



## Construction Institute

### **James Cramer, Hon AIA, Hon IIDA, CAE**

#### **Founder, DesignIntelligence**

James Cramer is the former Chairman of the Design Futures Council and Founding Editor of DesignIntelligence. He is the former CEO of the American Institute of Architects (AIA). He is a Richard Upjohn Fellow of the AIA and a Senior Fellow of the Design Futures Council. He is a Lecturer at the Georgia Institute of Technology and Distinguished Professor at the Savannah College of Art and Design. His books include *Lessons from the Future*; *How Firms Succeed*; *The Next Architect*; and *Design + Enterprise, Seeking a New Reality in Architecture*. His clients in strategic consulting have included BIG, Foster + Partners, SOM, NBBJ, and Fentress. He served as advisor to the boards of directors of ACEC, AIA, IIDA, ASID, RIBA, NCARB, IDSA and others. He is an honorary member of AIA, IIDA and Fellow of the WBSI in La Jolla and the recipient of the Presidential Medal from the National Council of Architectural Accrediting Board. In recent years he has given eight commencement speeches on the future of the AEC Industry.

### **James McManus**

#### **Chairman Emeritus, The SLAM Collaborative**

James McManus is Chairman Emeritus of the Board of Directors of The S/L/A/M Collaborative, a 180-member, fully integrated, multi-disciplinary architecture firm with offices in Atlanta, Boston, Syracuse and Glastonbury, Connecticut. He is responsible for the comprehensive management of the firm and is an active principal-in-charge for some of the firm's most important and complex projects including the Eck School of Law and the Campus Crossroads Project at the University of Notre Dame, Shriners Hospital for Children in Mexico City, and Marlborough Hospital. He has been instrumental in developing the firm's Integrated Project Delivery. He holds a Bachelor of Architecture from the University of Notre Dame and is a Fellow of the AIA. He is a member and Past President of AIA/Connecticut, AIA Large Firm Roundtable, American Arbitration Association, University of Notre Dame School of Architecture Advisory Council, and Construction Institute Advisory Council.

### **Hamid R. Adib, PhD, PE, FASCE, FSEI**

#### **President/CEO, Adib Group**

Dr. Hamid Adib has extensive executive experience and perspective with a focus on design and construction in complex projects in urban settings using traditional design-bid-build or alternate delivery methods. He has spent many years in design and delivery of a wide range of projects, from office and courthouse buildings in Connecticut, to secure facilities in New York, and complex hospital and courthouse projects overseas. He has worked on significant infrastructure projects such as the George Washington Bridge and Bayonne Bridge in New York, Metro Project in Middle East, Airport in Mongolia and Theatre in Hong Kong. He worked with public agencies, especially PANYNJ and MTA in New York, as well as private clients, and with Public Private Partnerships in delivery of large projects. Adib is a graduate of the University of Hartford with a Bachelor of Science in Civil Engineering and a Master of Science and PhD in Structural Engineering from the University of Connecticut, where he also earned a Master of Business Administration. He is a regular contributor to the American Society of Civil Engineers (ASCE) and their Structural Engineering Institute (SEI) and has served for over 8 years on their board of

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governors. He has served as an adjunct faculty at the University of Hartford, College of Engineering, Technology, and Architecture and a visiting architecture critic at Columbia University School of Architecture, Planning, and Preservation.

**Bruce Redman Becker, AIA, LEED AP**  
**President, Becker + Becker Associates**

Bruce Becker is president of Becker + Becker, an integrated green development, planning, preservation and architecture firm. The firm has offices in Fairfield, Connecticut and Manhattan. Becker + Becker plans and implements transit-oriented (TOD) projects that have a social and environmental value, creating mixed-use and mixed-income communities to help revitalize cities. The firm recently completed a LEED Platinum, 285-unit, net-zero energy TOD, 777 Main, in downtown Hartford as well as the LEED Platinum 500-unit, 32-story, 360 State Street project in New Haven, which incorporates the first fuel cell in the world to power an apartment building. Since 1988, Bruce has designed and developed more than 2,500 units of housing and undertaken five certified historic rehabilitations. Becker co-founded two affordable housing non-profits and served as Board Chair of the Harlem School of the Arts, the Institute of Architecture and Urban Studies and Elm City Food Cooperative. He was a director of the Town Green Special Improvement District in New Haven, CT, a founding director of the CT Renewable Energy and Efficiency Business Association and is President of the Connecticut Electric Vehicle Club. Bruce wrote the chapter on Project Delivery as Architect and Developer in the AIA *Architect's Handbook of Professional Practice*. In addition to being a registered architect, Bruce is a LEED Accredited Professional, member of the U.S. Green Building Council and Urban Land Institute. Bruce graduated from Amherst College and received MBA and Master of Architecture degrees from Yale.

