# **Career Strategies in A Tight Market**

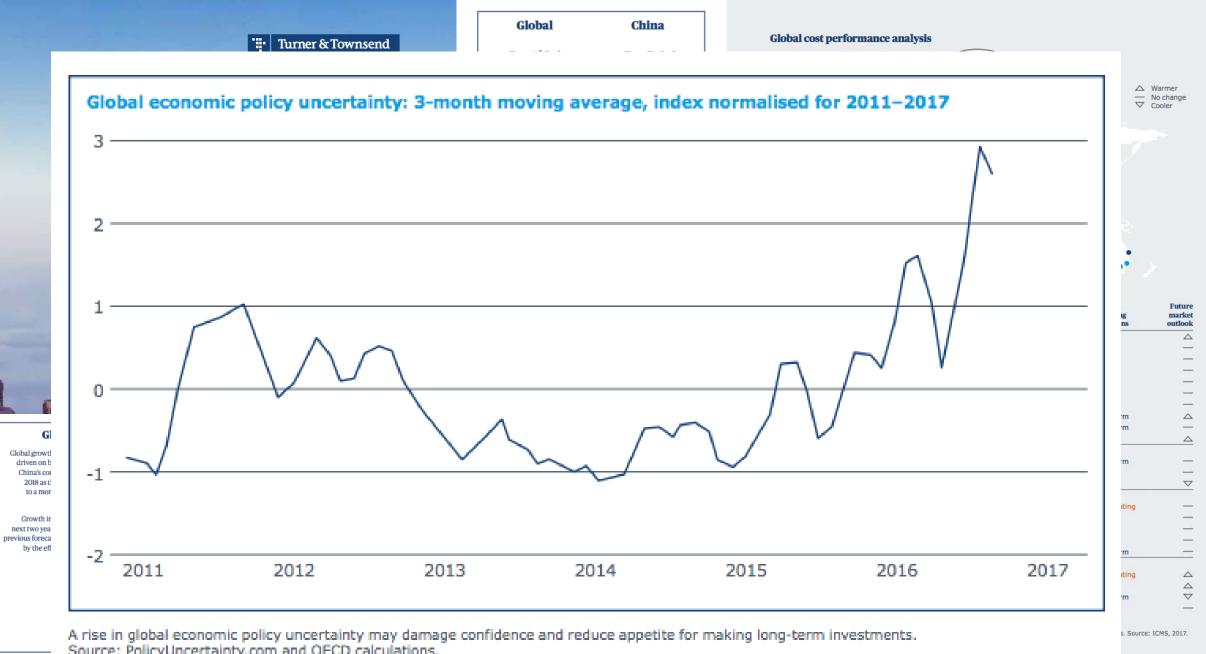


Yale School of Architecture 01.30.2018 - P. Bernstein

- **1. Global Economics**: Where is there building?
- **2. Professional Economics**: How does the economy affect jobs?
- **3. Profession**: What sort of jobs are out there?
- 4. Career: If you get a job, how much might you get paid?
- 5. Strategies: Choices, negotiation, and tools

#### **1. Global Economics**: Where is there building?

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The IMF predicts a reinvigorated USA will drive increased growth in the global economy through to 2018, despite slower growth coming from China.

1944

Source: The IMF.

10



			structio					
	2011-2015	2016	2017	2018	2019	2020	2021	2022-2026
United States	2.6	3.3	0.2	2.8	3.3	2.7	2.6	
Eurozone United Kingdom	-2.5 1.9	1.4 3.8	3.3 3.6	2.7 -0.3	2.2 1.1	2.0 2.0	1.9 2.3	
Japan	3.3	1.8	2.3	2.7	1.9	0.9	0.7	-0.1
Developed Countries	1.0	1.9	2.0	2.3	2.2	1.7	1.8	-0.4
Eastern Europe	0.9	-5.9	5.9	4.1	3.0	2.9	2.9	
Brazil	1.3	-5.2	-5.4	0.8	2.8	3.2	3.4	
Russia	0.5	-4.4	-0.7	2.5	1.6	1.6	1.7	-0.3
India	2.2	4.2	0.9	7.4	6.9	7.1	7.1	-1.4
China	9.0	6.7	4.6	4.2	5.1	5.1	5.0	-1.0
Emerging markets	4.9	3.1	2.8	4.0	4.5	4.6	4.5	-0.9
World	2.8	2.5	2.4	3.2	3.3	3.1	3.2	- <mark>0.6</mark>

**US:** Capital markets continue going well, but labor shortages will raise prices. Policy uncertainties under Trump (infrastructure, immigration, trade) create instability. **UK:** High degree of uncertainty around Brexit continues, construction work down. Growth slowing considerably. **Europe**: Mostly strong (Germany) with moderate growth predicted. But as migrant flows slow construction to taper off in the long term.

**Russia:** Energy prices driving economy to greater growth.

**China:** Slowing but brisk growth but international work continues and Western firms continue to establish there. Switch to consumer.

Japan: Mini-boom around Tokyo Olympics ending; slow investment and pop growth means less building.

Middle East: Oil prices rise, production cut, backlog of construction means activity in Saudi and UAE (World Cup, etc.)

Latin America: Good recovery across LA, even Brazil (oil). Mexico slows.

Africa: Investment in cities means growth. Continued China investment.

India: Continued investment in cities and infrastructure means long term growth.



#### **CONSENSUS CONSTRUCTION FORECAST, JUNE 2017**

Click on each name to see their forecast

Consensus	•	Actual \$	Fore % Ch	
Dodge Data & Analytics	•	2016	2017	2018
	Nonresidential Total	-	3.8	3.6
IHS Economics	Commercial Total	-	8.8	4.0
	Office	-	8.9	4.0
Moody's Economy.com	Retail & Other Commercial	-	10.0	4.6
FMI	Hotel	-	6.1	2.4
LINT	Industrial Total	-	-6.6	1.1
ConstructConnect	Institutional Total	-	3.5	4.1
	Health	-	0.9	3.5
Associated Builders and Contractors	► Education	-	4.9	4.8
	Religious	-	-9.2	-1.0
Wells Fargo Securities, LLC	Public Safety		1.4	3.7
	Amusement & Recreation	-	7.1	3.0

