal support for the nation's 123,000 libraries and an estimated 35,000 museums. Their mission has been to inspire libraries and museums to advance innovation, lifelong learning, and cultural and civic engagement. Stop by their table to learn more about current grant programs and special initiatives. Contact information: Steven Shwartzman, Senior Museum Program Officer, sshwartzman@imls.gov

California State Library

Founded in 1850, the California State Library is the central reference and research library for the Governor's office, legislature, state employees, and general public. The historical collections include priceless artifacts, manuscripts, photos, government documents, plus more. We offer tours of our historic building. Visit our table and find out more. Contact Information: Deborah Lynch, Communications Officer, Deborah.Lynch@library.ca.gov. www.library.ca.gov

California State Parks

Our State Park System contains the largest and most diverse cultural heritage collections of any state agency in the nation. It includes well over one million museum artifacts held at more than 120 parks, museums, and visitor centers, including those at Old Town San Diego, Big Basin Redwoods, Donner Memorial State Park, and more. Contact Information: Cultural Resources Division, 916-653-5910, www.parks.ca.gov

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12:30 PM - 1:45 PM CONCURRENT SESSIONS



Mobile Museums: Engaging Beyond Brick and Mortar Walls - 5A, Crocker Art Museum, 1st Floor Meeting Center

Moderator: Mallorie Marsh, Associate Director of Education, Crocker Art Museum Presenters: Ann

Geiger, Director of Education, Sacramento Zoo; Lara Kirkendall, Outreach & Biodiversity Manager, Sacramento Zoo; Niva Flor, Oakland Rover, Oakland Museum of California Do you dream of increasing visitor engagement, even for people who are not able to make it to your Museum? Do you yearn for greater geographic, economic, and participatory reach? Take the show on the road! Step inside a handful of case studies; two will be on view for attendees. Learning Outcomes: Participants will gain an understanding of what goes into creating a mobile museum and have the opportunity to see the plan in action, experiencing first-hand what is possible when you hit the road. INTRODUCTORY

Voices from History: How to Develop a Dynamic Oral History Program - 5B, Embassy Suites, Steamboat

Moderator: Kristin Morris, Collections Specialist, Los Altos History Museum / Presenters: Kristin Morris, Collections Specialist, Los Altos History Museum; Anna Rosenbluth, Museum Collections Specialist, Campbell Historical Museum and Ainsley House; Rebecca Wendt, Deputy State Archivist, California State Archives Many museums have dabbled in oral histories, but what is the best way to approach them? What do you use them for? Done correctly, they can fill gaps in your collection, be used for research, and add great content to exhibits. Hear from different institutions and learn from their experiences. Learning Outcomes: Participants will understand what is needed to create and maintain an organized oral history program and gain ideas for how oral histories fit in with their organization's overall collections plan, content offerings, and mission. INTRODUCTORY



Brand, Image and Experience: Designing Museum Identities - 5C, Embassy Suites,

Central Pacific

Moderator: Tim McNeil, Professor/Director, UC Davis Design Museum Presenters: Jennifer Sonderby, Design Director, San Francisco Museum of Modern Art; Mary Kate Murphy, Design Director, UC Berkeley Art Museum & Pacific Film Archive; Adam Taylor, Graphic Designer, Manetti Shrem Museum / UC Davis Designing a flexible and distinctive graphic identity is critical to a museum's success. Regardless of their operational size, museums compete and engage with an increasing visually literate audience. Seek inspiration and learn from three museums that are using new logos and identities to reinforce recognition and enhance visitor experience across multiple platforms. Learning Outcomes: Be informed about the process behind developing a visual identity. Be inspired to contemplate changing museum branding and positioning. Understand how a visual identity impacts the visitor experience. Learn how a visual identity provides a coherent and distinctive impression, and adapts to the complexity of changing museum programs.