**Mark Charette**  
**CEO, Solidus, Inc.**

Mark Charette's company Solidus has pioneered the Integrated Project Delivery (IPD) approach for the past 14 years, specializing in commercial construction for the financial industry. Mark's collaborative team has evolved into a sophisticated group of architects, brand designers, data analysts, strategists and construction disciplines. Charette initially experienced resistance in the construction industry to IPD, but his vision and commitment to collaborative goals, waste reduction and optimum efficiency grown his company into a leading player in the field. Solidus now focuses equally on strategy and design-build, with thorough project study and development phases undertaken before any execution begins. This enables Solidus to guarantee project prices and deadlines and, most notably, means there are no change orders introduced once the building phase is under way. The Solidus team collaborates with a single point of contact for the client. All risk and accountability is offloaded from the client onto Solidus, unlike the silo'd general contractor model, where a litigation culture sometimes prevail between trades and client. Charette's work was featured in the bestselling book, *The Commercial Real Estate Revolution* and Solidus has been recognized in various national and international publications.

**Ellen Ornato**  
**The Bolder Company**

Ellen Feldman Ornato is a dynamic facilitator with a warm, engaging style. She loves to see people evolve into who they're meant to be through self-discovery and to see team members develop excellent communication practices and connect more deeply, building strong

foundations of trust and respect. Ornato's diverse work background includes stints as a city planner, an economic development official, and a marketing director in a large retail chain. Prior to launching The Bolder Company, she owned a learning company and a marketing & public relations agency. She is certified in MBTI (Myers Briggs), Unconscious Bias, and DISC. Ornato holds an MA in Urban Planning and BA in Sociology/Spanish.

### **Jenny Drescher**

#### **The Bolder Company**

Jenny Drescher is an invigorating speaker and coach with a bold, funny style. An accomplished performance Improviser, instructional designer, and candid-yet-kind facilitator, she draws out courage and playfulness in her audiences and students. She delights in guiding people to break free of patterns that hold them back and liberate the powerful leader within. Drescher has 10+ years of coaching and training experience in workplaces, service agencies, and schools. A certified coach since 2007, Jenny's corporate work background includes inside and outside sales, customer service and account management.

### **Doug Brown, CBC, CAIA, CDIA, CVIA**

#### **Paradigm Associates**

Doug Brown is the Chairman and CEO of Paradigm Associates LLC, a company he founded in 1985, and is now represented by professionals in multiple states. Brown's clients are executives, managers and professionals throughout North and South America, Europe and South Africa. His experience spans over fifty different industries and crosses the for-profit, non-profit and governmental sectors. In addition to his work on strategic planning and leadership development issues in construction-related organizations, he is appreciated for his combination of facilitation techniques used during partnering sessions. Brown has been facilitating partnering sessions since 1994 with participants from the USACE (Army Corp of Engineers), EPA, NAVFAC (Naval Facilities Engineering Command), as well as for government departments and authorities in multiple States (NY, PA, & MD). He began training others in the use of facilitation techniques in 1987, and started to formally certify others on behalf of another international organization in 2000. Doug's Linked-In page, <https://tinyurl.com/ceoparadigm>, contains more than 60 letters of recommendation, video testimonials, and more than 1300 endorsements. His thinking and communication styles helps people recognize and break through existing paradigms in order to solve stubborn problems and generate non-traditional approaches. These actually help projects come in on time and under budget.

### **Barbara Brown**

#### **Sperling Brown Associates**

Barbara Brown is an executive coach and trainer with a proven track record of transforming individuals into more proficient leaders and communicators. With a gift for establishing rapport, trust and credibility with C-level and senior executives, Barbara offers clients valuable insights into more effective ways to build relationships and achieve results. A communications expert and presentations skills master, she provides strategies to enhance interpersonal and managerial effectiveness. Noted for her vitality and engaging style, Barbara utilizes practical techniques aimed at immediate improvement. Her clients range from C-suite executives to senior and mid-level managers, Board members, and large and small business owners. She brings added insight and expertise to this process from her experience as a professional actor. This is especially valuable to clients who are to appear on camera, use teleprompters, be interviewed by the media,

or present to an exceptionally large audience. She has also helped clients make technical information accessible and handle hostile audiences. Her mission, about which she is passionate, is to enable her clients to become the best, most authentic version of themselves.

### **Christopher Socha**

#### **Vice President, Sandler Training/TEM Associates**

Christopher Socha is Vice President of Sandler Training/TEM and an award winning consultant and trainer whose clients range from Fortune 500 companies to individuals. He helps salespeople overcome longer sales cycles, lower closing percentages and losing business because of price. He also helps sales managers address eroding margins, higher cost of sales and salespeople who are not meeting their revenue goals, or producing or prospecting enough. Socha is a certified trainer in STAR (Sales Talent Acquisition Routine), the sales development industries' leading recruiting system. He views success in sales and management as a process involving hard work and continued refinement; a view he shares with his colleagues at Sandler Training/TEM. His commitment to his clients is demonstrated in his work with salespeople, managers and business owners who seek to increase their business through effective sales development.

