

# Overview

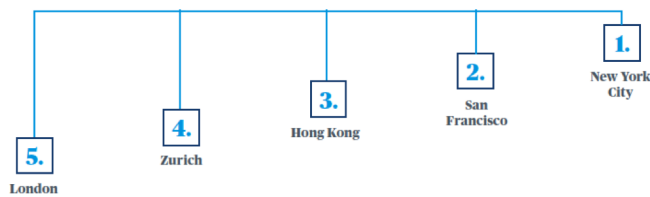
1. **Global Economics:** Where is there building?
2. **Professional Economics:** How does the economy affect jobs?
3. **Profession:** What sort of jobs are out there?
4. **Career:** If you get a job, how much might you get paid?
5. **Strategies:** Choices, negotiation, and tools

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# International construction market survey 2018

## Top five most expensive places to build



making the difference

## Economic overview



### Global

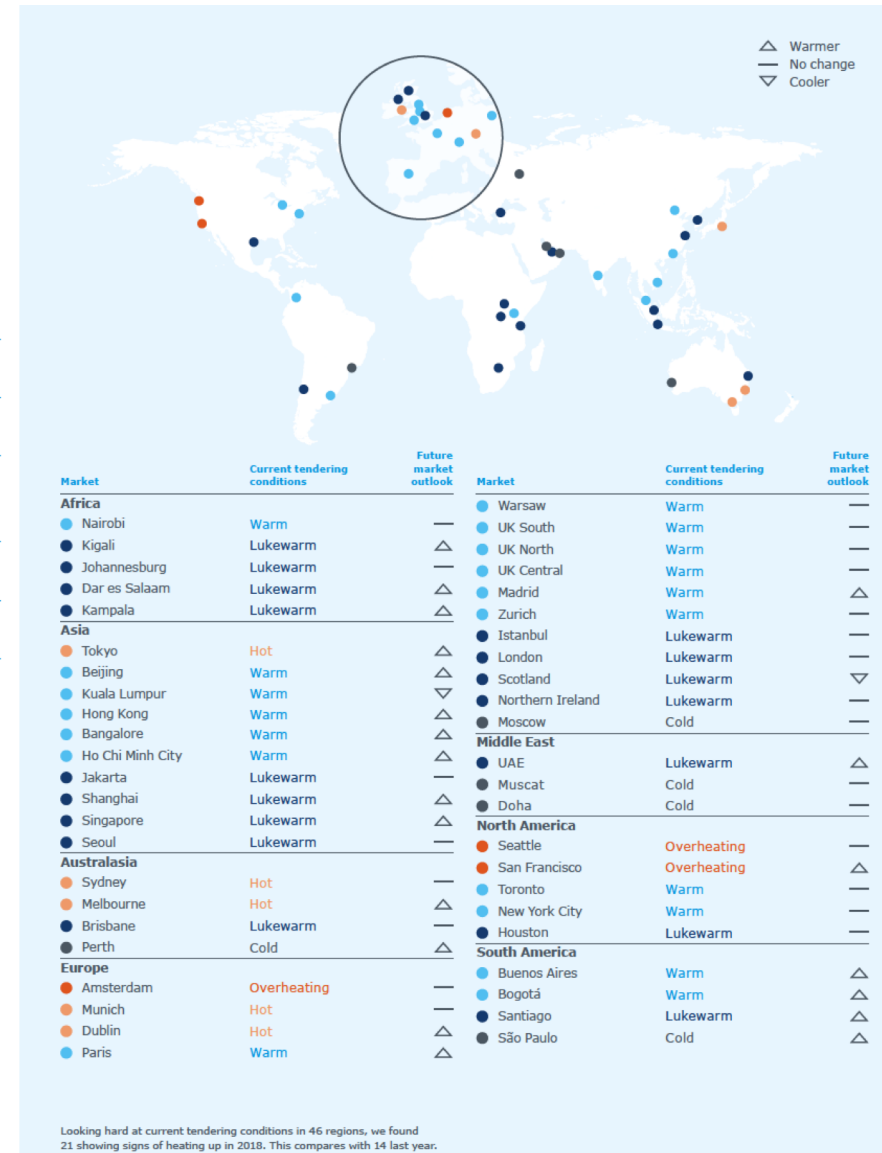
3.9% forecasted GDP growth in 2018

3.9% forecasted GDP growth in 2019

### China

6.6% forecasted GDP growth in 2018

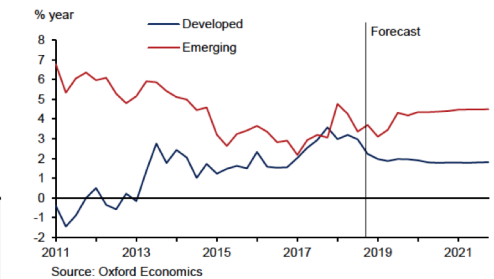
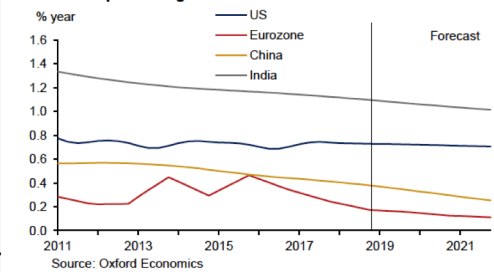
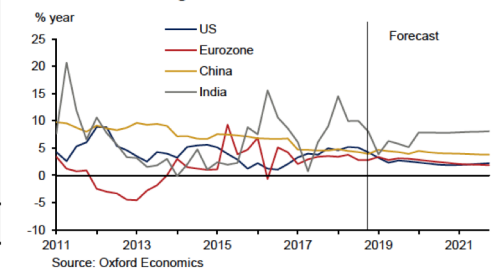
6.4% forecasted GDP growth in 2019





- ✓ **Fast growing emerging markets** – strong demand for construction services in fast growth emergers.
- ✓ **Catch-up growth** – pent-up construction demand in developed markets after long post-crisis downturn.
- ✗ **Supply-side constraints** – tight labour markets in US to constrain construction potential.
- ✗ **Chinese economic and financial risk** – potential for significant downside in China slowdown scenario.

| <b>Construction</b>        |           |      |      |      |      |      |      |           |
|----------------------------|-----------|------|------|------|------|------|------|-----------|
| Annual percentage changes  |           |      |      |      |      |      |      |           |