INTERMEDIATE

What's at Stake in 2017 and How it Impacts Your Museum - 5D, Embassy SuiteS, Tower Bridge

Moderator: Pamela Zielske, Advocacy Manager, California Association of Museums Presenters:

Nikki Lim, Executive Director, The California Indian Museum and Cultural Center; Keasha Dumas Heath, Board Member, The Museum of African American Art

Learn about four new bills introduced in the California Legislature and how each can impact your museum. In this fast-paced session, we will explore how these bills could affect your museum, what you can do, and how to voice your support or opposition to your elected officials. Learning Outcomes: Participants will have a clear understanding of key bills that have been introduced during the current session and learn how to mobilize their staff and the museum community to positively impact legislative policies for their own institutions and institutions throughout California. INTRODUCTORY



Take Action Towards More Inclusivity - 5E, Embassy Suites, Rivercity Ballroom Delta and Goldrush

Presenters: Suzette Robotham, Founder, Higher for Hire; Leah Van der Mei, Director of Guest

Operations, California Academy of Sciences, Veronica Garcia-Luis, Project Director & Evaluator, Diversity Project Initiative, Exploratorium

Many of us promote the idea of diversity in our programs. But how do we create an inclusive organization from within? Hear about tangible action steps that can be taken to make your organization more inclusive. Initiated and organized by the Bay Area Museum Worker Speak group. Please consider bringing a job description to look at how language reflects culture. Learning Outcomes: Gain insight into successful strategies for re-writing job descriptions to encourage greater inclusivity in hiring practices while receiving tips to discuss more inclusive hiring practices within their organizations. INTERMEDIATE

1:00 PM - 3:00 PM CREATIVE STATIONS

Embassy Suites Atrium

Tule and Corn Husk Dolls

The State Indian Museum and Sutter's Fort use the same craft (doll making) but adjust it to fit the interpretation at the two different museums that are part of the California State Park system. The State Indian Museum uses tule to make the dolls and Sutter's Fort uses corn husks. *Presented by: California State Parks, State Indian Museum State Historic Park & Sutter's Fort State Historic Park*

Play Pins

It's time to play! At this Creative Station, you can create wearable art pins using text and the enjoyable medium of collage! Have fun with your fellow conference attendees sharing words of inspiration and "exhibit" your miniature artworks as you participate in the rest of CAM conference. *Presented by: Crocker Art Museum*

2:00 PM - 3:15 PM CONCURRENT SESSIONS



Looking Local: Engaging and Supporting Underserved Communities - 6A, Embassy

Suites, Schoolhouse

Moderator: Kelsey Clark, Museum Studies Graduate, SFSU Museum Studies / Presenters:

Daphne Burgess, Community Engagement Coordinator, Crocker Art Museum; Justin Collins, Design Catalyst, Santa Cruz Museum of Art and History; Niva Flor, Community Partnerships Program Manager, Oakland Museum of California

Be relevant. Do good. Engage diverse audiences. Museums cannot meet best practices by doing more of everything for everyone. How can museums demonstrate value to their communities and underserved audiences while asserting their mission? In this session, explore the possibilities for museums to affect real social change and stay relevant. Learning Outcomes: Participants will learn from the experiences of professionals who produce community-based programs that position museums as provocateurs for social change. Participants will explore the risk and opportunities for expanding museum services. Participants will have courageous conversations about equity and access as they relate to museum services. INTRODUCTORY

Is it History Yet? Contemporary Collecting in History Museums - 6B, Embassy Suites, Steamboat

Moderator: John Christian, Associate Archivist, Hayward Area Historical Society / Presenters:

Diane Curry, Curator/Archivist, Hayward Area Historical Society; Ken MacLennan, Curator, Museum on Main; Veronica Kandl, Curator of History, Sacramento History Center This session explores the challenges history and cultural institutions face when collecting contemporary materials. What is worth collecting? How do we anticipate what will be important in the future? What guidelines can museums set to benefit the collections and the community? Hear from different institutions and learn from their experiences.

Learning Outcomes: Participants will be provided resources to develop a contemporary collecting policy with input from collections staff, curators, volunteers and community members. INTERMEDIATE



Sustainable School Partnerships On a Budget

- 6C, Embassy Suites, Central Pacific Moderator: Christina O'Guinn, Director, School and Afterschool Partnerships, The Tech Museum of Innovation / Presenters: Antonia Dapena-

Tretter, School and Outreach Manager, The Walt Disney Family Museum; Kate Coogan, Education Project Manager, The Walt Disney Family Museum; Sara Koepnick, Classroom Teacher, PA Walsh STEAM Academy

Museums have a responsibility to share knowledge and resources with local school communities, but how can it be done successfully? Join us as we explore best practices implementing museum resources and STEAM curricula in a Title 1 school district. The panel will highlight their work supporting engineering and animation instruction for grades K-8 from The Tech Museum of Innovation and The Walt Disney Family Museum. Learning Outcomes: Participants will explore sustainable models for supporting underserved schools with K-8 school/district-wide STEAM instruction. INTERMEDIATE



