

The American Institute of Architects Washington, DC

Executive Vice President/Chief Executive Officer Position Description

22 June 2010

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This position description is intended to provide information about the American Institute of Architects and the Executive Vice President/Chief Executive Officer position. The job description and profile are designed to assist qualified individuals in assessing their interest in this position.

Interested candidates should submit a cover letter and resume by email to:

aia@asnstrategies.com

For inquiries, please contact Pamela Kaul, President, Association Strategies Inc.
1111 North Fairfax Street, Alexandria, VA 22314
Telephone: 703-683-0580

The American Institute of Architects

Washington, DC

Executive Vice President/Chief Executive Officer

1 About the Organization

Introduction

The American Institute of Architects (AIA) seeks an individual to serve as Executive Vice President/Chief Executive Officer. Headquartered in Washington, DC, the AIA has an operating budget of approximately \$50 million and 187 staff. A 22 member Executive Team and Management Team led by the Executive Vice President/CEO oversees operations of the national headquarters. This is a grassroots organization that requires deep understanding of the many layers that provide the multitude of services to our members and how to best coordinate them.

At this juncture in the Institute's history, opportunities and challenges abound for the organization and the profession. An incoming Executive Vice President/Chief Executive Officer will be in a position to help the organization:

- Embrace and facilitate the growth of a broad and diverse constituency
- Reinforce and support what architects do and how they integrate their work into the design and construction processes, and harness and utilize the talent and energy of emerging architects to insure the healthy future of the profession
- Recognize the increasingly global nature of the practice of architecture

The voice of the profession

Since 1857, the AIA has represented the professional interests of America's architects. Through membership, the AIA's licensed architects, emerging professionals, and allied partners express their commitment to excellence in design and livability of the nation's buildings and communities. Members adhere to a code of ethics and professional conduct that assures the client, the public, and colleagues of an AIA-member architect's dedication to the highest standards in professional practice. As the voice for the architecture profession, the AIA is dedicated to serving its members, advancing their value, and improving the quality of the built environment.

Strategic Plan

Over the past decade the Board of the AIA has been refining its Strategic Plan. Today, the AIA 2010-2015 Strategic Plan rests on the following framework, outlined below, and further elaborated on the website at www.aia.org/sptoolkit :

1 Vision

*The American Institute of Architects:
Driving positive change through the power of design*

2 Mission

The American Institute of Architects is the voice of the architectural profession and a resource for its members in service to society.

3 Goals

Serve as the Credible Voice

Promote the members and their AIA as the credible voice for quality design and the built environment.

Be the Authoritative Source

Be the recognized leader for knowledge about the practice and profession of architecture.

Increase Member Value

Increase value to members through programs and services that effectively meet, anticipate, and exceed their needs.

4 Strategies

Knowledge

Create, promote, and disseminate interdisciplinary study and research ensuring that the AIA's members are leaders in the profession, the industry, and their communities.

Advocacy

Advance policies about design through political outreach, education, and engagement that are responsive to the public and the profession.

Communication

Elevate the voice of architects to promote the value of design and to enhance public understanding of the importance of architecture.

Collaboration

Align resources and empower networks of members, components, and allied professionals to build teamwork.

Members and partnerships

The AIA's 75,000-plus members are constituents of approximately 300 state and local components (i.e., chapters) in 18 regions, of which 50% have paid staff and the others have volunteers. They pay membership dues at three (local, state, and national) or four (local, state, regional, and national) levels.

Dues comprise approximately 28 % of AIA revenues, and the average dues are approximately \$700/year, indexed with the cost of living. The majority of AIA members (80%) practice in firms with fewer than 10 employees.

The AIA member leadership includes, but is not limited to:

- A 52-member AIA National Board of Directors, including 35 Regional Directors, each elected by the individual regions, and an 11 person Executive Committee consisting of the President, First Vice President, 4 Vice Presidents, Secretary, Treasurer, Council of Architectural Component Executives (CACE) Representative, Associate Member Representative and the AIA Executive Vice President/CEO
- Local component Presidents and Presidents-elect
- Volunteer leadership at many committee levels

A key partnership for AIA members is the Council of Architectural Component Executives (CACE), which provides staff leadership and management at the component level. CACE meets regularly in order to address best practices and to share information of value to those involved in managing the AIA components.

