

EXECUTIVE POSITION PROFILE

Senior Vice President, Contract Business Solutions



THE AMERICAN INSTITUTE OF ARCHITECTS

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VettedSolutions

Chicago, IL • Los Angeles, CA • Washington, DC

Telephone: +1.202.544.4749



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I. Position Description

Scope of Position

The **Senior Vice President, Contract Business Solutions** is accountable for leading and directing AIA Contract Documents business and AIA Risk Management. He/She will lead a team of 30 employees, including 10 managers and 3 direct reports with targeted revenue of \$23 million. The incumbent and others within Contract Business Solutions will manage volunteers and committees.

Essential Responsibilities

- Defining the organization's strategy to continue AIA as the industry leader for AIA Contract Documents, developing and directing implementation of business plans including the technology, marketing and education programs that generate revenue streams, ensuring the fair and balanced development of documents and forms for use across the design and construction industries, and working with AIA Documents Committee and the Institute staff to develop, deliver and promote new and relevant content that is responsive to market demands and developing trends.
- Defining the organization's Risk Management strategy to ensure AIA members have relevant information about prevalent trends and tools to mitigate practice related risks, developing and directing the implementation of business plans including the technology, marketing and education programs, and where possible, generate a revenue stream, working with AIA Risk Management Committee and Institute staff to develop relevant content that is responsive to member needs and complementary to efforts by AIA Trust.
- Developing and documenting innovative strategies and sound business plans, successfully communicating development and management plans, leading and managing ideation through implementation phases for expanding existing programs and approved new initiatives and building positive relationships across the organization, relevant AIA Committees and strategic partnerships (both existing and new).

- As a member of the AIA Senior Leadership Team, the incumbent will provide critical leadership towards the development and achievement of the organization's overall goals in addition to leading the contract business solutions team.

Qualifications

- Master's Degree in Architecture, Business or related field.
- Fifteen or more years of relevant executive-level experience in the architecture, engineering and construction (AEC) industry, simultaneously managing multiple professional teams on complex projects.
- Experience managing programs with revenue of \$20 million or greater.

Knowledge, Skills and Abilities Required

- Proven experience as an executive leader in the AEC industry with demonstrated skill in contracts, professional risk management, and creative problem solving.
- Understanding of AEC industry issues and practices that serve as a guide for AIA Contract Documents and AIA Risk Management program development.
- Strong strategic thinking with business applications, risk management and operations experience.

- Ability to lead high-performing teams in a collaborative environment. Considerable experience leading diverse groups of technical and non-technical professionals including risk management, technology, business, marketing, legal and education. Strong interpersonal capabilities, cross functional team leadership and creative sensibilities leading highly motivated teams.
- Ability to understand emerging trends in the AEC marketplace and their relevance to a business strategy.
- Extensive proven project management experience, successfully completing multiple projects with competing priorities.
- Exceptional organizational and analytical skills. Ability to develop and monitor project schedules, identify and meeting critical milestones, troubleshoot issues and mitigate risks.
- Excellent skills in written/oral communication, presentations and negotiation. Proven experience communicating with senior executives in formal and informal settings.

Frequent Contacts

- The AIA EVP/CEO, Chief of Staff
- The AIA Senior Leadership Team
- The AIA Board Members
- Strategic partners and their staff
- Key/target product users and customers
- AEC Industry contacts
- Leaders of foreign architecture associations
- AIA Committees and Advisory Groups (International, Contract Documents, Risk Management, Knowledge Communities)
- Vendors
- The AIA Trust



II. Organization Review

About The AIA

The American Institute of Architects works to advance our nation's quality of life and protect the public's health, safety and welfare, as it has done for 160 years. Each day AIA members across the country and throughout the world create the places where people live and learn, work, and play. Architects design hospitals that heal and houses of worship that sustain. Architects create the next generation energy-saving buildings to make our communities healthier and safer. All the while, architects work with clients and allied design professionals and construction partners to improve the built environment in a \$1 trillion sector that accounts for the almost six percent of the economy.

The American Institute of Architects is the leading professional membership association for licensed architects, emerging professionals, and allied partners. The AIA has a staff of over 200 employees, 200 local chapters and generates \$70 million in revenue. AIA's headquarters is located in Washington, DC.