Marketing + Data = An Essential Calculation for Strong Museums - 6D, Embassy Suites, Tower Bridge

Presenters: Jennifer Caballero, Marketing Director, Skirball Cultural Center Presenters:

Kimberly Roberson, Director of Membership, Santa Barbara Zoo; Brittany Cordero, Communications Professional, Crocker & Crocker

In the era of Big Data, museum staffers must be comfortable using data to support decisions about many aspects of their work. Learn practical ideas about how to better serve your institution's audience (and financial) goals by tapping into audience trend research, social media metrics, membership data, and changing visitor demographics. Learning Outcomes: After attending this program, participants will gain increased confidence about utilizing internal & external sources of data to better inform decision-making; and be inspired to set up reporting/tracking mechanisms to justify budget adjustments and better advocate for changes to procedures. INTERMEDIATE



Who Am I? A Conversation About Courage and Compromise - 6E, Embassy Suites, Rivercity Ballroom Delta and Goldrush Moderator: Randy Roberts, Deputy Director, Jan Shrem and Maria Manetti Shrem Museum of Art /

Presenters: Michaeleen Gallagher, Dir of Education and Environmental Programs, The Annenberg Retreat at Sunnylands; Joaquin Ortiz, Director of Education and Innovation, Museum of Photographic Arts; Mark Katrikh, Director, Professional Development Programs, Tools for Tolerance - Museum of Tolerance

How do you and your institutions identify? If those identities differ, when do you compromise and when do you not? Do you know? In this session we begin a deeper discussion that asks us to honestly look at the importance of when we compromise while also recognizing our uncompromised values. Learning Outcomes: Courageously define who you are as a museum professional while identifying when it makes sense to compromise and when to recognize your uncompromised values. Confront and discuss the consequences of these decisions as a museum professional. INTRODUCTORY

3:15 PM – 4:00 PM BREAK
Embassy Suites Atrium

4:00 PM – 5:00 PM CLOSING TOWN HALL Embassy Suites, Old Sacramento

The Art of Relevance

Presenter: Nina Simon, Executive Director, Santa Cruz Museum of Art & History

We all want our institutions to be "relevant." But what does that word really mean? In this closing town hall, author and museum director Nina Simon will share inspiring examples and practical theories on how to make your work more vital and valuable to diverse communities.

Relevance isn't about what's #trending. It's about unlocking meaning in people's hearts. Join Nina for a thought-provoking conversation about how we can use relevance to matter more to more people.



Nina Simon has been described as a "museum visionary" by Smithsonian Magazine for her audience-centered approach to design. She is the Executive Director of the Santa Cruz Museum of Art & History, where she led an institutional turnaround based on grassroots community participation. Nina is the best-selling

author of *The Participatory Museum* (2010), *The Art of Relevance* (2016) and the popular Museum 2.0 blog. Previously, Nina worked as an independent consultant and exhibition designer with over one hundred museums and cultural centers around the world. Nina began her career at the International Spy Museum in Washington, D.C. She lives off the grid in the Santa Cruz mountains with 14 people, 27 chickens, five dogs, and one zipline.

5:00 PM – 5:30 PM BOOK SIGNING WITH NINA SIMON Embassy Suites, Old Sacramento

Join Nina just after the Closing Town Hall to have your book signed. Limited copies available to purchase.

5:30 PM HAPPY HOUR

Ten22, 1022 2nd Street, Sacramento

Join us at Ten22 in Oldtown for a no-host happy hour. Ten22 in Old Sacramento offers New American cuisine, 24 beers on tap, an extensive wine list, and a spacious garden patio!

OUR SUSTAINABLE STEPS



For over ten years, CAM's Green Museums Initiative has championed sustainability and eco-friendly

practices. These are a few of the steps we took to make this event environmentally-friendly:

- vegetarian meals served at the conference hotel, unless attendee requested otherwise
- registration tote bags and lanyards made from recycled plastic bottles
- badge holder made of 100% compostable material
- banners printed on biodegradable and recyclable material using latex inks that are non-toxic, donated by Olson Visual
- Program uses 42% less paper than comparable publications and was printed on 60% recycled paper, 30% PCW
- Carbon Offset Donations were made possible during the registration process and will be donated to Carbonfund.org to help reduce and offset our climate impact

Learn more at www.calmuseums.org/sustainablesteps

Thank you to our Green conference sponsors for their support:





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Phone: 844/582-8883

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Email: info@armaninoLLP.com

Museums have unique financial and operational needs. Armanino has been committed to the nonprofit sector since 1969. Our experience gives our staff of CPAs and former CFOs a deeper understanding of the issues museums face, so we're able to help you fulfill your mission in an efficient and cost-effective way.