|                            | 2012-2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023-2027 |
| United States              | 2.8       | 0.8  | 2.9  | 2.1  | 2.5  | 2.3  | 2.2  | 2.2       |
| Eurozone                   | -1.5      | 3.3  | 3.2  | 2.4  | 2.2  | 2.0  | 1.9  | 1.4       |
| United Kingdom             | 2.2       | 7.2  | 1.0  | 2.6  | 2.0  | 1.9  | 1.7  | 1.3       |
| Japan                      | 3.3       | 3.1  | 2.4  | 1.8  | 1.2  | 0.5  | 0.4  | 0.1       |
| <b>Developed Countries</b> | 1.3       | 2.8  | 2.8  | 1.9  | 1.8  | 1.8  | 1.8  | 1.4       |
| Eastern Europe             | -0.1      | 6.7  | 10.4 | 3.7  | 3.1  | 3.0  | 2.7  | 2.4       |
| Brazil                     | -2.0      | -5.0 | -1.2 | 2.3  | 3.5  | 3.9  | 3.8  | 2.9       |
| Russia                     | -0.9      | 0.1  | -1.0 | 3.8  | 1.8  | 1.9  | 1.9  | 1.7       |
| India                      | 2.4       | 1.9  | 9.4  | 8.5  | 7.7  | 7.7  | 7.7  | 7.5       |
| China                      | 8.6       | 4.4  | 3.9  | 3.5  | 4.5  | 4.5  | 4.3  | 3.8       |
| <b>Emerging markets</b>    | 4.4       | 2.8  | 4.0  | 3.8  | 4.4  | 4.5  | 4.4  | 4.0       |
| <b>World</b>               | 2.8       | 2.8  | 3.4  | 2.9  | 3.1  | 3.2  | 3.1  | 2.8       |

**World: Construction output growth**

**World: Population growth**

**World: Investment growth**


**US:** Growth continues, especially in institutional work and disaster reconstruction. Labor shortages and political uncertainty cloud the picture. Infrastructure?