Special AIA member constituencies include, but are not limited to:

- The College of Fellows (COF), an honorary designation representing approximately 3% of the membership, which oversees a number of events, scholarships, and awards and mentoring programs designed to promote the organization's mission
- The Young Architects Forum (YAF) to address issues of importance to newly licensed practitioners
- The National Associates Committee (NAC), representing and advocating for the Associate Members, open to graduates of accredited architectural schools
- The Large Firm Round Table, providing a forum for matters of mutual interest to large firms engaged in the practice of architecture and/or engineering
- The Small Firm Round Table, providing a forum and advocacy for small firms engaged in the practice of architecture and/or engineering
- Knowledge Communities (KCs), which provide members a forum for specific areas of professional expertise

The AIA has a specific working relationship with five key collateral organizations referred to as the Five Presidents (5P), including:

- The American Institute of Architecture Students (AIAS)
- The Association of Collegiate Schools of Architecture (ACSA)
- The National Architecture Accrediting Board (NAAB)
- The National Council of Architectural Registration Boards (NCARB)

The AIA also supports special partner institutions such as the National Organization of Minority Architects (NOMA), an organization promoting the quality and excellence of minority design professionals, and Arquitectos, formed by Latino professionals in Chicago to enrich the architectural profession through different cultural views and practices. Many of the members of organizations such as these are also active members of the AIA.

Further, the AIA recognizes a range of Allied Members and/or Cornerstone Partners, representing significant corporations and people in the building and construction industry.

In addition, the AIA maintains a range of relationships with partner organizations, listed in Appendix A of this document.

The AIA's Organizational Culture

The combination of qualities, experiences, and values that help define an organization's culture can be simultaneously complimentary and contradictory in nature. Here are some of the ways in which the AIA is described by leaders, members, and staff:

- strives for design and organizational excellence
- a grassroots organization
- member-oriented basis for setting objectives and initiatives
- member-driven – not a “top-down” organization.
- highly engaged volunteer leadership
- a complex organization with diverse constituencies
- strives for representative governance
- serves the best interests of the community
- fiscally responsible
- drives programs and services to the most appropriate level of components
- seeks ways to support components in meeting member needs
- information and knowledge focused
- committed to professional ethical standards and excellence
- collegial and collaborative

The successful candidate will appreciate the interplay of an organization's strengths and vulnerabilities, and build on the dynamism and energy of the staff, volunteer leaders and component network, while aligning operations with the strategic plan and the culture of the organization.

The American Institute of Architects

Washington, DC

Executive Vice President/Chief Executive Officer

2 The AIA EVP/CEO Job Description

Position Title: Executive Vice President/Chief Executive Officer
Reports to: The AIA Board of Directors or the Executive Committee when either is in session; otherwise to the duly elected President of the Institute.
Date: 22 June 2010

Function of the Position

This is the chief staff executive position in the organization, responsible for successfully executing the Strategic Plan for the American Institute of Architects and developing the annual Operating Plan of the AIA National Component. Other performance criteria include meeting annual goals, accomplishing management objectives, managing programs and operations, achieving effectiveness in revenue and resource development, assuring success of the Executive/Board governance, enhance and facilitate good Board/Staff relationships, and to support the AIA President as the external liaison and public image of the American Institute of Architects.

Responsibilities

The responsibilities of the EVP/CEO include specific administrative assignments as well as duties necessary to meet the Knowledge, Advocacy, Communication, and Community strategies in the AIA 2010-2015 Strategic Plan.

Administration

- With input and oversight from the Board of Directors, implement the Institute's Strategic Plan and Policies through informed development and execution of annual Operating Plans
- Lead the AIA staff management team in preparing and initiating operational responses to achieve the Board's envisioned goals and ends policies
- Provide an organizational culture of opportunity where members grow and prosper cultivate leaders through the currency and exchange of ideas and knowledge, encourage and advance member engagement in the organization
- Foster a culture of innovation, independent thinking, initiative and entrepreneurial spirit across the institution
- Work closely with the executive management team on staff to ensure that the national component of the AIA is effectively organized, capably staffed, properly supervised

and well equipped to achieve success in their assigned multi-disciplinary responsibilities

- Strives to achieve and seek balance between what should change and what should remain the same in order to accomplish the organization's mission and realize its vision

Knowledge

- Promote thought leadership
- Shape programs and services to ensure that AIA membership is an essential investment for America's architects, and that the current and future needs of the membership are identified and acted upon
- Sustain a commitment to research that truly advances the objectives and knowledge agenda of the profession and the Institute