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# 1.6%

Real GDP growth Q4-17 down from 1.9% in 2016



Unemployment in Oct 2017 down from 4.9% in 2016

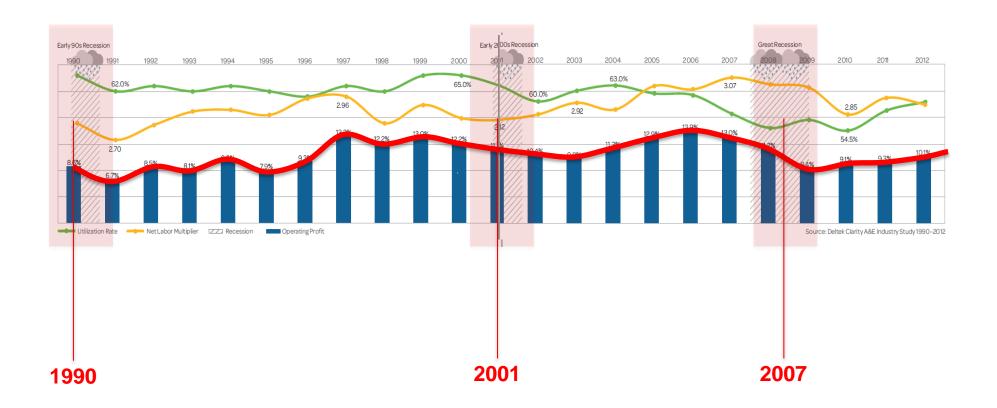
2.1%

Inflation 2017, stable

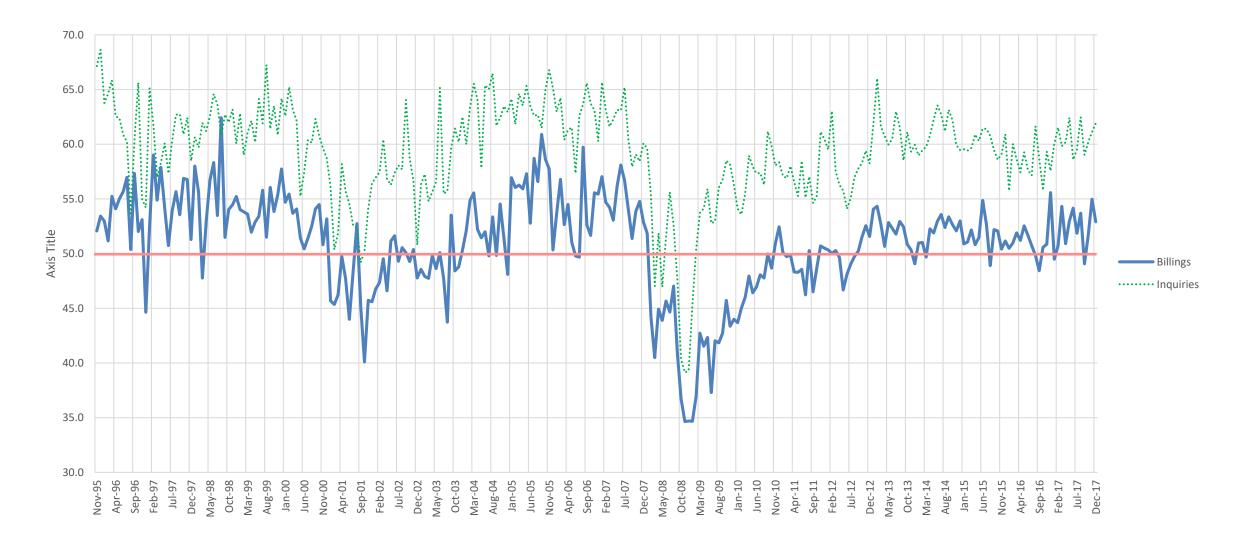


US construction growth in 2017, down from 3.3% in 2016

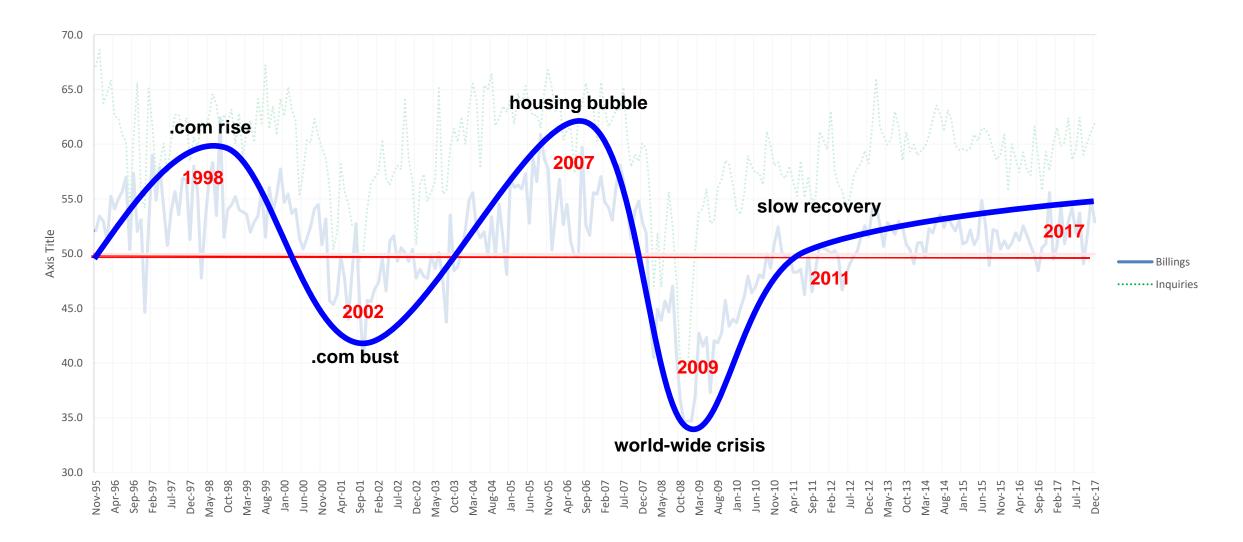
### **US Construction Economy Rhythm** (Deltek)



#### Architecture Billings Index 1996 – 2017

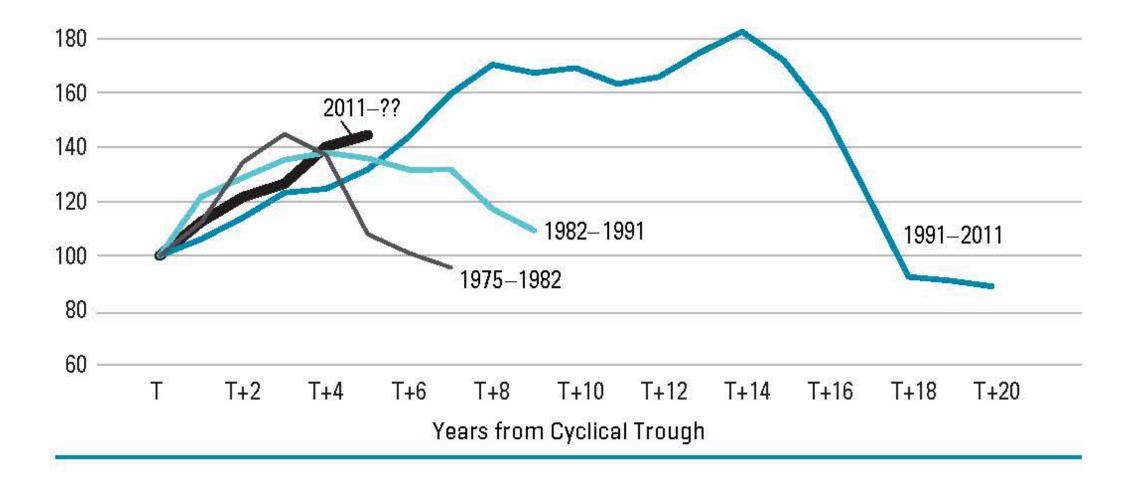


#### Architecture Billings Index 1996 – 2017



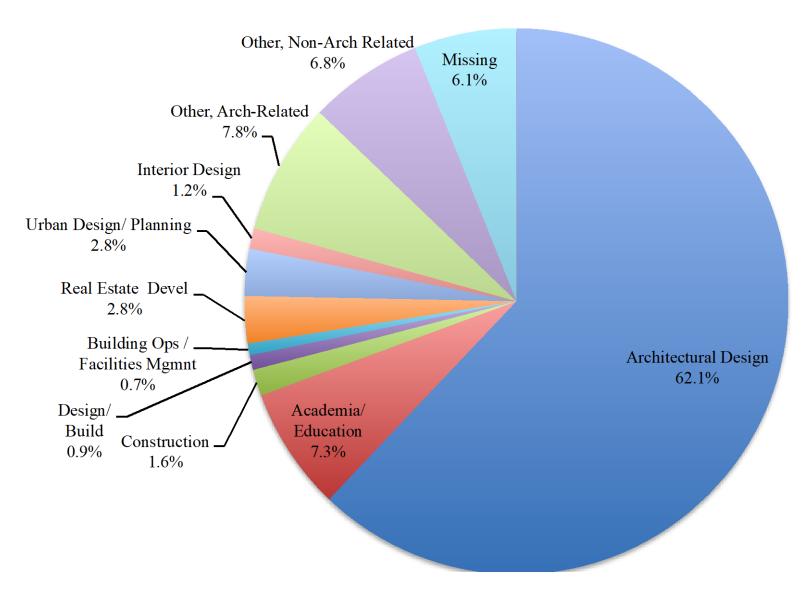
### TOTAL CONSTRUCTION ACTIVITY BY CYCLE

Cyclical Trough (T) = 100, Based on Constant Dollars



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### Where do we go? Yale Grads 1986 - 2012



### **FIGURE 02:** Profession continues to see increased concentration in revenue at larger firms, but still not back to pre-downturn levels

% of all firms, staff, and gross billings by firm size for 2015, with 2013 and 2005 comparisons

Number of employees	Share of firms	Share of staff	Share of billings	2013 Share of billings	2005 Share of btillings
1 to 9	77.3%	20.7%	15.4%	17.3%	16.5%
10 to 49	17.6%	32.3%	33.3%	37.8%	31.7%
50 or more	5.1%	47.0%	51.3%	44.9%	51.9%