**UK:** Brexit uncertainty is unabated. Housing demand continues and labor is very short.

**Europe:** Germany and Spain are strong. Migrant flows create demand for building but population contraction in the long-term could slow construction.

**Russia:** Modest growth may accelerate with oil prices; private consumption grows

**China:** Relative slow-down as housing sales dip. Overall economy going from white hot to very hot.

**Japan:** Olympic sugar high continues, and gov't stimulus drives construction. Population shrinks

**Middle East:** Still dependent on oil prices, which may rise with sanctions. Gov't infrastructure continues in Qatar.

**Latin America:** Growth is slowing but Brazil doing well. New gov't in Mexico limiting capital.

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

**India:** Very strong growth continues with economy and gov't policy reform.



## CONSENSUS CONSTRUCTION FORECAST, DECEMBER 2018

Click on each name to see their forecast

| Consensus                           |                           | Estimated<br>\$ | Forecast<br>% Change |      |
|-------------------------------------|---------------------------|-----------------|----------------------|------|
|                                     |                           | 2018            | 2019                 | 2020 |
| Dodge Data & Analytics              | Nonresidential Total      | —               | 4.4                  | 2.4  |
| IHS Economics                       | Commercial Total          | —               | 3.5                  | 0.6  |
|                                     | Office                    | —               | 5.1                  | 1.2  |
| Moody's Economy.com                 | Retail & Other Commercial | —               | 1.9                  | 0.4  |
|                                     | Hotel                     | —               | 3.9                  | -0.7 |
| FMI                                 | Industrial Total          | —               | 4.8                  | 2.7  |
| ConstructConnect                    | Institutional Total       | —               | 4.8                  | 2.9  |
|                                     | Health                    | —               | 4.0                  | 3.6  |
| Associated Builders and Contractors | Education                 | —               | 5.5                  | 4.1  |
|                                     | Religious                 | —               | -2.6                 | -1.2 |
| Wells Fargo Securities              | Public Safety             | —               | 6.8                  | 4.9  |
| Markstein Advisors                  | Amusement & Recreation    | —               | 4.4                  | 0.6  |

### Notes:

\* FMI's Retail & Other Commercial category includes transportation and communication sectors.

The AIA Consensus Forecast is computed as an average of the forecasts provided by the panelists that submit forecasts for each of the included building categories.

There are no standard definition of some nonresidential building categories, so panelists may define a given category somewhat differently.

Panelists may forecast only a portion of a category (e.g public buildings but not private buildings); these forecasts are treated like other forecasts in computing the consensus.

All forecasts are presented in current (non-inflation adjusted) dollars.

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Click on each name to see their forecast

| Consensus                           |                           | Estimated<br>\$ | Forecast<br>% Change |      |
|-------------------------------------|---------------------------|-----------------|----------------------|------|
|                                     |                           | 2018            | 2019                 | 2020 |
| Dodge Data & Analytics              | Nonresidential Total      | 436.7           | 3.4                  | -0.9 |
| IHS Economics                       | Commercial Total          | 195.9           | 2.0                  | -4.7 |
|                                     | Office                    | 73.0            | 4.6                  | -2.6 |
| Moody's Economy.com                 | Retail & Other Commercial | 90.6            | -0.8                 | -5.7 |
|                                     | Hotel                     | 32.3            | 3.9                  | -6.8 |
| FMI                                 | Industrial Total          | 65.2            | 4.2                  | 2.4  |
| ConstructConnect                    | Institutional Total       | 175.6           | 4.8                  | 1.9  |
|                                     | Health                    | 42.3            | 4.5                  | 3.2  |
| Associated Builders and Contractors | Education                 | 94.4            | 5.6                  | 2.4  |
|                                     | Religious                 | 3.0             | -1.0                 | 1.9  |
| Wells Fargo Securities              | Public Safety             | 9.3             | 3.8                  | 2.7  |
| Markstein Advisors                  | Amusement & Recreation    | 26.6            | 3.2                  | -2.1 |