Advocacy

- Be an advocate and active ambassador for the profession externally with various stakeholder groups, collateral organizations, business partners, and the government at all tiers of the organization
- Promote the value of design and the profession to the public

Communication and Planning

- Provide leadership to facilitate opportunities for AIA leaders to represent the profession and act as the voice of architects in the profession, the community, business and politics and serving as its voice in driving positive change through design
- Work with the Board and elected leadership to develop a clear vision for the organization through the Institute's Strategic Plan and implement its mission into realistic goals and objectives
- Be a visionary, helping the AIA Board of Directors to identify key emerging issues and establish future direction with a commitment to ongoing surveying of trends, issues and opportunities

Collaboration and Community

- Be innovative and creative in the establishment of partnerships with businesses and other institutions that can potentially contribute to the organization's resources
- Install and facilitate through collaboration, the coordination of services amongst all tiers of the organization, at the national, state and local component level, with an emphasis on acting in a unified, coordinated, cohesive manner
- Work constructively with AIA elected leaders to enable their responsible and successful administration of the Institute's governance process
- Work with CACE and elected Component leadership to facilitate and develop the growth of the membership, expansion of the capabilities of the components and enhance responsible governance through all levels of the Institute
- Focus organizational energies on an approved path and minimize the effect of interchanging groups of volunteer leaders; assure cohesive volunteer action, and

challenge/encourage/motivate paid staff within a stable and collaborative environment

Key Interactions

The EVP/CEO will need to maintain a series of relationships with a wide variety of stakeholders and partners, as outlined in section “1 About the Organization” under “Members and Partnerships” and further detailed in Appendix A. Of particular note are:

- AIA Board of Directors
- AIA Executive Committee
- AIA Board Committees
(Finance, Knowledge, Advocacy, Community)
- AIA Board Advisory Committees
(Secretary’s Advisory, Strategic Directions, Diversity Council, Integrated Practice)
- Council of Architectural Component Executives (CACE)
- AIA Leadership Team
- AIA national component staff
- American Architectural Foundation (AAF) Board of Regents
- AIA Legacy, Inc.
- American Institute of Architecture Students (AIAS)
- Association of Collegiate Schools of Architecture (ACSA)
- National Architecture Accrediting Board (NAAB)
- National Council of Architectural Registration Boards (NCARB)
- AIA business partners and stakeholder organizations

Supervisory and Financial Requirements

Directs a national component staff of approximately 187 regular fulltime employees and oversee an annual operating budget of approximately \$50 million.

The American Institute of Architects

Washington, DC

Executive Vice President/Chief Executive Officer

3 The AIA EVP/CEO Position Profile

The Executive Vice President/Chief Executive Officer Position

As described in more detail in Section “2 The AIA EVP/CEO Job Description,” the EVP/CEO reports to the AIA’s Board of Directors or its Executive Committee when either is in session and to AIA’s elected president at all other times. As the AIA’s chief staff executive, the EVP/CEO has responsibility for implementation of the Institute’s strategic and annual operating plans. Additional responsibilities include meeting annual goals and management objectives, managing the Institute’s programs and operations, and sustaining revenue and resource development.

This Position Profile is intended to describe the scope of **experience and knowledge, skills, and abilities (KSA’s)** the Search Committee hopes to find in a new EVP/CEO.

The EVP/CEO will provide support, resources, assistance, information and collaborate with the AIA President, whose primary role is to be an external liaison and public image of the AIA, representing the interests of the Institute and acting as the voice of the Institute to advance the policy of the AIA to the profession, to the community, to business and in the political arena. At defined times, the EVP/CEO, along with the President and/or his/her representative, is also the external liaison and public image of the AIA, representing the profession and voice of architects in making the world a better place.

The EVP/CEO is expected to actively assist the Board of Directors in identifying key emerging issues and implementing future direction as established by the Board. The successful candidate will be adept at articulating the AIA’s vision, fostering a collaborative and inclusive organization, and shaping programs and services. The EVP/CEO also ensures that the organization is capably staffed and effectively organized and meets or exceeds the established goals.

Along with the AIA President and the AIA Executive Committee, an equally important aspect of this position is the role of the EVP/CEO in maintaining strong relationships with a number of internal and external audiences, as outlined in the job description.