		Numbe	er of employees	
	All firms	1-9	10-49	50+
Pre-1990	34%	25%	52%	86%
1990-1999	22%	22%	26%	5%
2000-2004	12%	13%	11%	2%
2005-2009	14%	16%	7%	6%
2010-2016	19%	23%	5%	0%

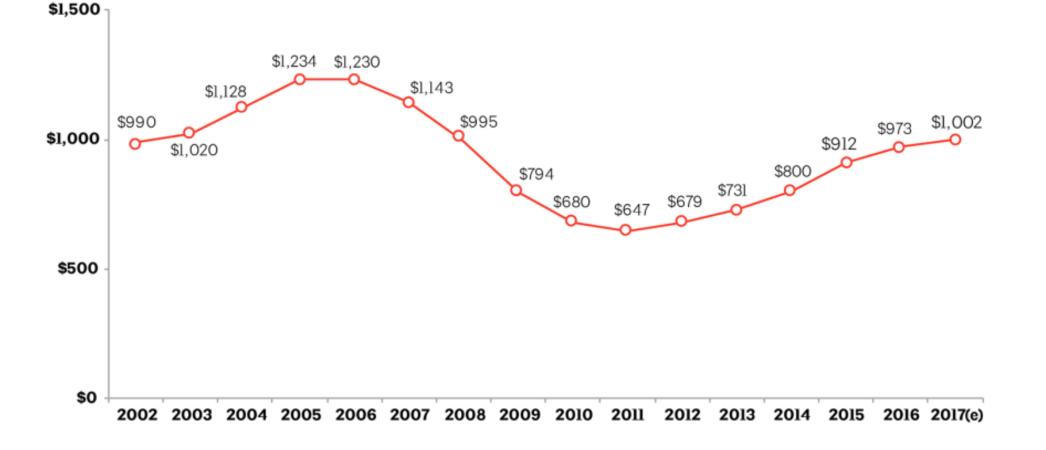
AIA FEATURE



How Many Architects Does Our Economy Need?

By KERMIT BAKER, HON. AIA

Figure 1: Architects work in a very volatile sector of the economy. Annual spending on residential and nonresidential facilities, in billions of 2017 dollars.



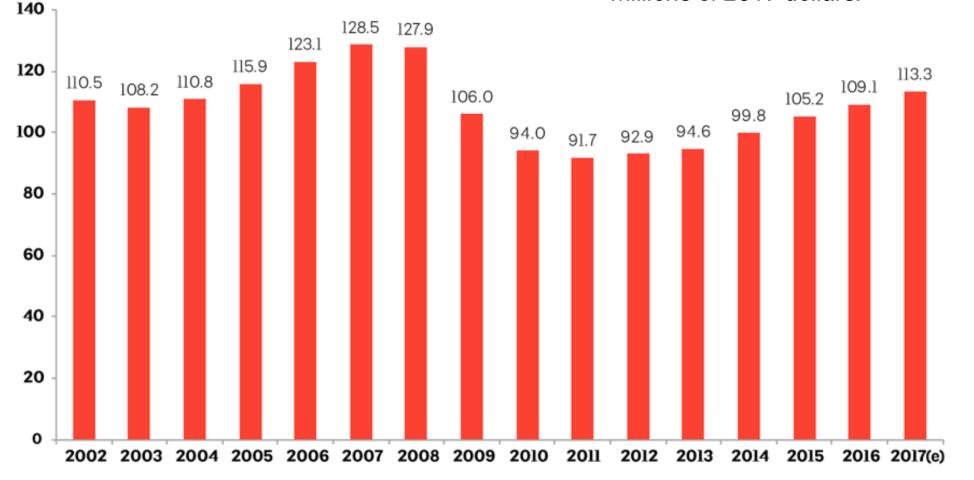
AIA FEATURE



#### How Many Architects Does Our Economy Need? A special report on workforce pressures for firm leaders.

By KERMIT BAKER, HON. AIA

Figure 3: Architectural staffing positions don't adjust as quickly as construction activity, causing average output to fluctuate. Estimate of construction activity per architectural position, in millions of 2017 dollars.



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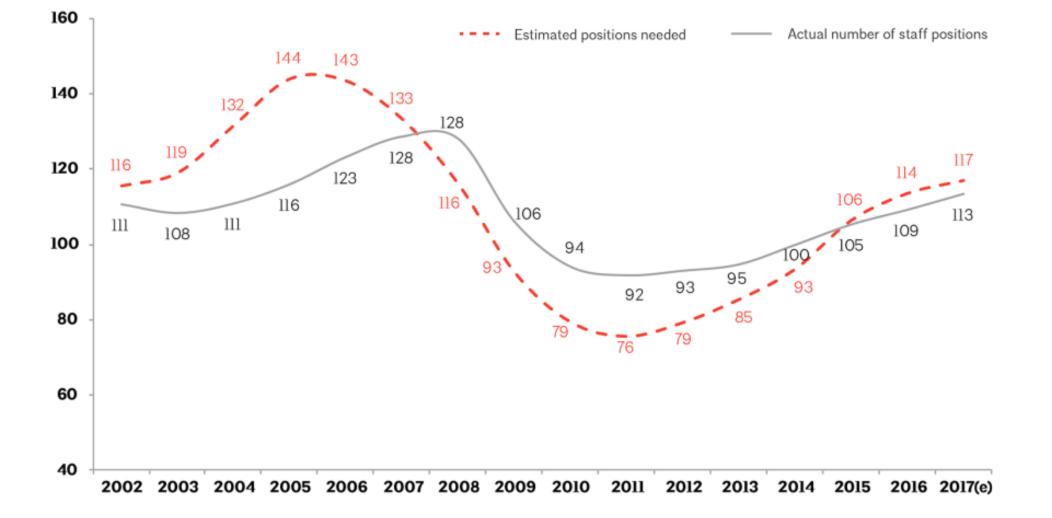


How Many Architects Does Our Economy Need?

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Figure 4: While understaffed during boom and overstaffed during bust, labor needs are more in balance at present. Annual estimated architectural positions needed vs. actual number of positions, in thousands.



#### January 05, 2018 🗩 0 🚹 Like 177 У in 817 🕂 994

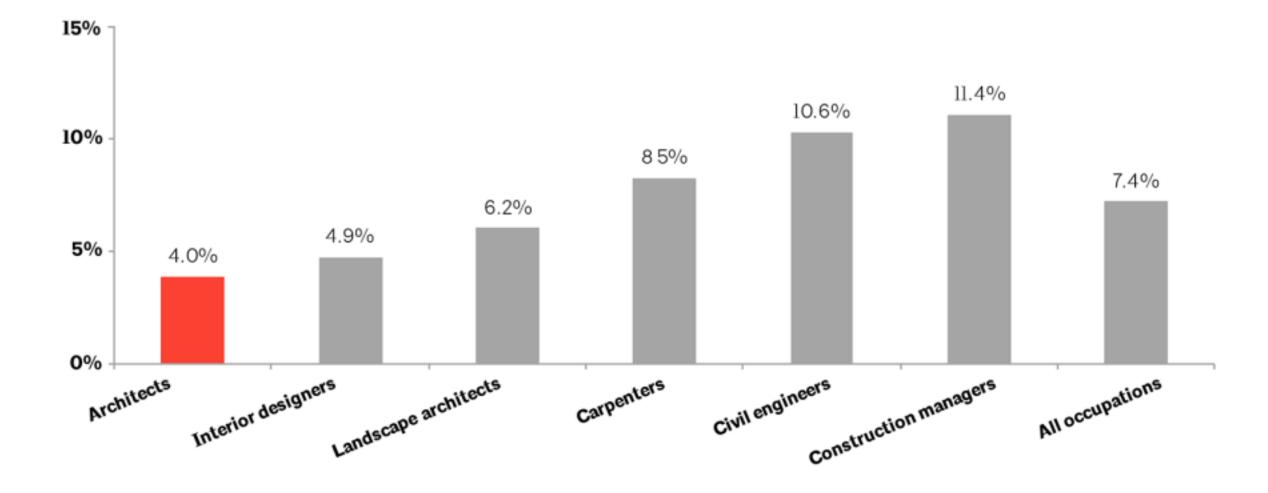


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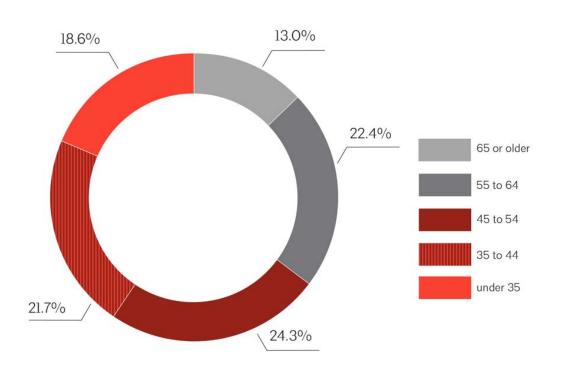
Figure 5: Architecture positions are projected to increase by 4 percent this coming decade, a slower pace than in related occupations. Projected change in employment, by percent, 2016–26



AIA FEATURE How Many Architects Does Our Economy Need?

