



2026 Business of Architecture | A Whole-Systems Approach to Business Planning

September 28, 2026 | 9:00am – 6:00pm PT | Osberg Hall, The National Nordic Museum

PROGRAM SCHEDULE

MONDAY, SEPTEMBER 28

9:00 – 9:15	WELCOME + INTRODUCTIONS Zoe Guckenheimer, AIA Seattle
9:15 – 10:00	INTRODUCTION: HOW ALL ASPECTS OF RUNNING YOUR FIRM ARE CONNECTED Emily Hall, President, AVEC
10:00 – 10:15	SHORT BREAK
10:15 – 12:00	UNDERSTANDING FINANCIAL MANAGEMENT: “HOW WILL WE EARN REVENUE AND PROFIT?” Rena Klein, FAIA, Senior Partner, AVEC
12:00 – 12:45	LUNCH
12:45 – 2:30	STREAMLINING OPERATIONS: “HOW WILL WE GET THE WORK DONE?” Emily Hall, President, AVEC
2:30 – 2:45	SHORT BREAK
2:45 – 4:30	PLANNING FOR MARKETING & BUSINESS DEVELOPMENT: “HOW WILL WE BRING IN THE WORK?” Xylia Buros, Director of Business Development, AVEC
4:30 – 5:00	BRINGING IT ALL TOGETHER + CLOSE AVEC
5:00 – 6:00	NETWORKING HAPPY HOUR ON-SITE

All times are approximated. All sessions and speakers subject to change.



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MEET OUR FACILITATORS



Emily Hall, President, AVEC | Emily leads AVEC's daily operations and contributes to the firm's long-term vision, with a focus on managing the company-wide resources required to deliver exceptional service to AVEC clients. She brings over 20 years of architectural marketing and business experience to AVEC, with a focus on discovering a firm's authentic personality and using it to drive strategy. She served for over six years as Senior Associate and Director of Marketing and New Business Development at Union Studio Architecture & Community Design and for nine years at DBVW Architects, both architectural firms in Providence, Rhode Island that have experienced significant growth. She received an MBA from the University of Rhode Island, a Master of Industrial Design from Rhode Island School of Design, and a BA from Colorado College. Emily is

based in Detroit, Michigan.



Rena Klein, FAIA, Senior Partner, AVEC | Rena leads AVEC's management consulting team and advises all AVEC clients on best practices in finance, operations, and ownership transition. She is a nationally recognized expert in design firm practice and author of *The Architect's Guide to Small Firm Management* (Wiley, 2010). With 20 years of experience as the owner of a small architecture firm, and over 20 years as a management consultant and educator, Rena brings a special understanding of design firms managed by entrepreneurial architects. Rena served as executive editor of AIA's *The Architect's Handbook of Professional Practice*, 15th edition (Wiley 2013) and is past chair of the National Advisory Group for the AIA Practice Management Knowledge Community. She is based in Corrales, New Mexico.



Xylia Buros, Director of Business Development, AVEC | Xylia Buros is a marketing strategist and business development leader with more than 15 years of experience helping architecture firms strengthen their market position, win new work, and communicate their value. She has led marketing and business development efforts for firms across the West Coast and now advises architecture and design practices nationwide on strategy, positioning, messaging, and growth.

Prior to her current role as Director of Business Development at AVEC, Xylia served as Director of Marketing & Communications and previously held marketing leadership positions at architecture firms in Portland, Oregon, including serving as Programs Director for AIA Portland. She combines a deep understanding of the

architecture profession with practical strategies that firms can immediately apply to increase visibility and build stronger client relationships.