

Nicki Dennis Stephens

EDUCATION

M.S. - Sports Administration
Cal State University, Sacramento
1994

B.A. - History
University of Arizona, Tucson
1991

EMPLOYMENT HISTORY

The American Institute of Architects, California Council

Chief Operating Officer	2010-Present
Interim Executive Vice President	10 months- 2010-2011
Senior Director	2010-2015
Director, Member and Component Resources	2004-2009
Associate Director, Resource Development	1999-2004

The March of Dimes Birth Defects Foundation

Director of WalkAmerica	1996-1998
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California State University, Sacramento

Assistant Athletic Director	1994-1996
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PROFESSIONAL EXPERIENCE

The American Institute of Architects, California Council	1999-present
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Leadership and Administration

- Selected as Interim Executive Vice President to direct a statewide professional membership association with a budget of \$2.3 million, a membership of 11,000, and a staff of 13. Served as chief association executive liaison with the Executive Committee, Board of Directors, chapter leadership, committees and national AIA. Oversaw financial management and budgeting, long-range and strategic planning, and day-to-day management of the organization resulting in a \$100,000 contribution to reserves at year end.
- Responsible for managing and directing programs, including professional practice, fundraising, communications, marketing, conferences, awards and emerging professional programs.
- Served as staff liaison to governance and planning committees including Long Range Planning Committee and Procedures and Documents Committee. Responsible for annual update of organization Bylaws and Rules of the Board.
- Worked with leadership to develop a multi-year focus on strategic initiatives, reducing swings in organizational priorities and increase effectiveness.
- Recruited, trained, and supervised employees to maximize program success

PROFESSIONAL AFFILIATIONS

Professional Member, California
Society of Association Executives
2010-present

Secretary/Treasurer,
Center for Innovation in the
Design and Construction
Industry
2010-present

USGBC - LEED Green Associate
2007-present

Member, Council of Architectural
Component Executives (CACE)
1999-present

EXPERIENCE (CONTINUED)

Advocacy

- Developed and managed the Capitol Forum, a group of 16 firms committed to investing in a sustained, proactive advocacy agenda.
- Revitalized statewide public policy program, working with members and other staff to position organization as issue leader on a wide range of issues – from project delivery to livable communities to energy and sustainable design.
- Responsible for fundraising efforts for two political action committees, raising over \$150,000 annually.
- Organized special fundraising event with Governor Brown in 2001, mobilizing a diverse cross section of firms and related professionals to discuss issues facing California.
- Led team of volunteers and staff to suggest a new role for the State Architect in Governor Schwarzenegger's *California Performance Review*.
- Worked with a broad coalition of seven environmental organizations to develop materials and a statewide educational campaign for local governments to clarify how CAL Green compared with existing green rating systems.
- Engaged 10 schools of architecture in California in competitions, exhibitions, research initiatives, and sustainability issues.
- Lobbied regulatory agencies on housing policy and design for energy efficiency.
- Negotiated agreement to administer design competition for City of Palo Alto, inserting design thinking into the public procurement process and securing \$180,000 in revenue.
- Led the effort to celebrate the Division of the State Architect Centennial with a public event, travelling exhibit, and commemorative publication.

Communications

- Developed award-winning programs and publications, achieving national recognition for association.
- Established and maintained connections with state and national media to develop opportunities for member exposure and promotion.
- Improved organizational efficiency and responded to member needs by facilitating adoption of technology solutions thru new website platform.
- Identified opportunities to promote the profession to the public and led project-specific task forces, competitions, and publications.
- Created online advertising program resulting in over \$100,000 in revenue and facilitated relationship with outside provider for 13 other components across the country.

AWARDS

2012 AIACC Presidential Citation
2011 CACE Presidential Citation
2011 AIACC Presidential Citation
2010 AIA San Francisco
Presidential Citation

2005 Honorary Member, AIA
California Council

Responsible for programming
leading to three Component
Excellence Awards
American Institute of Architects

EXPERIENCE (CONTINUED)

Member Resources

- Developed new revenue streams to support the organization and provide member benefit: negotiating with industry leaders to provide tangible discounts workers compensation insurance, ARE test preparation materials, and BIM software.
- Created annual corporate partnership program, raising over \$200,000 annually in sponsorships, advertising, and alliances.
- Secured large contracts with companies to provide services, contributing significantly to AIACC effort to reduce reliance on dues revenues.
- Worked with members to develop and manage California's first professional certification program for architects. The Certified Development Strategist program expanded the definition of architectural practice as a response to owner-requested services and provided clients with leadership to help them navigate through their business and planning decisions.