### **Vaki Mawema**

#### **Managing Director, Gensler**

Vaki Mawema is the Co-Managing Director of the global design firm, Gensler's Baltimore office. Prior to this, Vaki was the studio director for Gensler DC's 40-person Lifestyle studio which focuses on branded experiential design for retail, hospitality and mixed use. Mawema leads Gensler's regional leadership development program, called Emerge, which seeks to identify and grow current and future leaders from eight regional offices. He is an award winning designer whose work includes The Lumbershed, The Boilermaker and Pavilion P2B (District Winery) all located at The Yards in Washington DC, recently named by Forbes Magazine as one of the '12 coolest neighborhoods in the world'. His impact in the Washington metropolitan area led to him being named one of the region's 40 under 40 business leaders of 2016 by the Washington Business Journal and DCA Live Media. Mawema recently relocated from Washington to Baltimore, where he lives with his family.

### **Petina Killiany**

#### **Arcadis**

Petina Killiany, is a Senior Vice President with Arcadis, a global design and consultancy firm which operates in four Business Lines; Water, Infrastructure, Buildings and Environment. Petina is the Program Management/Construction Management (PMCM) Operations Director nationally for the Infrastructure/Buildings Business Lines in North America. While Arcadis has four Business Lines, Petina and her peers are encouraged to collaborate and work across all Business Lines which can be mutually beneficial for clients and Arcadis alike. Petina's responsibilities include; Performance in regard to the company's and her operations P&L, Client Development/company growth, and People, identifying, hiring, mentoring and retaining our people. Petina has more than 30 years' experience in the AEC industry, of which the first half was in the architectural field, and the last half in the PMCM industry. She lives in Cazenovia, NY, but can be found on most days in an airport or in one of Arcadis' 148 offices in the US.

## **Daniel Weitz**

### **Division of Professional and Court Services, New York State Unified Court System**

Daniel Weitz is the Director of the Division of Professional and Court Services for the New York State Unified Court System (UCS). Weitz oversees the statewide responsibilities of alternative dispute resolution, attorney for the child contracts, judiciary civil legal services contracts, office of language access, office of grants and contracts, guardianship and fiduciary services, legal information, office of the court record, parent education and awareness program, records management, the federally funded child welfare court improvement project, the court appointed special advocates assistance program, the children's centers program, and operational issues related to the Americans with Disabilities Act. He serves on UCS Advisory Committees on Language Access, ADR, and Access for People with Disabilities as well as the NYSBA Committee on Families and the Law. Weitz has also served on the NYC Bar Domestic Violence Committee and Science and Law Committee. He is an Adjunct Clinical Professor of Mediation at Cardozo School of Law, an Adjunct Professor of Clinical Law at NYU School of Law and has taught ADR and conflict resolution related courses at Vermont Law School, Mitchell Hamline School of Law, Pepperdine School of Law, Idaho College of Law, John Jay College of Criminal Justice and Long Island University. He is an international ADR speaker having presented across the United States and beyond including Japan, China, Thailand and South Africa.

## **F. Michael Ayles, FAIA**

### **Principal of Business Development, Antinozzi Associates**

F, Michael Ayles is responsible for the firm's business development and human resource strategies. With the firm since 1994, he held several design/management roles before entering the world of A/E/C marketing. Serving as a national leader with the AIA for two decades, Mike chaired the Center for Civic Leadership twice and was instrumental in its formation, growth, and Leadership Institute initiatives since 2006. His passion, involvement, and leadership within the architectural profession, and as a 'Citizen Architect', elevated him to AIA Fellowship in 2017. Beyond his several levels of involvement with the Construction Institute over the years, most recently on its Board of Advisors, Mike has been most actively involved with the ACE Mentor Program, as Connecticut's Architect Licensing Advisor with NCARB, and the CBC Industry Practices Committee. In his hometown, he is serving his third term as an elected official on Guilford's Board of Finance and was appointed Chairman in 2017. He received his Bachelor of Architecture degree from Roger Williams University, and in 2015 was the recipient of the University's Distinguished Alumnus of the Year.

## **Melissa Roy**

### **Tecton Architects**

Melissa Roy is the Director of Business Development at Tecton Architects, a full-service architectural, interior design and master planning firm with offices in Connecticut and Rhode Island. As a professional working within the construction industry for the past fifteen years, Melissa has developed and managed projects for clients throughout the Northeast. In 2012, she shifted from the project management of a number of large, complex projects to Business Development and Client Relations. Her expertise in the construction industry is augmented by her rich background in the non-profit sector including strategic planning, fund-raising, development and community outreach for a number of organizations such as the United Way's Success By 6 ® Program through the Corporation for National and Community Service, Jumpstart, Historic Neighborhood's City/Build Program, Habitat for Humanity, Rebuilding

Together, Hartford's Camp Courant, the Leukemia and Lymphoma Society and the Dana Farber Marathon Challenge, among others.