Education and Experience

The successful candidate will have at a minimum a bachelor's degree, with a master's degree preferred. Also recommended for this position is senior-level executive management experience in the corporate sector, association/nonprofit sector, government and/or architecture or related industry for a firm, organization or agency with a complex structure and highly visible organization.

Specific types of management and leadership experience are also considered optimal. The successful candidate will have developed coalitions to advocate on behalf of an organization and its members; been involved in government advocacy on behalf of their organization at a local, state or federal level; implemented a strategic plan; and enhanced the visibility and reputation of an organization and its members.

Essential Experience and Knowledge / Skills / Abilities (KSAs)

The candidate should have a proven ability and a demonstrated track record and experience in a number of KSAs identified as key or essential for the position. The successful candidate will be (1) an advocate for the profession of architecture and its role in service to society; (2) a broker of ideas and best practices in association leadership; (3) a collaborator and team builder who takes full advantage of the depth and diversity of the organization and industry; (4) a manager who obtains success through consensus, motivation and adherence to high standards; and (5) a trusted advisor who articulates complex issues and understands that performance derives from principles.

In addition, supplementary experience and KSAs have been identified as important:

- Embraces and builds on the culture of architecture
- Articulate written and verbal communications skills
- A motivator and leader of staff and members
- Possess a collaborative outlook
- Considerable knowledge of government advocacy and implementation of policy affected by legislative protocol
- Possess an entrepreneurial attitude
- Skilled in diplomatic facilitation of consensus between multiple perspectives: ability to reach conclusions - a synthesizer and integrator of interdisciplinary voices
- Serve as a change manager
- Have experience as a skilled manager
- Able to manage expectations from staff and members
- Considerable appreciation and enthusiasm for the architecture industry/profession
- Be able to clearly articulate the issues and obstacles facing the profession, both now and in the future
- An understanding of the culture of the architectural profession and the collegiality of the AIA
- Experience with a complex and highly visible volunteer organization
- Leadership experience with an organization with alternate revenue diversification

- A team builder with the ability to lead the transformation of strategic direction into business operations, professional accountability, and results in a complex organization
- Adept at management and oversight of significant financial resources and budgeting processes
- Be skilled and experienced at negotiating

Measures of Success

What the successful candidate and the AIA President and Board of Directors ultimately agree on in terms of measures of success is an important matter to be determined and negotiated among the parties. Examples of benchmarks include the following from the AIA Strategic Plan

Serve as the Credible Voice (Society)

- Visibility with the public
- Level of outreach to other design, construction and other industry associations

Be the Authoritative Source (Profession)

- Visibility with policy and decision makers
- Government advocacy
- Leadership development of the membership
- Collaboration with existing coalition partners and new potential partners

Increase Member Value (Members)

- Satisfaction with member services
- Insuring that all members receive demonstrable value for the dues received from all components
- Actualization of the strategic plan
- Member growth and retention
- Connection and communication with components

High Performance Organization (Infrastructure)

- Financial health of the organization
- Successful budgeting process
- Non-dues revenue
- A unified and clear operating approach
- Cost-effective culture
- Collaboration at all levels

Challenges and Opportunities

Directly related to the measures of success for the EVP/CEO noted by AIA leaders and members are a host of challenges facing society, the profession, our members, and the organization.

Society

Climate issues, sustainability, demographic changes, energy crises, globalization, the economy and a variety of other variables suggest numerous opportunities society faces related to architecture and design:

- Increasing involvement and taking a forceful stand on sustainable energy policy and other smart-growth and community development programs
- Achieving diversity in our membership and leadership
- Expanding the reach and effectiveness of advocacy
- Supporting the profession and the efforts of members to become leaders in their communities
- Involving members in advocacy
- Becoming a strong voice for public health, safety, and welfare, community, and environment; strengthening the profession's relevance in society's eyes

Profession

New technology, partnering, off-shoring, the global workforce, a more diverse profession, rapidly accumulating new knowledge areas, and other variables also suggest opportunities presented to the profession:

- Resolving practice impediments across states and countries
- Impact of globalization and opportunities for architects to expand internationally
- Developing new tools to address the changing built environment's needs
- Anticipating and responding to societal issues affecting the practice of architecture
- Addressing the needs of the architecture profession as other design professions seek to be more involved with the work of architecture
- Growing the body of evidence-based design research which links design with outcomes
- Awareness on how the academy can and should engage the profession to better provide a 21st century culture of practice
- Moving the profession to a knowledge-based model
- Develop a culture of sharing best practices and new insights