AIA Values

Staff Values

- People are central to what we do.
- We are passionate about our work.
- We believe in the power of design.
- We have a bright future.

Organizational Values – What We Stand For

- **We stand for equality and human rights** – Access to good design is a fundamental right, and architects are the agents of change to make this right a reality.
- **We stand for architecture that strengthens our communities** – Architects are uniquely positioned to guide policymakers to make informed decisions about reinvesting in our communities' essential buildings and spaces. We advocate for policies that invest in well-designed civic infrastructure.



- **We stand for a sustainable future** – At a time when the world is feeling the damaging effects of excessive carbon in our atmosphere, AIA will continue to advocate for policies that protect the environment by encouraging the design, preservation and construction of high-performing buildings.
- **We stand for protecting communities from the impact of climate change** – We advocate for robust building codes and policies that make our communities more resilient.
- **We stand for economic opportunity** – We stand for federal policies that help firms thrive, not hold them back. We advocate for policies that ensure small firms remain strong contributors to the nation's economy.
- **We stand for investing in the future** – Without a pool of qualified architects to design buildings, projects will not move forward, stifling economic development. We advocate for policies that provide better access and financing for young people to enter and remain in the profession of architecture.
- **We speak up and policymakers listen** – As natural facilitators and problem-solvers, architects stand ready to develop new policies that create a better, stronger, and more equitable and sustainable society.

History

On February 23, 1857, architect Richard Upjohn welcomed a dozen colleagues into his office to form the New York Society of Architects, which would “promote the scientific and practical perfection of its members” and “elevate the standing of the profession.” Until then, no schools of architecture laws existed to shape the calling. Masons, carpenters, bricklayers, and others in the building trades all felt free to use the label architect. At their second meeting two weeks later, 16 other architects were invited. A draft constitution and bylaws were read, with only one change made — rechristening their organization the American Institute of Architects. Five weeks after that, on April 13, Upjohn led a small group to City Hall to incorporate. Two days later, the 29 members signed AIA’s first constitution, and Upjohn assumed the role of President, for the next 19 years.

By the mid-1860s, architects from other cities wanted to join AIA. The membership voted to accept chapters in other cities nationwide. On March 19, 1867, their original group met as the first official chapter of AIA. By 1887, AIA had chapters in Philadelphia, Chicago, Cincinnati, Boston, Baltimore, Albany, Rhode Island, San Francisco, St. Louis, Indianapolis, and Washington, DC. They had a rival as well, in the Western Association of Architects, founded in Chicago in 1884 and focused on the Midwest and the South. Rivalry swiftly turned to cooperation, The AIA and WAA merging in 1889.

In 1899, AIA moved to Washington, DC, at a time when the federal government was commissioning many public building projects. It made sense to base the AIA where the money and power resided in order to influence what was built and who would build it.

The first DC headquarters was the Octagon, a historic house built in 1799 (at 1799 New York Ave., next door to the current AIA headquarters).

Components of The AIA

Today, AIA has grown from a local New York City organization to over 200 state and local chapters, called components, complementing the national Board. They are located throughout the United States and in its territories, the United Kingdom,

Continental Europe, Hong Kong, Japan, and the Middle East. These components link AIA members into a supportive network, providing members an opportunity to make a significant difference for the profession:

- Local components sponsor a wide range of activities, including educational conferences, community service projects, post-disaster and urban design workshops,
- Many state components offer educational conferences and networking opportunities, playing an integral role in representing member interests before state legislatures and regulatory agencies on architecture-related issues.
- The national component of AIA unites local and state members in the common causes of advocacy, community, and knowledge.

Membership

More than 90,000 licensed architects and associated professionals are members. The AIA members adhere to a code of ethics and professional conduct intended to assure clients, the public, and colleagues of an architect’s dedication to the highest standards in professional practice. There are five levels of membership in AIA:

- Architect Members are licensed to practice architecture in the United States.
- Associate Members are not licensed to practice architecture but work under an architect’s supervision in a professional or technical capacity; have earned professional degrees in architecture; are faculty members in a university program in architecture; or are interns earning credit toward licensure.
- International Associate Members hold an architecture license or the equivalent from a licensing authority outside the United States.
- Emeritus Members have been AIA members for 15 successive years and are at least 70 years of age and retired from the profession, or incapacitated and unable to work in the profession.