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# 3.4%

Real GDP growth Q3-18  
Up from 1.9% in Q4-17

# 4.1%

Unemployment in Dec 2018  
down from 4.9% in 2016

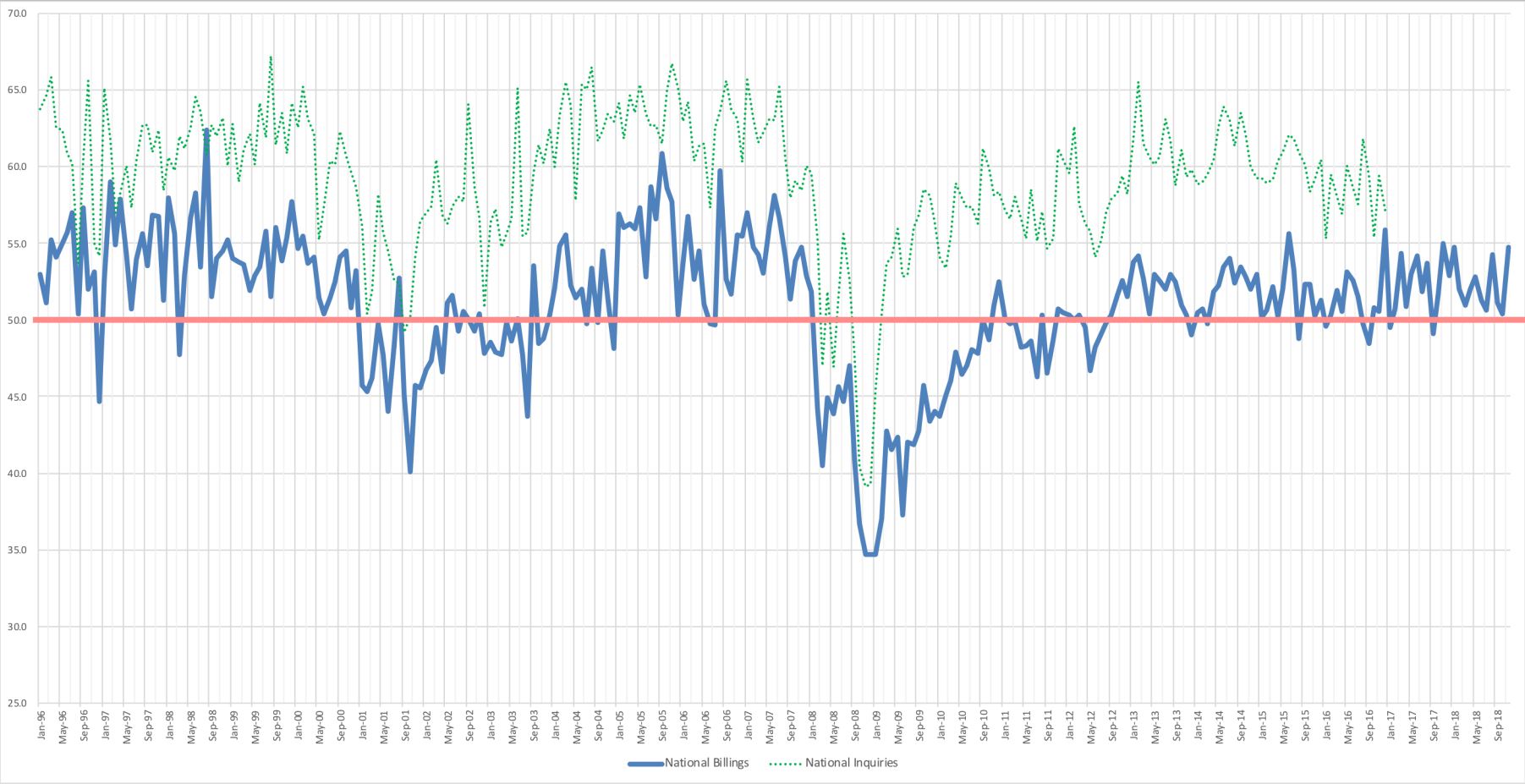
# 1.9%

Inflation 2018, stable

# 5.0%

US construction growth in 2018,  
Up from 3.4% in 2017

