

## Member Communication Experience

# Fellows' Perspective: 50 Years of Construction Management and Project Delivery Development

## Part 7 – Integrated Project Delivery Arrives While CMAA Continues to Grow

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Construction management didn't become a profession overnight – and neither did CMAA. What began as an emergent response to build projects better has grown into the nation's premier association for professional construction management. Understanding how that transformation happened helps explain not only where we are today, but where the industry may be headed next.

This post marks the seventh installment in the [College of Fellows' series](#) exploring the evolution of project delivery systems and the parallel rise of CMAA Chapters – both shaped by, and shaping, how capital programs are delivered. By looking back, we gain perspective on the forces that redefined professional construction management and the standards that now underpin it. In this series, Fellows examine how delivery methods influenced CMAA's growth – and how CMAA, in turn, helped professionalize construction management practice across the country.

In [previous posts](#), the College of Fellows traced how changes in project delivery methods challenged conventional roles and accelerated the professionalization of construction management. As projects grew more complex and the limitations of traditional delivery models became harder to ignore, collaboration shifted from a best practice to a necessity.

Integrated Project Delivery (IPD) emerged from this environment in the early 2000s. Rather than refining existing



models, IPD reimagined how project teams could work together – contractually, financially, and operationally. This post examines that evolution and how CMAA responded as both an observer and a leader during this pivotal period.

### Integrated Project Delivery

IPD was first developed for large complex projects in healthcare, manufacturing, etc. Simply stated, the aim of IPD is to create a better system of collaboration and communication between the various parties involved in a construction project, from the owner to the designer to the builder and any trades and suppliers involved.

A defining feature of IPD is a multi-party agreement in which the key parties of the project team join together in a shared

contract. In some cases, only three parties (owner, designer, construction manager) will sign the main agreement, making it a tri-party agreement. Unlike design-bid-build or design-build contracts, multi-party agreements consist of a single document signed by each involved party in the project. Sometimes multi-party agreements can contain more than a dozen main signatories including mechanical contractors, framing contractors, and the like. There may also be sub-signatories signed underneath the main parties, allowing the contract to branch out depending on the needs of the main signatories.

If a project is delivered under budget, all signed parties split the savings in addition to their profits by formulas defined in the contract. To further understand this emerging and complex delivery system, CMAA developed a number of well-researched articles and white papers on the topic. In particular, CMAA Fellow Chuck Thomsen authored an extended paper, *Integrated Project Delivery: An Overview*, in which he concluded that IPD would be most applicable as follows:

- » For unique, complex, prestige projects where the need for collaboration is high
- » When there is apt to be changes during project delivery
- » Where participation of top leadership from the core project team is likely
- » When the owner is a knowledgeable hands-on manager

One realization in Thomsen's analysis and shared by other CMAA members was that IPD – while well motivated to promote collaboration across the project team – could be difficult to carry out in practice and required a high level of leadership commitment, particularly from the owner. Like other methods, its success could be improved by capable support by an independent construction manager (CM).

## CMAA DEVELOPMENT THROUGH THE 2000s

By 2000, CMAA was a well-established organization of just more than 1,000 members and had its second fulltime executive leader, Bruce D'Agostino, who would lead CMAA until 2017. Many features familiar to today's membership had been established including:

- » A vibrant national conference, featuring the Project Achievement Awards.

- » Outreach and engagement with other professional associations, including AIA, PMI, AACE.
- » Active owner participation, representing 11 percent of the membership.
- » The sponsorship of scholarships through the CMAA Foundation.

Significant advances were made in the 2000s regarding certification, administered by the Construction Manager Certification Institute (CMCI). The initial certification program only included the Certified Construction Manager® (CCM®). At a time when the number of CCMs was only in the low hundreds, CMAA decided to seek accreditation of its CCM program by the American National Standards Institute (ANSI). ANSI accreditation would verify that the CCM program operated by recognized standards of credibility and required that CMAA demonstrate a close connection between day-to-day CM tasks and the content of the CCM examination. In 2007, ANSI granted its accreditation to the CCM program.

Another hallmark of CMAA in the early 2000s was its emphasis on training. Not only was the national conference packed full of detailed training sessions, but the detailed standards and guidelines were developed and published. The Professional Development Committee developed the Professional Construction Management course that – with frequent updates and adaptations – continues to be offered to date.

As these developments were occurring, CMAA Chapters continued to evolve, which is the topic of our next article. 



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## About the Article

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The [CMAA College of Fellows Perspective Series](#), written by the Fellows Communications Committee, will share posts on the development of various project delivery systems over the years and how CMAA emerged and developed in response to changes in construction delivery. The Fellows hope this exploration of the past offers an understanding of the present and may even provide insights into what comes next.

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