

EXECUTIVE POSITION PROFILE

Managing Director, Equity, Diversity & Inclusion (EDI) Development & Workforce Strategy



THE AMERICAN INSTITUTE OF ARCHITECTS

This search is being conducted by:

VettedSolutions

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I. Position Description

Scope of Position

The **Managing Director of Equity, Diversity & Inclusion (EDI) Development & Workforce Strategy** for the American Institute of Architects (AIA) is a senior management position on the Member & Component Services team, reporting to the Senior Vice President, Member & Component Services, with strategic responsibility to develop, implement and monitor initiatives designed to support AIA's equity, diversity & inclusion strategy, emerging professionals, academic engagement and K-12 initiatives as aligned with AIA's Strategic Portfolio under Workforce. The position is located in the Washington DC office.

- The Equity in Architecture team focuses on the practices of equity within workplace cultures and multiculturalism.
- The Emerging Professional's team focuses on the concerns of students, interns and recently licensed architects through initiatives with the National Associates Committee and Young Architects Forum.
- The Higher Education staff creates opportunities for collaboration between the schools of architecture and AIA, facilitates architectural research synergies between practitioners and academics and makes regular visits to schools of architecture.
- K-12 Education initiatives provide resources to components, members and teachers to achieve the goal of creating greater architecture exposure to young people.
- Lead programming to position AIA as the leading source for information regarding career support and development for emerging professionals.
- Oversees & provides strategic direction to staff and appropriate member groups to design and implement career advancement paths that offer increased resources and professional development opportunities for young professionals throughout AIA.
- Positions the team as a bridge between schools of architecture and AIA members in the early stages of their careers, by creating strategies for building relationships with schools of architecture, community colleges and K-12 environments.
- Serve as subject matter expert on educating and engaging young professionals, especially those from diverse backgrounds and perspectives, and promote equity, diversity and inclusion as fundamental to institutional excellence.

Essential Responsibilities

- Lead initiatives that collaborate with components, collaterals, academic, non-profit organizations and architectural firms for increased equity, diversity and inclusiveness among firms, components and AIA members.
- Provides strategic direction to staff and appropriate member groups to develop and implement AIA programming to promote equity, diversity and inclusion and to promote opportunities for underrepresented members.
- Provides leadership for identifying and assessing unmet needs of various member groups and aligns efforts to address them while guiding on-going evaluation and updating of plans.
- Establishes priorities and workflow within the team including, but not limited to, equity, diversity and inclusion, emerging professionals, academy issues and programs working with the AIA Equity and the Future of Architecture Committee, National Associates Committee and the Young Architects Forum.

Knowledge, Skills and Abilities Required

- Leading candidates will have senior level experience with a clear understanding of the concerns of under-represented members of the profession and emerging professionals, and a commitment to increasing equity, diversity and inclusiveness within AIA.
- Demonstrated thought leadership and subject matter expertise in the area of diversity and inclusion through a minimum of twelve (12) years of relevant experience, preferably in an education or professional association environment. Master's degree highly preferred. A/E/C experience a plus but not required.
- Demonstrated skill in staff and volunteer leadership and visioning; i.e. developing definitions for a desired state, assessing the current state, and developing strategies to eliminate the gap. Skill in correctly identifying and defining objectives and developing plans to accomplish programmatic and fiscal goals. Considerable skill in strategic planning, collaborative problem solving, and volunteer management.
- Ability to build relationships with members, components and schools to support students as they transition to careers and AIA membership.

- Ability to cultivate partnerships with collaterals and non-profit organizations that support AIA's mission to build and equip the architectural workforce.
- Excellent oral, written and interpersonal communication skills and an established network within the academic and/or architectural community are required.

Supervisory Requirements

- Directs a team of 8 regular full-time and/or temporary employees.

Frequent Contacts

- Sr. Vice President, Member & Component Services
- CEO/EVP and AIA Senior Leadership Team
- AIA Board of Directors
- AIA Strategic Council
 - ACSA, AIAS, NCARB, NAAB, NOMA, AACC, and CCCAP representatives
 - AIA Equity & the Future of Architecture Committee
 - Young Architects Forum
 - National Associates Committees
- Educators and academic staff
 - AIA staff
 - CACE (Council of Architectural Component Executives)



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 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 metrics 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*
- **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

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Web Presence

www.aia.org

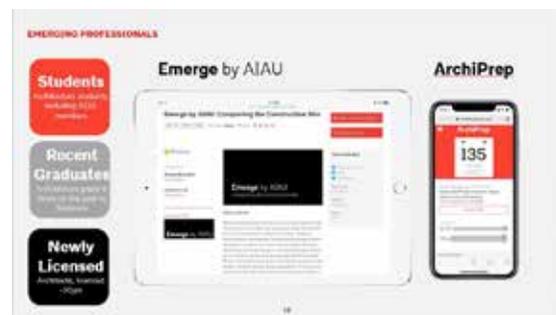
III. EDI Initiatives

Race and Gender Research in Architecture



Collaborating with the University of California Center for WorkLife Law to use a diagnostic survey tool to assess which of the most common patterns of gender and racial bias are occurring in a particular architecture.

AIA Diversity Advancement Scholarship



A renewable \$4,000 scholarship that supports students from a minority race or ethnicity who intend to become architects. US residents who are entering, attending or transferring to a professional program in architecture that is accredited by the National Architectural Accrediting Board (NAAB) are eligible.

AIA Harassment Prevention Initiative



- E-Learning in collaboration with Dr. Shirley Davis
 - Building a Respectful and Harassment-Free Workplace Culture (2 HSW)
 - 418 members completed
- E-Learning in collaboration with University of California Hastings Law School
 - Women's Leadership Edge
- Live Course Webinar (1LU)
 - Inclusive Leadership: Confronting bias through culture transformation
- Harassment Prevention Resource webpage on AIA.org

AIA Design Justice Projects

The AIA Design Justice Projects created by participants of the first AIA Design Justice Summit. AIA has awarded 17 social justice grants to participants to use the built environment as a platform to impact communities.

AIA Embracing Our Differences, Changing the World Speaker Series

- February: African American Architects: The Future Forward (Washington, D.C.)
- April: Women in Design (Washington, D.C.)

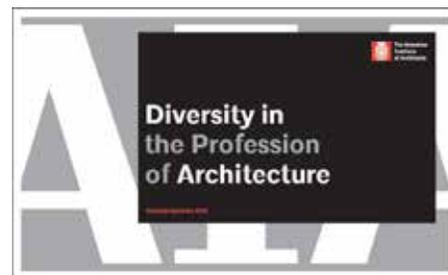
- June: LGBTQI Architects (Chicago, IL)
- October: Indigenous Architects (Oklahoma City, OK)
- November: Hispanic/Latino Architects (Austin, TX)

Resolution 18-3: Diversity Pipeline and National Representation Taskforce



The Institute's commitment to diversity and inclusion of ethnically diverse women environment as a platform to impact communities.

AIA Diversity Recognition Program



The AIA Diversity Recognition Program recognizes architects, AIA chapters, and others (K12 orgs, Institutes of Higher Education, non-profits, etc.) for exemplary commitment and contributions to diversifying the profession of architecture.

AIA Guides for Equitable Practice



The first three chapters address Intercultural Competence, Workplace Culture, and Compensation. Each chapter includes real-world-derived best practices, relevant research, and other tools to help you address a

variety of employment and personnel issues about equity, diversity, and inclusion.



IV. 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. For confidential consideration, please email your resume and cover letter to AIAEDISearch@vettedolutions.com or contact Vetted Solutions at +1 202 544 4749.



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