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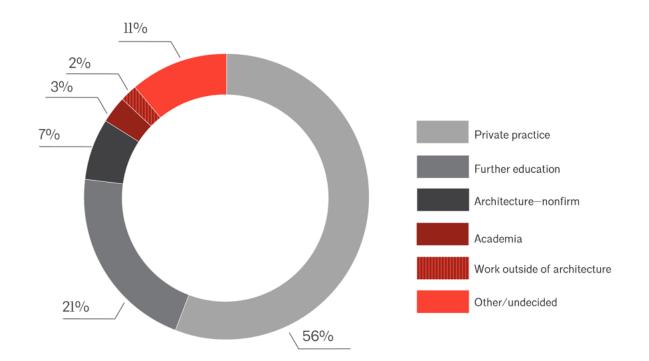


Figure 6: Like our overall population, the architect profession is aging. Age of AIA architect and associate members, 2015.

Figure 7: Most architecture students plan to continue in the profession and work in private practice. Architecture student plans after graduation, by percent.

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### **Elements of Compensation Packages**

### TOTAL COMPENSATION

Signing bonus

Base compensation (salary or hourly rate, overtime)

Overtime

Incentive payments (performance, licensure bonus)

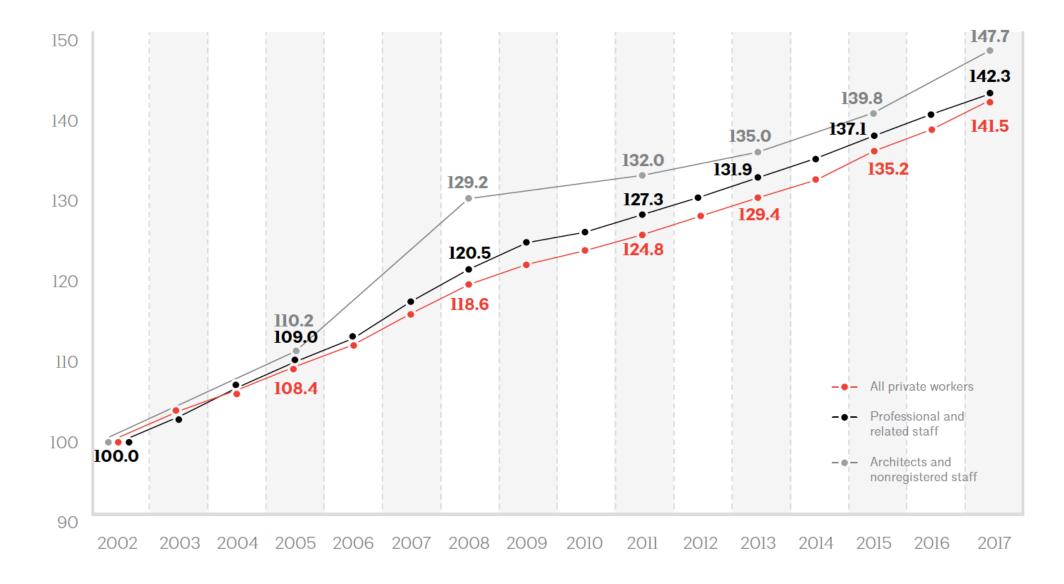
[Vacation, sick, personal time]

#### BENEFITS

Health insurance (medical, dental, vision) Retirement (401K, pension, profit sharing) Other fringes (FSP, wellness) Training, ARE

#### Architecture staff compensation gains currently outpacing growth in broader economy

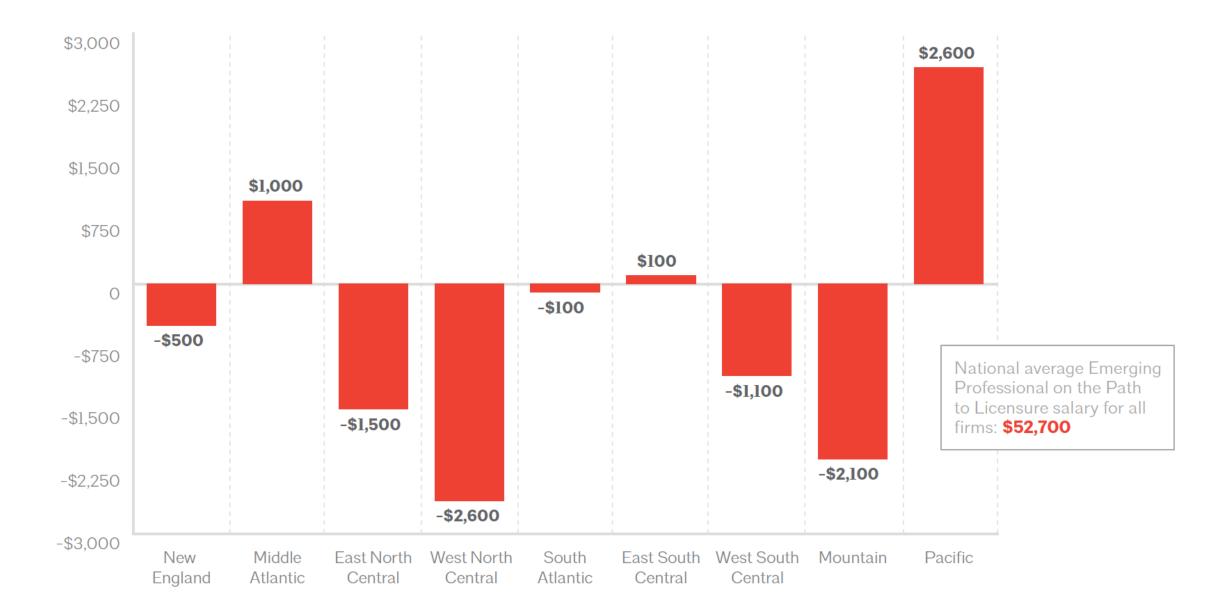
Index: Ql 2002=100; all figures for first quarter of year



**NOTE** Compensation for all private workers and professional and related staff includes wages and salaries and incentive pay, but not overtime and bonuses. **SOURCE** U.S. Department of Labor Employment Cost Index; AIA

#### **Emerging Professional on the Path to Licensure salaries are highest on the West Coast**

Average compensation across all three Emerging Professional on the Path to Licensure positions including overtime pay, bonuses, profit sharing, and other cash compensation by Census region, as compared to the national average, as of January 1, 2017