# Architecture Billings Index 1996 – 2018



# Architecture Billings Index 1996 – 2018

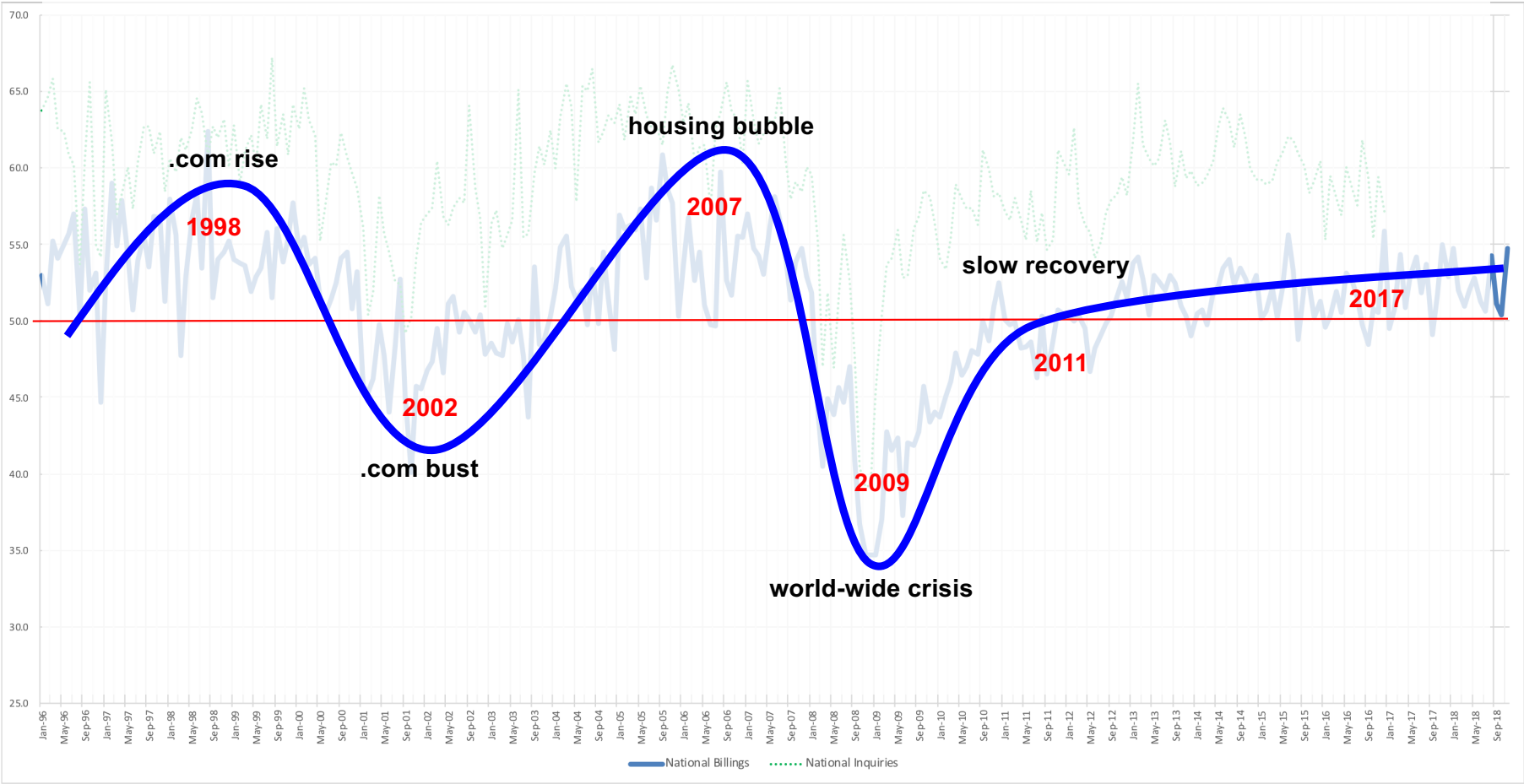
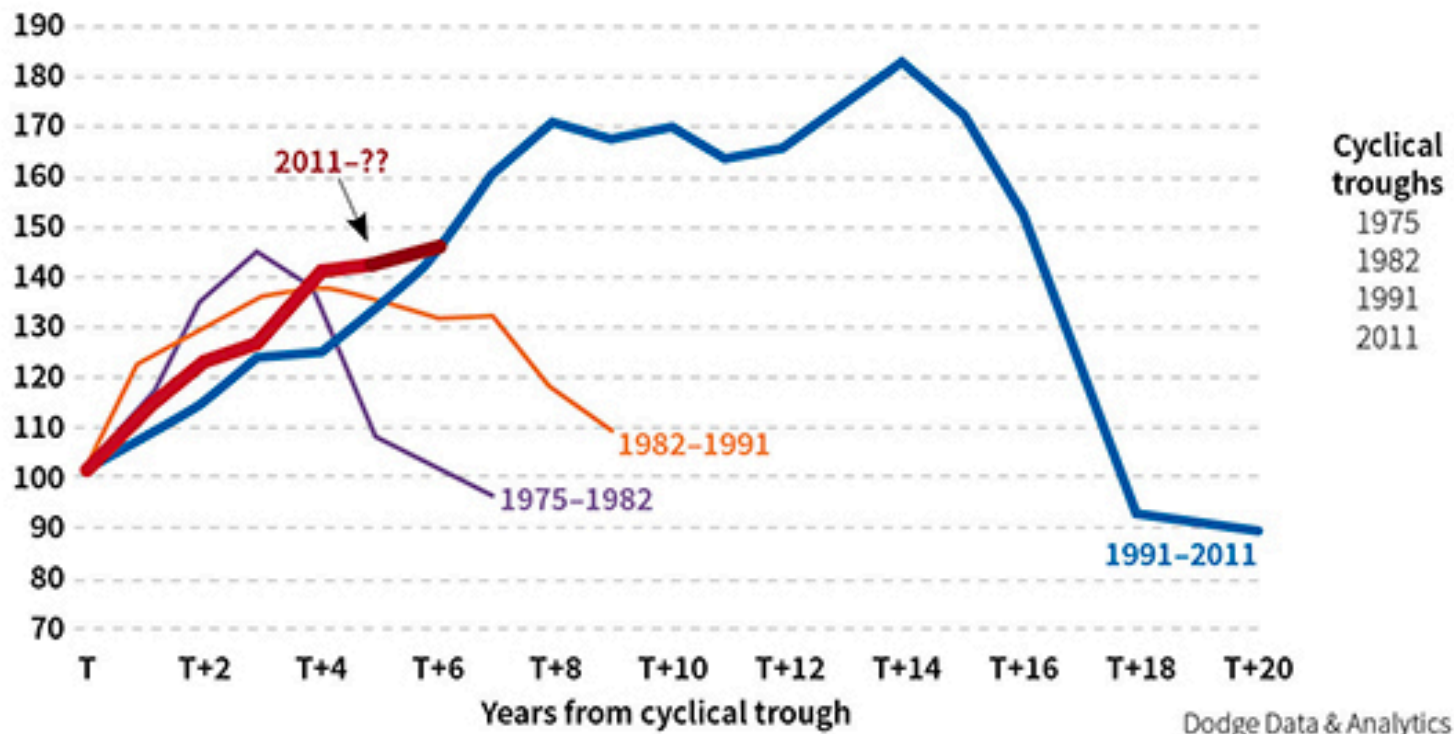