### **Seth Holmes**

#### **Associate Professor, University of Hartford**

Seth Holmes is an Associate Professor and the Architecture Graduate Program Director at the University of Hartford where he has taught various architecture courses since 2012. Holmes's scholarly research addresses climate change adaptation and resilient design in the built environment. His adaptation and resilient design publications include a chapter in the book *Planning for Community based Disaster Resilience Worldwide* (Ed. by A. Awotona), two articles for Building Research and Information Journal, three articles in ASHRAE and IBPSA Conference Proceedings, and recent advising to the forthcoming update to the LEED Resilient Design pilot credit. He continues to practice architecture with his firm Benefit Street Design in West Hartford, CT. Prior to his teaching career, Seth was an architect with Payette in Boston, MA and Kao Design Group in Somerville, MA.

### **Cody Soodeen**

#### **Intuitive Design Firm**

Graduate of The University of Hartford Class of 2014, Cody studied Architectural Engineering. Prior to starting his own company, Cody was employed by Microdesk, a BIM consulting firm who is one of the 4 platinum partners of Autodesk. During his time in the industry, he consulted for Kohn Pedersen Fox, PRP Associates, SBA Associates, and the DOD, both in the US and the UK. His work ranges from small retrofits to mega \$18 billion-dollar developments. Soodeen founded Intuitive Design Firm in 2015 and is developing a sustainable product that produces clean drinking water from the humidity in the air; they have plans to launch in Q1 of 2019. He and his team have been developing this product for 7+ years and aim to disrupt the water bottle and in-home water systems industries as well as have a significant impact on the state of clean drinking water in developing countries. A strong believer that architects have lost touch with their ability to invent and reinvent innovative products, he aims to be a driving force in renewing this long-lost skill.

### **Mike Fraser**

#### **Triax Technologies**

As the Vice President of Business Development, Mike is responsible for overseeing strategic partnerships, technical integrations, and insurance strategy. He has over 10 years of experience in sales, product development, and commercial strategy for technical products in both North American and Latin American markets. Prior to joining Triax, Mike worked for Bloomberg LP in Business Development for Portfolio and Index Product Solutions. He graduated from Brown University with a BA in History.

### **Luiza Mills**

#### **Interstate Electrical Services**

Luiza Mills's education, energy, passion for excellence and ability to focus on the details while never losing sight of the broader picture are assets that help Interstate and its employees achieve continued success. Human Resources provides consistent and fair, quality internal customer service to all Interstate employees. Mills is one of the key leaders at Interstate driving the company's lean and prefabrication initiatives. She is responsible for the policies and programs that affect employees, their families and their day-to-day work experience. Specific

responsibilities include recruitment and orientation, benefits administration, compensation, disability compensation services, employee/labor relations, employee career planning and organizational development, training, mentoring, affirmative action and diversity programs. She is also a member of the New England Employee Benefit Council (NEEBC), Society of Human Resource Management (SHRM), American Payroll Association (APA), ABC Human Resource Committee, and the ABC Apprentice Oversight Committee.

### **Susan Klawans**

#### **Lean Strategist Consultant; Former Senior VP, Director of Operational, Excellence and Planning, Gilbane Building Company**

With over 30 years' experience in industry, Sue Klawans is a recognized leader, sought after to speak on high-performance teams and collaboration, Lean, technology and process innovation, productivity and prefabrication, quality, design phase, metrics and key performance indicators. She combines a background in planning, design and construction with proven experience and business results as a senior executive and Lean strategist. Klawans has managed and facilitated both long-term and annual strategic planning, resulting in advancements in employee development, profitability and risk management. She also created and implemented a unique, multi-dimensional Lean journey focused on elevating people and teams to achieve breakthroughs and reach new levels of integration and capability. As a senior operational excellence executive, Sue provided strategic vision and leadership for programs in operational excellence, quality, knowledge sharing, innovation-into-practice, improving profitability, client feedback, process improvement, business consulting, business intelligence, playbook development and more.

Klawans is a leader in multiple industry organizations. She serves on the core leadership group for "Integrated Project Delivery: An Action Guide for Leaders," a project of the Charles Pankow Foundation, IPDA and CIDCI. She holds key roles with other industry-leading organizations including Associated General Contractors of America (AGC) and currently serves as Chair of the Public/Private Industry Advisory Council, a group comprised of representatives from major U.S. commercial and manufacturing firms, public owners, contractors, and designers. Klawans is a founding member of the Construction Quality Executives Council and former chair of the Off-Site Construction Council of the National Institute of Building Sciences.