	All firms	Fewer than 5 employees	5-9 employees	10-19 employees	20-49 employees	50-99 employees	100 or more employees
Medical coverage for employees	93%	72%	89%	97%	99%	100%	100%
Meetings, seminars, workshops for professional development	90%	82%	85%	91%	96%	99%	98%
AIA membership dues	89%	70%	84%	91%	96%	100%	100%
Casual dress	85%	94%	89%	88%	81%	78%	71%
Defined contribution retirement savings plan (e.g., 401(k), 401(a), 403(b))	83%	48%	70%	90%	97%	100%	100%
Medical coverage for dependents	80%	46%	65%	84%	94%	98%	98%
Licensure fees	79%	58%	67%	81%	89%	96%	95%
Paid time off for professional exams, professional development	75%	63%	73%	73%	78%	84%	89%
Dental coverage for employees	74%	40%	54%	80%	91%	99%	97%
Other professional membership dues	74%	49%	62%	76%	84%	99%	98%
Professional certification fees	71%	47%	58%	71%	81%	98%	95%
ARE exam cost	71%	42%	58%	72%	86%	90%	92%
Flex-time, parental flexibility	69%	62%	64%	72%	71%	75%	77%
Dental coverage for dependents	67%	30%	42%	70%	88%	99%	95%
Life insurance	64%	28%	45%	68%	80%	98%	94%
Vision care insurance	62%	34%	40%	62%	79%	94%	92%
Long-term disability insurance	62%	26%	40%	60%	83%	98%	98%
Office-provided cell phone, tablet, and/or laptop	61%	42%	43%	59%	75%	87%	92%
ARE study materials, classes	55%	27%	38%	55%	70%	83%	85%
Short-term disability insurance	54%	23%	33%	51%	73%	88%	91%
Healthcare flexible spending account (healthcare FSA)	49%	19%	28%	46%	65%	90%	94%
Telecommuting	46%	34%	35%	46%	50%	66%	76%
Dependent care account	37%	14%	16%	29%	53%	82%	89%
Qualified transportation program (e.g., transit, bikeshare pass)	34%	11%	18%	26%	48%	67%	85%
Paid family leave (e.g., maternity leave)	34%	24%	28%	31%	43%	35%	50%
Paid time off to volunteer	30%	31%	26%	30%	30%	39%	42%
Business travel accident insurance	25%	13%	14%	20%	32%	50%	66%
Pet-friendly office	25%	40%	31%	24%	20%	11%	12%
Defined contribution profit sharing plan	24%	15%	17%	30%	26%	26%	30%
Health reimbursement account	23%	9%	13%	22%	34%	36%	35%
Fitness club discount	22%	15%	14%	13%	24%	44%	67%
Other flexible spending accounts (FSAs)	21%	10%	8%	15%	31%	49%	50%
Wellness program with incentives for participation	21%	9%	10%	14%	30%	48%	50%
Office retreat	21%	18%	19%	22%	26%	15%	14%
Shorter summer or seasonal hours	20%	21%	15%	19%	20%	25%	30%
Long-term care insurance	15%	7%	11%	15%	17%	20%	32%
College/university tuition	13%	5%	5%	8%	17%	36%	36%
Employee stock ownership plan (ESOP)	10%	5%	3%	9%	12%	25%	29%
Defined benefit (pension) plan	3%	4%	4%	2%	3%	1%	0%

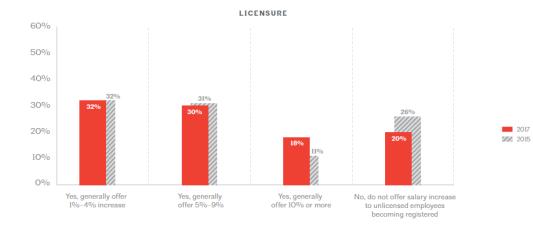
#### Large firms most likely to offer sign-on bonuses

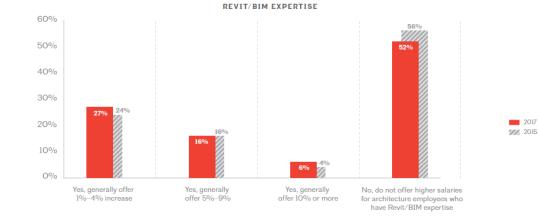
Percent of firms reporting whether firm offered each type of bonus to all or some full-time employees in 2016, by firm size

	All firms 2016	All firms 2014	Fewer than 5 employees	5-9 employees	10-19 employees	20-49 employees	50-99 employees	100 or more employees
Sign-on bonuses	28%	28%	8%	11%	20%	38%	71%	81%
Performance bonuses	50%	67%	33%	43%	54%	56%	62%	46%
Discretionary spot bonuses	41%	57%	37%	32%	45%	43%	48%	51%
Discretionary annual bonuses	83%	90%	65%	83%	84%	88%	87%	90%
Bonuses for obtaining professional certification(s)	42%	50%	24%	32%	43%	50%	62%	65%

#### Salary premiums increase for licensure, Revit/BIM expertise

Percent of firms reporting whether firm typically offers salary premiums for architecture staff for given type of employee certification/expertise, as of January 1, 2017, by year





	National average	% change from 2015	Fewer than 10 employees	10–19 employees	20–49 employees	50–99 employees	100 or more employees
CEO/President	\$219,280	14%	\$133,575	\$207,540	\$315,000	\$338,940	\$381,420
Managing Principal	\$196,030	4%	\$132,415	\$182,380	\$200,640	\$229,620	\$238,770
Chief Operating Officer	\$233,530	29%	\$135,560	\$177,310	\$233,530	\$280,030	\$315,495
Director of Operations	\$152,260	10%	\$93,680	\$111,180	\$167,470	\$184,940	\$211,400
Director of Design	\$174,590	6%	\$124,390	\$138,740	\$160,440	\$197,580	\$241,820
Senior Project Designer	\$114,450	13%	\$89,355	\$103,940	\$107,580	\$123,310	\$130,050
Project Designer	\$86,260	13%	\$78,440	\$74,190	\$79,620	\$83,800	\$97,255
Senior Project Manager	\$119,110	7%	\$93,080	\$107,010	\$114,150	\$126,130	\$136,680
Project Manager	\$92,630	7%	\$79,475	\$83,250	\$91,090	\$103,560	\$101,245
Architect 3	\$108,420	11%	\$84,435	\$95,340	\$101,010	\$114,290	\$118,825
Unlicensed Architecture/ Design Staff 3	\$81,600	5%	\$66,235	\$75,560	\$77,100	\$87,090	\$101,485
Architect 2	\$86,070	8%	\$80,400	\$77,140	\$81,330	\$86,580	\$92,275
Unlicensed Architecture/ Design Staff 2	\$72,090	5%	\$64,700	\$66,380	\$68,720	\$77,260	\$77,860
Architect 1	\$71,550	6%	\$65,400	\$65,070	\$69,840	\$72,630	\$74,315
Unlicensed Architecture/ Design Staff 1	\$62,990	4%	\$55,640	\$58,290	\$61,650	\$67,040	\$66,835
Emerging Professional on Path to Licensure 3 (formerly Intern 3)	\$57,700	6%	\$52,985	\$54,840	\$57,730	\$59,550	\$58,500
Emerging Professional on Path to Licensure 2 (formerly Intern 2)	\$53,260	9%	\$49,040	\$50,240	\$52,250	\$55,740	\$54,930
Emerging Professional on Path to Licensure 1 (formerly Intern 1)	\$47,130	10%	\$41,115	\$44,690	\$46,240	\$49,940	\$48,700