California State Railroad Museum Foundation

Contact: Cheryl Marcell, President and CEO Address: 125 I Street Sacramento, CA 95814

Phone: 916/445-0945

Website: www.californiarailroad.museum/foundation

Email: info@csrmf.org

Dedicated to protecting and sharing California's railway heritage, the California State Railroad Museum Foundation works to bring railway history to life. As the driving force behind North America's finest railroad destinations, we are constantly striving to preserve our shared history, inspire future generations and educate the global community about the past, present, and future of railroad technology and innovation.

City of Palo Alto

Contact: Rhyena Halpern, Director of the Arts and Sciences Division

Address: 250 Hamilton Ave. Palo Alto, CA 94301

Phone: 650/329-2100

Website: www.cityofpaloalto.org

Email: Rhyena.halpern@cityofpaloalto.org

Rhyena Halpern is the Director of the Arts and Sciences Division and Assistant Director of the Community Services Dept for the City of Palo Alto. The Division has two museums, three theatres, a public art program, an artist studio program and a maker program. The two museums, the Art Center and the Junior Museum and Zoo, are both members of CAM. The Division works with four nonprofit arms and one commission, valuing community engagement, economic development through the cultural sector and creative revenue generating initiatives.

Exhibit Envoy

Contact: Amy Cohen, Executive Director

Address: PO Box 193307 San Francisco, CA 94119

Phone: 415/525-1553

Website: www.exhibitenvoy.org Email: amy@exhibitenvoy.org

For almost 30 years, Exhibit Envoy has brought engaging traveling exhibitions to communities across California. Our 20+ affordable exhibits explore the art, culture, history, and natural history of the Golden State. We are a non-profit, and are proud to provide small and mid-sized museums with exciting and easy-to-install exhibits!

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Contact: Alex Garza, Sales Representative

Address: 760 W. Tidwell Rd. Ste 806 Houston, TX 77040

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John F. Kennedy University, Museum Studies

Contact: Adrienne McGraw, Program Chair

Address: 2956 San Pablo Avenue Berkeley, CA 94702

United States

Phone: 510/647-2072

Website: www.ifku.edu/museumstudies

Email: amcgraw@jfku.edu

The Museum Studies Program at John F. Kennedy University in Berkeley offers a Master's of Arts, a graduate certificate, and the only dual MA/MBA degree in the country. Progressive curriculum, dynamic internships, and in depth research combine to prepare museum professionals for work in the complex museum environment of today and tomorrow.

Lucidea Argus

Contact: Ilene Slavick, Senior Account Executive

Address: 1115 - 13560 Maycrest Way Richmond, British Columbia

V6C 2W9 Canada Phone: 604/278-6717

Website: http://www.lucidea.com/argus

Email: islavick@lucidea.com

Lucidea Argus is a comprehensive, highly configurable collections management system that accommodates diverse curatorial and visitor engagement requirements. This integrated platform offers powerful access options including a Web portal for sharing collections information, and mobile capabilities for an enriched visitor experience. Argus: The CMS used by forward-thinking museums.

MATT Construction

Contact: Dafna Zilafro, Vice President of Marketing

Address: 9814 Norwalk Blvd, Suite 100 Santa Fe Springs, CA 90607

Phone: 562/903-2277

Website: www.mattconstruction.com Email: dzilafro@mattcontstruction.com

MATT Construction has been building museums and collaborating with cultural institutions in California since the company's founding in 1991. Notable projects include The Broad, Petersen Automotive Museum, Skirball Cultural Center, LACMA Transformation, The Natural History Museum of Los Angeles County, and numerous projects at the Hammer Museum, Museum of Tolerance, and the Huntington Library, Art Collections, and Botanical Gardens. For the broader portfolio of MATT's museum and cultural work, visit the following pages on the MATT website at www.mattconstruction.com.