Member

Selection of an EVP/CEO will inevitably create myriad opportunities for the new chief staff executive to strengthen mature programs, create new linkages, and in other ways take advantage of the momentum of change. Here are some of those identified member benefit opportunities:

- Adapting to changing technology and delivery systems (e.g. Building Information Modeling and Integrated Project Delivery)
- Nurturing the careers of emerging professionals, beginning in secondary schools and community colleges; facilitating greater transition from education to practice
- Establishing AIA citizen architects as respected and recognized resources to government bodies and the public at large

- Leveraging the AIA brand to potential clients
- Identifying and recruiting registered architects who are not members to join
- Making members and nonmembers aware of the value of what the AIA does and the opportunities it offers through membership and participation
- Understanding the significance of non-licensed members of the profession
- Enhancing the commitment to diversity

Infrastructure

The new EVP/CEO will have access to a talented, creative, enthusiastic and far-reaching network of volunteers, national staff members and components large and small to partner with to meet strategic opportunities. A number of initiatives are ongoing or open to renewed emphasis:

- Staff development and retention
- Prevention of volunteer burnout
- Developing component leadership
- Further developing and implementing a comprehensive international strategy
- Partnering and alliance building with other organizations, opening the AIA to a broader constituency
- Realizing the effective use of the e-knowledge network using existing, new and emerging technologies
- Fully leveraging our knowledge such as the Architectural Billings Index to establish the Institute as the subject matter expert for the architecture profession
- Streamlining the AIA's often complex systems
- Support local and state components to coordinate member recruitment, retention and service delivery

Additional Relationships and Partners

In addition to the AIA member constituencies, the key partnership with CACE, and the working relationship with the key collateral organizations, the AIA maintains a range of relationships with partner organizations, including but not limited to the following:

American Architectural Foundation (AAF)
 American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)
 American Society of Interior Designers (ASID)
 American Society of Landscape Architects (ASLA)
 Associated Builders and Contractors (ABC)
 Associated General Contractors of America (AGC)
 Construction Specifications Institute (CSI)
 International Code Council (ICC)
 International Interior Design Association (IIDA)
 National Building Museum (NBM)
 U.S. Council of Mayors
 U.S. General Services Administration (GSA)
 U.S. Green Building Council (USGBC)
 Urban Land Institute (ULI)

Summary

The American Institute of Architects is at an exciting crossroads in many ways, not the least of which is the crossroads of outgoing and incoming leadership and the response to the economic situation affecting the profession. The successful Executive Vice President/Chief Executive Officer candidate will have considered what qualities, skills, and experience he or she can bring to this position that will help forward the AIA's agenda while ably serving the interests and goals of the AIA's membership and of the profession.

The strategic challenge can be defined in several ways. One survey respondent put it like this: "We need to lead the profession into a culture of sharing—and into a future that rigorously explores and distributes knowledge that is pertinent to everyday practice." Another emphasized the importance of identifying and reaching out to emerging leaders, because without them the profession falters. Still another recognized the challenge of positioning architects as the key to all phases of building—from design to completion—and key to achieving collaboration with related professionals. The diminishing number of educated architects becoming registered is a trend we must understand and address.

The AIA's key challenge, said one respondent, is to enhance the diversity and inclusiveness of the profession and to "bring together disparate voices" to achieve consensus on key issues where architectural leadership can make a difference. "The world seems to 'get' that buildings aren't just structures, but rather, systems that house the functions that are essential to life (work, play, worship, etc.)," one survey respondent observed. "Those who create those structures are uniquely positioned to influence 'the way of the world.'"

The successful candidate will be a leader for whom commitment to this kind of vision comes effortlessly.

Appendix A: Signature programs

The AIA offers a broad range of professional development opportunities, conducts research for the field, and provides training and networking for the industry. While all organizations have ample room for improvement, they also have a multitude of offerings to be proud of. Among those programs, services, initiatives, and products receiving high marks from the AIA's leaders, members, and staff are the following:

- The AIA National Convention and Design Exposition, bringing together architects and building industry professionals annually
- The AIA Grassroots leadership Conference held annually to train and provide information to the elected volunteer leaders from all AIA Component levels
- The AIA Contract Documents, a library of 120 standard documents and forms widely recognized as the industry standard in design and construction projects.
- An integrated media agreement with Hanley Wood featuring Architect magazine and Residential Architect magazine as branded periodicals of the AIA; the AIArchitect, a bi-weekly newsletter which includes The Angle, a government advocacy member communication tool
- Knowledge Communities, giving members the opportunity to collaborate and share information and knowledge in a wide variety of interest areas to better engage member participation and to enhance to growth of knowledge and innovative ideas within the profession
- A series of world recognized award programs honoring individuals and organizations for outstanding achievements in support of the profession of architecture, including the prestigious Gold Medal Award and Firm Award, the highest individual honor bestowed by the AIA
- Architecture Week for public outreach
- Collaboration with education and schools of architecture
- Member and component driven initiatives

For additional program information and a history of the organization, visit the AIA website at www.aia.org.

Appendix B: Leadership Protocol on Speaking

	President	President-elect	AIA member expert	EVP/CEO
Media Spokesperson – Design and profession	X	X – if President unavailable		
Media Spokesperson – Specialty Emphasis – building type such as healthcare or subject area such as integrated project delivery	X – if his/her area of expertise	X – if his/her area of expertise	X – if specific expertise needed	
Media spokesperson – Legislative/regulatory organizational operations				X
Capitol Hill testimony	X	X – if President unavailable	X – if specific expertise needed	
Ongoing Congressional and Administration relationships				X
Meetings with heads of federal agencies	X	X – if President unavailable	X – if specific expertise needed	Attends
Legislative Alerts				X
Primary representative/speaker to outside organizations and collaterals	X			
Primary representative/speaker to components		X		
AIA Grassroots	Remarks	Presider and chair	Remarks	
AIA Convention	Presider and chair in year of Presidency		Remarks	
Member Communications	X			

Note: President has discretion to appoint a designee (a member of the Executive Committee, Board, or a member of the Institute, for example) to speak on behalf of the Institute, as appropriate.

Appendix C: Participation in Recurring Meetings and Events by the Current AIA EVP/CEO:

- AIA Board Meetings (*four per year, two to four days each, travel for one to two*)
- AIA Executive Committee Meetings (*typically three to four in person, three to four by tele-conference, travel for one to two*)
- Other AIA Board Committee Meetings (*on a need be basis - typically attend 2-4 tele-conferences for either the Finance, Knowledge, Contract Documents, Convention committees*)
- CACE Executive Committee Meetings (*typically two or three per year, often occurring with other events and monthly conference calls*)
- AIA National Convention (*typically four days, one per year, requires travel*)
- AIA Grassroots Leadership Conference (*one per year, in D.C., four days*)
- CACE Annual Meeting (*one per year, four days, travel*)
- AIA Strategic Planning Retreat (*at July Executive Committee meeting - one per year, three days, travel*)
- AIA Component Events such as Annual Meetings, Awards Banquets, Chapter Meetings, etc. (*four to eight per year, discretionary, travel for most*)
- AIA Presidential Inaugural (*annually, in D.C.*)
- AIA Presidential Continuity Conference (*one per year, two days, travel*)
- AIA Senior Management Team Retreats (*four per year, two days*)
- AIA national component all-staff meetings (*eight to ten per year*)
- Meetings with the leadership of large city AIA components (*one or two per year, sometimes extra travel to one*)
- National Council of Architectural Registration Boards (*Board Meeting and Retreat, one to two days, travel*)
- American Architectural Foundation Board Meetings (*two per year, one to two days, travel*)
- Meetings with the leadership of large state AIA components (*if invited, one or two per year, sometimes travel to one*)
- Meetings of the AIA Large Firm Roundtable (*two per year, require travel*)
- Board Meetings or Annual Meetings of the Collateral Architectural Organizations (*two to four per year, usually require travel*)
- International Union of Architects (*Every three years – next in 2011 in Tokyo – 5 days – travel*)
- Meetings with the other four collateral executives (*usually four per year, in D.C.*)
- Meetings of the Five Presidents Council (*two or three per year, sometimes travel to one*)
- National Building Museum Board of Trustees (*two to three per year – ½ day meetings*)
- Validation Conference to Contribute to Standards for Accreditation of Architecture Schools Curricula (*every three years, three days, travel*)
- Strategic and Negotiating Sessions with Key business Partners:
 - Handley-Wood (*magazine publication/AIA convention management*)
- Strategic and Negotiating Sessions with Stakeholder Organizations: *AGC, CSI, CURT, GSA, U.S. Conf. of Mayors, USGBC, Vendors, Contractors, etc.*