### All firms

				BASE	PAY				
			Mean	Lower Quartile	Median	Upper Quartile	Mean Additional Cash	Number of Establishments	Number of Positions
CEO/Pres	sident		\$146,130	\$98,000	\$130,000	\$180,000	\$73,150	597	791
Managing	Principal		\$140,460	\$107,380	\$140,000	\$172,600	\$55,570	598	1,324
Chief Oper	erating Officer		\$172,840	\$117,250	\$150,000	\$213,100	\$60,690	76	78
Director of	of Operations		\$122,250	\$96,250	\$120,000	\$140,490	\$30,010	118	134
Director of	of Design		\$136,710	\$106,500	\$130,000	\$160,080	\$37,880	159	221
Director of	of Communications		\$118,430	\$91,540	\$108,500	\$137,150	\$8,920	26	26
Director of	of Finance (CFO)		\$134,470	\$93,130	\$115,500	\$160,000	\$37,540	135	136
Director of	of Human Resources		\$112,920	\$80,400	\$105,000	\$141,000	\$21,490	66	67
Director of	of Information Technol	ogy (CIO)	\$124,080	\$97,500	\$125,000	\$145,000	\$20,290	60	62
Chief Mari	rketing Officer		\$123,260	\$87,300	\$120,000	\$153,010	\$23,440	75	75
Senior Pro	oject Designer		\$105,040	\$90,000	\$100,100	\$118,990	\$9,410	302	763
Project De	esigner		\$81,760	\$65,420	\$80,000	\$94,000	\$4,500	136	399
Senior Pro	oject Manager		\$107,740	\$92,000	\$105,360	\$122,330	\$11,370	533	1,617
Project Ma	lanager		\$85,710	\$75,000	\$85,000	\$96,000	\$6,920	482	1,38
Architect	3		\$99,360	\$82,880	\$97,000	\$112,000	\$9,060	466	1,924
Unlicensed	ed Architecture/Design	Staff 3	\$76,210	\$61,280	\$75,000	\$87,000	\$5,390	386	1,062
Architect 2	2		\$80,280	\$70,750	\$76,910	\$88,000	\$5,790	386	1,224
	Unlicensed Architecture/Design Staff 2								
Unlicensed	ed Architecture/Design	Staff 2	\$67,770	\$58,500	\$67,500	\$75,000	\$4,320	359	1,130
A	sd Architecture/Design		\$67,770 <b>),700</b>		\$67,500 <b>,770</b>	\$75,000 <b>\$59,0</b>		359 <b>\$2,9</b>	60 ae
Al U El		\$50		\$54			000		60 86 197 60 214
Al Ul El	\$54,740	\$50 \$46	),700	\$54	,770 ,180	\$59,0	000	\$2,9	60 86 197 60 214 20 717
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A U E E E E E E E E E E E E E E E E E E	\$54,740 \$50,700 \$45,210 rel Interior Designer te Architect sign/BIM Manager sign/BIM Specialist (Administrative Manager	\$50 \$46 \$42	0,700 6,940 2,500 \$46,990 \$76,230 \$93,400 \$81,360 \$66,650	\$54 \$50 \$46, \$43,570 \$66,500 \$75,000 \$64,000 \$55,000	,770 ,180 200 \$47,000 \$74,620 \$92,510 \$81,500 \$67,500	\$59,0 \$55,0 \$49,0 \$51,250 \$80,930 \$107,250 \$95,400 \$72,880	2000 2000 56,130 \$6,050 \$4,780 \$3,360	\$2,9 \$2,5 \$1,9 260 64 79 98 90	60 86 97 60 214 20 717 82 697 134 176 107 216
A U E E E E E E E E E E E E E E E E E E	\$54,740 \$50,700 \$45,210 vel Interior Designer e Architect esign/BIM Manager esign/BIM Specialist Administrative Manager ent	\$50 \$46 \$42	5,940 5,940 2,500 \$46,990 \$76,230 \$93,400 \$81,360 \$66,650 \$59,340	\$54 \$50 \$46, \$43,570 \$66,500 \$75,000 \$64,000 \$55,000 \$45,000	,770 ,180 200 \$47,000 \$74,620 \$92,510 \$81,500 \$67,500 \$58,000	\$59,0 \$55,0 \$49,0 \$51,250 \$80,930 \$107,250 \$95,400 \$72,880 \$69,390	2000 2000 5000 \$2,410 \$6,130 \$6,050 \$4,780 \$3,360 \$3,960	\$2,9 \$2,5 \$1,9 260 64 79 98 90 417	60 86 97 60 214 20 717 82 697 134 176 107 216 456 291
A U U Er Er Er En Entry-Leve Landscape Planner Digital Des Business// Accountar Marketing	\$54,740 \$50,700 \$45,210 vel Interior Designer e Architect esign/BIM Manager esign/BIM Specialist Administrative Manager ent	\$50 \$46 \$42	0,700 6,940 2,500 \$46,990 \$76,230 \$93,400 \$81,360 \$66,650 \$59,340 \$69,920	\$54 \$50 \$46, \$43,570 \$66,500 \$75,000 \$64,000 \$55,000 \$45,000 \$57,500	,770 ,180 200 \$47,000 \$74,620 \$92,510 \$81,500 \$67,500 \$58,000 \$68,000	\$59,0 \$55,0 \$49,0 \$51,250 \$80,930 \$107,250 \$95,400 \$72,880 \$69,390 \$80,860	2000 2000 \$2,410 \$6,130 \$6,050 \$4,780 \$3,360 \$3,960 \$3,870	\$2,9 \$2,5 \$1,9 260 64 79 98 90 417 185	60 86 97 60 214 20 717 82 697 134 176 107 216 456 299 183
A U E E E E E E E E E E E E E E E E E E	\$54,740 \$50,700 \$45,210 vel Interior Designer te Architect esign/BIM Manager esign/BIM Specialist Administrative Manager int g Manager	\$50 \$46 \$42	0,700 6,940 2,500 \$46,990 \$76,230 \$93,400 \$81,360 \$66,650 \$59,340 \$69,920 \$80,020	\$54 \$50 \$46, \$43,570 \$66,500 \$75,000 \$64,000 \$55,000 \$57,500 \$66,000	,770 ,180 200 \$47,000 \$74,620 \$92,510 \$81,500 \$667,500 \$58,000 \$68,000 \$81,120	\$59,0 \$55,0 \$49,0 \$51,250 \$80,930 \$107,250 \$95,400 \$72,880 \$69,390 \$80,860 \$91,500	2000 2000 2000 \$2,410 \$6,130 \$6,050 \$4,780 \$3,360 \$3,360 \$3,360 \$3,870 \$4,880	\$2,9 \$2,5 \$1,9 260 64 79 98 90 417 185 155	60 86 97 60 214 20 717 82 697 134 176 107 216 456 299 183
A U E E E E E E E E E E E E E E E E E E	\$54,740 \$50,700 \$45,210 vel Interior Designer te Architect esign/BIM Manager esign/BIM Specialist (Administrative Manager int g Manager Development Manager	\$50 \$46 \$42	0,700 6,940 2,500 \$46,990 \$76,230 \$93,400 \$81,360 \$66,650 \$59,340 \$69,920 \$80,020 \$80,020 \$101,930	\$54 \$50 \$46, \$43,570 \$66,500 \$75,000 \$64,000 \$55,000 \$45,000 \$57,500 \$66,000 \$80,000	,770 ,180 200 \$47,000 \$74,620 \$92,510 \$81,500 \$66,500 \$68,000 \$68,000 \$81,120 \$98,580	\$55,0 \$49,0 \$51,250 \$80,930 \$107,250 \$95,400 \$72,880 \$69,390 \$80,860 \$91,500 \$123,230	0000 0000 \$2,410 \$6,130 \$6,050 \$4,780 \$3,360 \$3,360 \$3,360 \$3,870 \$3,870 \$4,880 \$6,750	\$2,9 \$2,5 \$1,9 260 64 79 98 90 417 185 155 107	60 86 97 60 214 20 717 82 697 134
A U E E E E E E E E E E E E E E E E E E	\$54,740 \$50,700 \$45,210 vel Interior Designer te Architect esign/BIM Manager esign/BIM Specialist (Administrative Manager g Goordinator Information Technolog	\$50 \$46 \$42	0,700 6,940 2,500 \$46,990 \$76,230 \$93,400 \$81,360 \$69,50 \$59,340 \$69,920 \$69,920 \$80,020 \$80,020 \$101,930	\$54 \$50 \$46, \$43,570 \$66,500 \$75,000 \$64,000 \$55,000 \$45,000 \$57,500 \$66,000 \$80,000 \$49,720	,770 ,180 200 \$47,000 \$74,620 \$92,510 \$81,500 \$68,000 \$68,000 \$68,000 \$81,120 \$98,580 \$98,580	\$55,0 \$55,0 \$49,0 \$51,250 \$80,930 \$107,250 \$95,400 \$72,880 \$69,390 \$80,860 \$91,500 \$123,230 \$62,490	0000 0000 \$2,410 \$6,130 \$6,050 \$4,780 \$3,360 \$3,360 \$3,360 \$3,870 \$3,870 \$4,880 \$6,750 \$2,300	\$2,9 \$2,5 \$1,9 260 64 79 98 90 417 185 155 107 246	60 86 97 60 214 20 717 82 697 134 176 107 216 456 291 183 141 360 112
A U E E E E E E E E E E E E E E E E E E	\$54,740 \$50,700 \$45,210 vel Interior Designer te Architect esign/BIM Manager esign/BIM Specialist (Administrative Manager g Goordinator Information Technolog	\$50 \$46 \$42	5,940 5,940 2,500 \$46,990 \$76,230 \$93,400 \$81,360 \$66,650 \$59,340 \$69,920 \$80,020 \$80,020 \$101,930 \$55,910 \$83,590	\$54 \$50 \$46, \$43,570 \$66,500 \$75,000 \$64,000 \$55,000 \$45,000 \$45,000 \$45,000 \$44,000 \$44,000 \$44,000 \$57,500 \$66,000 \$49,720 \$65,060	,770 ,180 200 \$47,000 \$74,620 \$92,510 \$81,500 \$68,000 \$68,000 \$68,000 \$68,000 \$55,000 \$98,580 \$55,000	\$55,0 \$55,0 \$49,0 \$51,250 \$80,930 \$107,250 \$95,400 \$72,880 \$69,390 \$80,860 \$91,500 \$123,230 \$62,490 \$99,460	0000 0000 \$2,410 \$6,130 \$6,050 \$4,780 \$3,360 \$3,360 \$3,870 \$4,880 \$6,750 \$2,300 \$4,510	\$2,9 \$2,5 \$1,9 260 64 79 98 90 417 185 155 107 246 104	60 86 97 60 214 20 717 82 697 134 176 107 216 456 291 183 141 360