Provident Credit Union

Contact: Joshua DeVincenzi Melander, Business Development

Manager

Address: 303 Twin Dolphin Drive, Redwood Shores, CA 94065

Phone: 650/508-0300

Website: www.providentcu.org Email: jmelander@providentcu.org

Provident Credit Union is a full-service retail financial cooperative with over \$2.1 billion in assets, and 20 community branches in the Bay Area. Provident offers a full range of services from checking and savings accounts to credit cards, auto loans and mortgages and has proudly served the San Francisco Bay Area since 1950.

Reuben H. Fleet Science Center

Contact: Steven Snyder, CEO

Address: 1785 El Prado San Diego, CA 92101

Phone: 619/685-5700 Website: www.rhfleet.org Email: enews@rhfleet.org

The Fleet Science Center is San Diego's science center. We connect people of all ages to the possibilities and power of science to create a better future. We inspire communities, schools, science organizations, families and individuals to explore and discover the

world through science. Learn more at fleetscience.org.

SF State University, Museum Studies

Contact: Christine Fogarty, Associate Director Global Museum Address: 1600 Holloway Ave. San Francisco, CA 94132

Phone: 415/405-0599

Website: www.museum.sfsu.edu Email: museumst@sfsu.edu

SF State Museum Studies is one of the top Museum Studies programs in the country, with nearly 100% employment placement

for recent graduates. We offer students opportunities to work with authentic collections and leading museum professionals, and to engage with the Bay area's vibrant museum community. For more information: museum.sfsu.edu.

Sunnylands Center & Gardens

Contact: Michaeleen Gallagher, Director of Education and

Environmental Programs

Address: 37977 Bob Hope Drive Rancho Mirage, CA 92270

Phone: 760/202-2222

Website: www.sunnylands.org Email: contact@sunnylands.org

Sunnylands Center & Gardens is a 15-acre site in Rancho Mirage, Calif., where visitors can learn about Ambassadors Walter and Leonore Annenberg, their historic midcentury modern estate, and their commitment to serving their country, to philanthropy, to education, and to the arts. The Center is surrounded by a spectacular desert garden that includes more than a 70 species of native and arid-adapted plants and 1.25 miles of walking paths.

The Sibbett Group

Contact: Brianna Cutts, Principal

Address: 201 Floribel Ave. San Anselmo, CA 94960

Phone: 415/819-2619

Website: www.sibbettgroup.com Email: sibbettgroup@gmail.com

The Sibbett Group collaborates with emerging museums and established institutions to craft sensory-rich exhibit experiences that inspire visitors of all ages to connect more deeply with history and

the natural world.

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Phone: 800/216-0029, 416/636-5654 Website: http://www.tourmate.com

Email: rdostzadah@tourmate.com, ajwelsh@tourmate.com Tour-Mate is one of North America's leading providers of audio and multimedia interpretive platforms. From hand held audio and multimedia to mobile applications to eco-friendly outdoor stationary platforms. Tour-Mate is your one stop shop for interpretive hardware and content creation services.

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Contact: Sophia Sadaat, Associate

Address: 925 L Street Suite 1404 Sacramento, CA 95814

Phone: 916/477-4086

Website: www.townsendPA.com Email: ssadaat@TownsendPA.com Townsend Public Affairs, Inc. (TPA) is a lobbying and grant writing firm that provides state, federal, and local advocacy services to its clientele. TPA has represented over 250 clients, including museums, cities, school districts, counties, special districts, and nonprofit organizations. TPA has been responsible for securing over \$1 Billion in funding from local, state, federal, and private foundation sources for clients and has secured \$90 Million for its museum clients.

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Contact: Marjorie Schwarzer, Director of Administration Museum

Studies

Address: 2130 Fulton St. San Francisco, CA 94117

Phone: 415/422-4039

Website: www.usfca.edu/arts-sciences/graduate-programs/museum-

studies

Email: mschwarzer@usfca.edu

University of San Francisco offers a highly personalized 16-month Master's degree program in Museum Studies with a focus on social justice. The curriculum includes electives in law, design, curating and courses taught on-site at the deYoung, National Japanese Historical Society and Contemporary Jewish Museum.

ENGAGE AND LEAD BUSINESS MEMBERS

Does your museum need the services of a consultant or to locate a museum product? Consider using a business that supports the California museum field. These businesses support CAM as ENGAGE or LEAD business members (as of February 20, 2017).

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