- Allied Members are individuals whose professions are related to the building and design community.

There is no national AIA membership category for students. However, they can become members of the American Institute of Architecture Students (based in the same building as the AIA), and many local and state chapters have student membership categories.

The AIA's most prestigious honor is the designation of Fellow of The American Institute of Architects, awarded to members who have made contributions of national significance to the profession. Slightly more than 3% of all members, have been elevated to The AIA College of Fellows. Prominent foreign architects may be elected to the College as Honorary Fellows of the AIA.

About Our Strategy

Value-driven member experience is at the center of what we do. The AIA Strategic Plan, approved by our Board of Directors, serves as the foundation of work and strengthens our ability to achieve to collaborate across the Institute, improving our ability to achieve our strategic goals. The goals of the 2016-2020 AIA Strategic Plan are:

- **ELEVATE PUBLIC AWARENESS** of the value of architects and architecture to society.

- **ADVOCATE FOR THE PROFESSION** by championing the architect's role in designing a better world.
- **ADVANCE KNOWLEDGE AND EXPERTISE** that bring the transformative power of architecture to the built environment.

With the AIA Strategic Plan as a steady reference, our programs and projects are grouped into six portfolios, each with goals and metric and all focused on achieving the aforementioned goals. The six portfolios are:

- **KNOWLEDGE** – Increase architect's value to practices, clients and communities;
- **SUSTAINABILITY** – Propel the adoption curve of sustainable practice;
- **ORGANIZATIONAL EFFECTIVENESS** – Improve AIA's work on behalf of members;
- **INFLUENCE** – Increase appreciation of architect's role and value;
- **WORKFORCE** – Expand career pathways and equitable practice;
- **PROSPERITY** – Strengthen the future of the profession.

Each year we develop an Operating Plan and Budget to not only plan the work of the organization but as a deliberate step toward becoming a 21st century AIA.

Leadership

- **Robert Ivy**, FAIA, *Executive Vice President/ Chief Executive Officer*
- **Abigail Gorman**, MBA, *Chief of Staff*
- **Pam Day**, Hon. AIA, *Corporate Secretary & Managing Director, Governance Administration*
- **Lisa Green**, *Vice President Finance and Administration*
- **Jay Stephens**, Hon. AIA, *Senior Vice President & General Counsel*
- **Sarah Dodge**, *Senior Vice President, Advocacy and Relationships*

- **Larry Robertson**, SHRM-SCP, SPHR, CAE,
Vice President, Human Resources and IT
- **Jeffrey Raymond**, *Vice President, Product Strategy*
- **Deborah DeBernard**, AIA, NCARB,
ARCHITECT AIBC, LEED BD&C,
Retiring Senior Vice President, Global Innovation
- **Terri Stewart**, CAE, *Senior Vice President,
Knowledge & Practice/Executive Director,
AIA College of Fellows*
- **Susan McDaid**, Hon. AIA, *Senior Vice President,
Member & Component Services*
- **Kathy Compton**, *Senior Vice President, Strategic
Brand Engagement*



Headquarters

1735 New York Avenue, NW
Washington, DC 20006-5292

Web Presence

www.aia.org

III. About Vetted Solutions

Vetted Solutions is a Washington, D.C. based executive search firm specializing in association, nonprofit, and hospitality/destination marketing community recruiting and consulting. We focus on senior staff and CEO positions.

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Jim Zaniello, *President*
Vetted Solutions
1101 14th Street NW, Suite 910
Washington, DC 20005
+1 202 544 4749
jim.zaniello@vettedolutions.com



Bill Howard, *Principal*
Vetted Solutions
1101 14th Street NW, Suite 910
Washington, DC 20005
+1 202 544 4749
bill@vettedolutions.com

For more information about Vetted Solutions, please visit us at:

 vettedolutions.com  [@vettedolutions](https://twitter.com/vettedolutions)  [/vetted-solutions-llc](https://www.linkedin.com/company/vetted-solutions-llc)

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