AIA COMPENSATION REPORT 2017

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#### state: New York

				BASE	PAY				
			Mean	Lower Quartile	Median	Upper Quartile	Mean Additional Cash	Number of Establishments	Number of Positions
CEO/Presi	dent		\$175,700	\$107,000	\$150,000	\$240,000	\$71,330	43	55
Managing I	Principal		\$155,270	\$122,000	\$150,000	\$175,350	\$54,880	42	69
Chief Oper	ating Officer		\$211,210	\$123,000	\$180,000	\$237,510	\$21,760	9	9
Director of	Operations		\$142,060	\$106,210	\$132,250	\$139,360	\$24,100	13	14
Director of	Design		\$154,190	\$122,190	\$153,000	\$188,330	\$43,910	17	28
Director of	Communications		\$126,650	\$103,450	\$123,000	\$148,830	\$12,470	6	6
Director of	Finance (CFO)		\$170,590	\$95,000	\$185,000	\$245,000	\$54,750	11	11
Director of	Human Resources		\$146,730	\$110,000	\$145,790	\$180,000	\$12,190	10	11
Director of	Information Technolog	y (CIO)	\$152,480	\$110,430	\$159,540	\$191,000	\$48,520	5	5
Chief Mark	eting Officer		\$156,120	\$120,120	\$150,000	\$207,500	\$45,520	9	9
Senior Proj	ject Designer		\$125,400	\$113,000	\$142,010	\$147,790	\$9,740	27	103
Project De	signer		\$105,840	\$88,910	\$111,850		\$6,440	13	46
Senior Proj	ject Manager		\$121,930	\$108,500	\$120,000	\$136,640	\$12,030	38	170
Project Ma	nager		\$91,360	\$80,000	\$90,000	\$99,000	\$6,010	40	142
Architect 3	3		\$107,000	\$84,100	\$100,000	\$135,900	\$14,670	30	165
Unlicensed	I Architecture/Design S	itaff 3	\$81,330	\$65,000	\$79,000	\$97,700	\$4,260	36	126
Architect 2	2		\$87,070	\$79,080	\$88,000	\$91,400	\$7,260	26	101
Unlicensed	I Architecture/Design S	Staff 2	\$73,550	\$70,840	\$74,980	\$80,000	\$4,650	36	184
Archit	ACO 700	<b>A</b>		<b>A</b> E 0			100	<b>*</b> ***	.04
Archit Unlice	\$58,730	\$5	52,350	\$59	,000,	\$64	,180	\$2,1	
Unlice Emerg			,				-		40 221 168
Unlice	\$53,980	\$	51,740	\$54	,800	\$57,	400	\$3,2	40 221 .68 .05 .112
Unlice Emerg Emerg		\$	,	\$54		\$57,	-		40 221 .68 .05 .112
Unilco Emerg Emerg Emerg Senior	\$53,980	\$	51,740	\$54	,800	\$57,	400	\$3,2	40 221 .68 .05 .112
Unilco Emerg Emerg Senior Intermedia Entry-Leve	\$53,980 \$47,050 te Interior Designer	\$	51,740 3,500	\$54 \$48	,800 ,000	\$57,	400	\$3,2 \$2,0	40 221 168 05 112 80 47
Unilee Emerg Emerg Senio Intermedia Entry-Leve Landscape	\$53,980 \$47,050 te Interior Designer	\$	51,740 3,500 \$67,910 \$52,550	\$54 \$48 \$62,300 \$48,000	,800 ,000 \$71,530 \$54,650	\$57, \$51	400 ,590 \$4,400 \$3,430	\$3,2 \$2,0 <sup>20</sup> 18	40 221 68 05 112 47 42 53
Unlice Emerg Emerg Senio Intermedia Entry-Leve Landscape Planner	\$53,980 \$47,050 te Interior Designer Architect	\$	51,740 3,500 \$67,910 \$52,550 \$89,530	\$54 \$48 \$62,300 \$48,000 \$58,500	,800 ,000 \$71,530 \$54,650 \$78,000	\$57, \$51, \$88,500	400 ,590 \$4,400 \$3,430 \$5,790	\$3,2 \$2,0 <sup>20</sup> 18 7	221 68 05 112 47 42 53 15
Unlice Emerg Emerg Senio Intermedia Entry-Leve Landscape Planner Digital Des	\$53,980 \$47,050 te Interior Designer Architect	\$	51,740 3,500 \$67,910 \$52,550 \$89,530 \$90,620	\$54 \$48 \$62,300 \$48,000 \$58,500 \$56,250	,800 ,000 \$71,530 \$54,650 \$78,000 \$90,260	\$57, \$51 \$88,500 \$123,130	400 ,590 \$4,400 \$3,430 \$5,790 \$4,380	\$3,2 \$2,0 18 7 10	40 221 68 05 112 47 42 53 15 10
Unlice Emerg Emerg Senio Intermedia Entry-Leve Landscape Planner Digital Des Digital Des	\$53,980 \$47,050 te Interior Designer Architect Hgn/BIM Manager Hgn/BIM Specialist	\$4 \$4	51,740 3,500 \$67,910 \$52,550 \$89,530 \$90,620 \$80,240	\$54 \$48 \$62,300 \$48,000 \$58,500 \$56,250 \$64,070	,800 ,000 \$71,530 \$54,650 \$78,000 \$90,260 \$75,000	\$57, \$51 \$88,500 \$123,130 \$94,280	400 ,590 \$4,400 \$3,430 \$5,790 \$4,380 \$4,590	\$3,2 \$2,0 18 7 10 5	40 221 68 05 112 40 47 42 53 15 10 80
Unlice Emerg Emerg Senio Intermedia Entry-Leve Landscape Planner Digital Des Digital Des	\$53,980 \$47,050 te Interior Designer Architect	\$4 \$4	51,740 3,500 \$67,910 \$52,550 \$89,530 \$90,620	\$54 \$48 \$62,300 \$48,000 \$58,500 \$56,250	,800 ,000 \$71,530 \$54,650 \$78,000 \$90,260	\$57, \$51 \$88,500 \$123,130	400 ,590 \$4,400 \$3,430 \$5,790 \$4,380	\$3,2 \$2,0 18 7 10	40 221 68 05 112 47 42 53 15 10
Unlice Emerg Emerg Senio Intermedia Entry-Leve Landscape Planner Digital Des Digital Des	\$53,980 \$47,050 te Interior Designer el Interior Designer Architect tign/BIM Manager tign/BIM Specialist	\$4 \$4	51,740 3,500 \$67,910 \$52,550 \$89,530 \$90,620 \$80,240	\$54 \$48 \$62,300 \$48,000 \$58,500 \$56,250 \$64,070	,800 ,000 \$71,530 \$54,650 \$78,000 \$90,260 \$75,000	\$57, \$51 \$88,500 \$123,130 \$94,280	400 ,590 \$4,400 \$3,430 \$5,790 \$4,380 \$4,590	\$3,2 \$2,0 18 7 10 5	40 221 68 05 112 40 47 42 53 15 10 80
Unlice Emerg Emerg Senio Intermedia Entry-Leve Landscape Planner Digital Des Business/A	\$53,980 \$47,050 te Interior Designer el Interior Designer Architect lign/BIM Manager lign/BIM Specialist ddministrative Manager t	\$4 \$4	51,740 3,500 \$67,910 \$52,550 \$89,530 \$90,620 \$80,240 \$73,100	\$54 \$48 \$62,300 \$48,000 \$58,500 \$56,250 \$64,070 \$52,750	,800 ,000 \$71,530 \$54,650 \$78,000 \$90,260 \$75,000 \$68,330	\$57, \$51 \$88,500 \$123,130 \$94,280 \$93,750	400 ,590 \$4,400 \$3,430 \$5,790 \$4,380 \$4,590 \$3,820	\$3,2 \$2,0 20 18 7 10 5 35	40 221 68 05 112 47 42 53 15 10 8 40