Component Support

- Actively identified ways to support local components as primary driver of member satisfaction – from leading strategic planning sessions to development of new revenue sharing models to convening monthly meetings to assisting components during challenging times – served as a tireless advocate for components throughout the AIA.
- Led California initiative in response to AIA's repositioning effort, convening local components to explore new governance models and develop statewide member service plan.
- Developed and lead CA CACE Opportunity Fund, providing resources for pilot-program initiatives and component executives' professional development and leadership opportunities.
- Created statewide campaigns to assist components in membership development and retention. Led team to develop innovative membership pilot programs, including exploration of an "a-la-carte" dues model, allowing members to select only those benefits they directly need.
- Envisioned and delivered statewide programs to meet national core member service requirements.

Professional Practice

- Responded swiftly to mandatory continuing education requirements with first to market, low-cost, online courses in accessibility.
- Led the development of the AIACC's Integrated Project Delivery program, bringing together representatives from throughout the design and construction industry to develop the first materials to define this new approach to project delivery. This revolutionary approach to project delivery transformed the profession and required several printed resources and a multi-year education and training effort to educate the industry.
- Brought together firm leaders at a series of regional firm roundtables to identify issues impeding their practice and prosperity.
- Developed tools to enable members to respond to code requirements, BIM specifications, and green requirements.
- Managed numerous conferences, meeting member and volunteer needs while ensuring financial and program goals were achieved.
- Created a library of client education materials and developed a monthly publication reaching over 14,000 private and public clients of architectural services.

AIA & CACE INVOLVEMENT

Vice President, Council of Architectural
Component Executives (elected)
2016-present

Presenter, AIA Grassroots Conference:
Building an EP Network
2017

Chair, AIA Component Playbook project
2017

Member, AIA Component Digital
Transformation Committee
2015-present

Member, AIA Board Knowledge
Committee
2016-present

Member, AIA Contract Documents
Committee Revenue Sharing Committee
2010

Member, IPD Guide Steering
Committee
2007

Presenter, AIA Convention – Integrated
Project Delivery: A Working Definition
2004

Presenter, AIA Grassroots Conference:
Maximizing Non-dues Revenue
2003

EXPERIENCE (CONTINUED)

Emerging Professionals

- Supported the AIACC Academy for Emerging Professionals, identifying opportunities for engagement, advocating for issues related to licensure and career development, and maximized resources to enable program success. Brought together component emerging professional leaders to share best practices and grow the network.
- Established partnership with Brightwood College (formerly Kaplan AEC) to develop materials guiding emerging professionals on the path to licensure and to provide test preparation materials for component libraries (a \$1100 savings for each chapter)
- Created statewide mentoring program for members early in their professional career.
- Effectively positioned California as a leader with NCARB on issues facing emerging professionals; from testing to intern titling to development of alternative paths to licensure, created an ongoing dialogue with leaders about issues of concern.
- In partnership with volunteer leaders, brought AIA's Leadership Institute to California to train future leaders through a unique delivery model. Secured resources, local volunteers, and Board support; program exceeded expectations and has become a model for future engagement.
- Facilitated engagement with the California Architects Board to obtain statewide licensure data, to meet annually with staff and to conduct a statewide licensure recognition program.

EXPERIENCE (CONTINUED)

Director of WalkAmerica, Northern California Chapter

1996-1998

March of Dimes Birth Defects Foundation

- Directed and managed all aspects of organization's largest fundraising event to raise over \$415,000 – a 78% increase in revenue over two years.
- Identified and recruited organizations to participate in event, at the upper management level.
- Coordinated all event logistics for 5,000 participants, volunteers, and sponsors.
- Recruited, trained, and supervised a staff of five.
- Developed innovative promotions through media partnerships to expand revenue opportunities, and promotional, recruitment and training materials to support campaign.
- Coordinated participation by government agency teams for the entire state of California, resulting in a \$22,000 increase.
- Publicly represented the organization at numerous speaking engagements.

Assistant Athletic Director

1994-1996

California State University, Sacramento (CSUS)

- Coordinated marketing, promotions, and event management for NCAA Division I athletic program. Supervised both paid staff and interns to manage events.
 - Developed quality relationships with community leaders while securing corporate partners for high profile sports and special events.
 - Organized and administered annual events, including nationally recognized men's basketball and softball tournaments, corporate awards banquet, and concerts.
 - Planned strategically for future growth as member of Administrative Team.
 - Worked with diverse groups to enhance existing events and provide opportunities for further campus and community involvement.
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