Unlice Emerg Emerg Senio Intermedia Entry-Leve Landscape Planner Digital Des Digital Des Business/A Accountan Marketing	\$53,980 \$47,050 te Interior Designer el Interior Designer Architect lign/BIM Manager lign/BIM Specialist ddministrative Manager t	\$4 \$4	51,740 3,500 \$67,910 \$52,550 \$89,530 \$90,620 \$80,240 \$73,100 \$80,550	\$54 \$48 \$62,300 \$48,000 \$58,500 \$56,250 \$64,070 \$52,750 \$66,810	,800 ,000 \$71,530 \$54,650 \$78,000 \$90,260 \$75,000 \$68,330 \$83,800	\$57, \$51 \$88,500 \$123,130 \$94,280 \$93,750 \$86,950	400 ,590 \$4,400 \$3,430 \$5,790 \$4,380 \$4,590 \$3,820 \$3,940	\$3,2 \$2,0 20 18 7 10 5 35 12	221 68 05 112 47 42 53 15 10 8 40 40 40
Unlice Emerg Emerg Senio Intermedia Entry-Leve Landscape Planner Digital Des Business/A Accountan Marketing B	\$53,980 \$47,050 te Interior Designer Architect lign/BIM Manager dign/BIM Specialist doministrative Manager t Manager	\$4 \$4	51,740 3,500 \$67,910 \$52,550 \$89,530 \$90,620 \$80,240 \$73,100 \$80,550 \$84,770	\$54 \$48 \$62,300 \$48,000 \$58,500 \$56,250 \$66,810 \$59,250 \$78,500 \$54,000	,800 ,000 \$71,530 \$54,650 \$78,000 \$90,260 \$75,000 \$68,330 \$83,800 \$93,000	\$57, \$51 \$88,500 \$123,130 \$94,280 \$93,750 \$86,950 \$102,350	400 ,590 \$4,400 \$3,430 \$5,790 \$4,380 \$4,590 \$3,820 \$3,940 \$4,550	\$3,2 \$2,0 20 18 7 10 5 35 12 15 8 8 18	221 68 05 112 47 42 53 15 10 8 40 40 40 18 9 41
United Emerg Emerg Senio Intermedia Entry-Leve Landscape Planner Digital Des Digital Des Digital Des Business/A Accountan Marketing Business D	\$53,980 \$47,050 te Interior Designer Architect Agn/BIM Manager Agn/BIM Specialist Administrative Manager t Manager evelopment Manager	\$4	51,740 3,500 \$67,910 \$52,550 \$89,530 \$90,620 \$80,240 \$73,100 \$80,550 \$84,770 \$118,850	\$54 \$48 \$62,300 \$48,000 \$58,500 \$56,250 \$66,250 \$64,070 \$52,750 \$66,810 \$59,250 \$78,500	,800 ,000 \$71,530 \$54,650 \$78,000 \$90,260 \$75,000 \$68,330 \$83,800 \$93,000 \$100,000	\$57, \$51 \$88,500 \$123,130 \$94,280 \$93,750 \$86,950 \$102,350	400 ,590 \$4,400 \$3,430 \$5,790 \$4,380 \$4,590 \$3,820 \$3,820 \$3,940 \$4,550 \$7,950	\$3,2 \$2,0 20 18 7 10 5 35 12 15 8 8 18 8	40 21 68 05 112 47 42 53 15 10 8 40 40 18 9 41 9
United Emerg Emerg Senio Intermedia Entry-Leve Landscape Planner Digital Des Digital Des Digital Des Business/A Accountan Marketing Business D	\$53,980 \$47,050 te Interior Designer Architect Agn/BIM Manager Agn/BIM Specialist toministrative Manager t Manager evelopment Manager Coordinator information Technology	\$4	51,740 3,500 \$67,910 \$52,550 \$89,530 \$90,620 \$80,240 \$73,100 \$80,550 \$84,770 \$118,850 \$59,530 \$101,920 \$63,490	\$54 \$48 \$62,300 \$48,000 \$58,500 \$56,250 \$66,810 \$59,250 \$78,500 \$54,000	,800 ,000 \$71,530 \$54,650 \$78,000 \$90,260 \$75,000 \$68,330 \$83,800 \$93,000 \$100,000 \$62,490	\$57, \$51 \$88,500 \$123,130 \$94,280 \$93,750 \$86,950 \$102,350 \$102,350 \$102,350 \$172,500 \$127,130 \$67,010	400 ,590 \$4,400 \$3,430 \$5,790 \$4,380 \$4,590 \$3,820 \$3,820 \$3,940 \$4,550 \$3,940 \$4,550 \$1,450 \$1,450 \$7,950 \$1,450 \$7,150 \$3,270	\$3,2 \$2,0 20 18 7 10 5 35 12 15 8 8 18 8 18 8 12	221 68 05 112 47 42 53 15 10 8 40 40 40 18 9 41 9 18
Unitice Emerg Emerg Senio Intermedia Entry-Leve Landscape Planner Digital Des Digital Des Digital Des Business/A Accountan Marketing Business D Marketing Systems/II	\$53,980 \$47,050 te Interior Designer Architect Agn/BIM Manager Agn/BIM Specialist toministrative Manager t Manager evelopment Manager Coordinator information Technology esigner	\$4	51,740 3,500 \$67,910 \$52,550 \$89,530 \$90,620 \$80,240 \$73,100 \$80,550 \$84,770 \$118,850 \$59,530 \$101,920	\$54 \$48 \$62,300 \$48,000 \$58,500 \$56,250 \$66,810 \$52,750 \$66,810 \$59,250 \$78,500 \$54,000 \$73,250	,800 ,000 \$71,530 \$54,650 \$78,000 \$90,260 \$75,000 \$68,330 \$83,800 \$83,800 \$93,000 \$100,000 \$62,490 \$97,500	\$57, \$51 \$88,500 \$123,130 \$94,280 \$93,750 \$86,950 \$102,350 \$102,350 \$172,500	400 ,590 \$4,400 \$3,430 \$5,790 \$4,380 \$4,590 \$3,820 \$3,820 \$3,820 \$3,940 \$4,550 \$3,940 \$4,550 \$1,450 \$7,150	\$3,2 \$2,0 20 18 7 10 5 35 12 15 8 8 18 8	221 68 05 112 47 42 53 15 10 8 40 40 18 9 41 9

- **1. Global Economics**: Where is there building?
- **2. Professional Economics**: How does the economy affect jobs?
- **3. Profession**: What sort of jobs are out there?
- **4. Career**: If you get a job, how much might you get paid?
- 5. Strategies: How might you attack this problem, and with what tools?

# **Selection Strategies**

- Location, design culture
- Work environment and community, mentorship model
- Project mix
- Practice size, structure
- Roles, responsibilities
- Salary, compensation
- Growth opportunities
- Mentorship

# **Networking Opportunities**

www.alumniconnections.com/olc/membersonly/YALE/networking

www.linkedin.com

www.facebook.com

www.yale.edu/aya

www.architecture.yale.edu/drupal/index.php?q=Career\_Services



# Summary

1. World economics are in slow growth mode.

- 2. US market is slowing but firms are hiring.
- 3. Post-recession labor contraction continues as the "gap" moves along the timeline.
- 4. US construction labor shortage/material costs will drive prices up, but what about longer?
- 5. Trump is a wild-card: taxes, infrastructure, immigration.
- 6. Economic periodicity suggests a downturn in the next few years.
- 7. Leverage your skills and brand for position and salary.
- 8. Use the Yale network.