FIGURE 15

Total Construction Activity by Cycle  
Cyclical trough (T) = 100, based on constant dollars

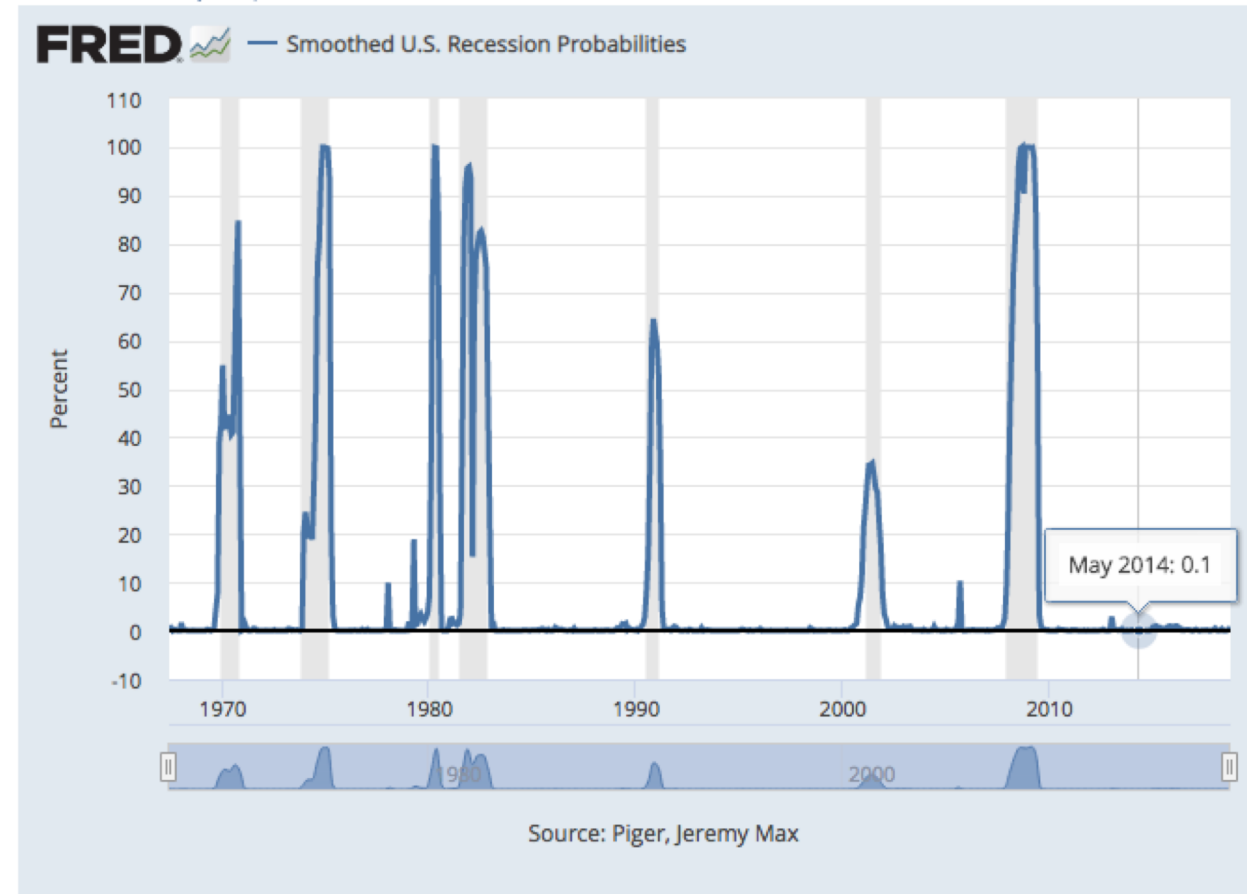




# The FRED® Blog

## How likely is a recession? (And how fast is a forecast?)

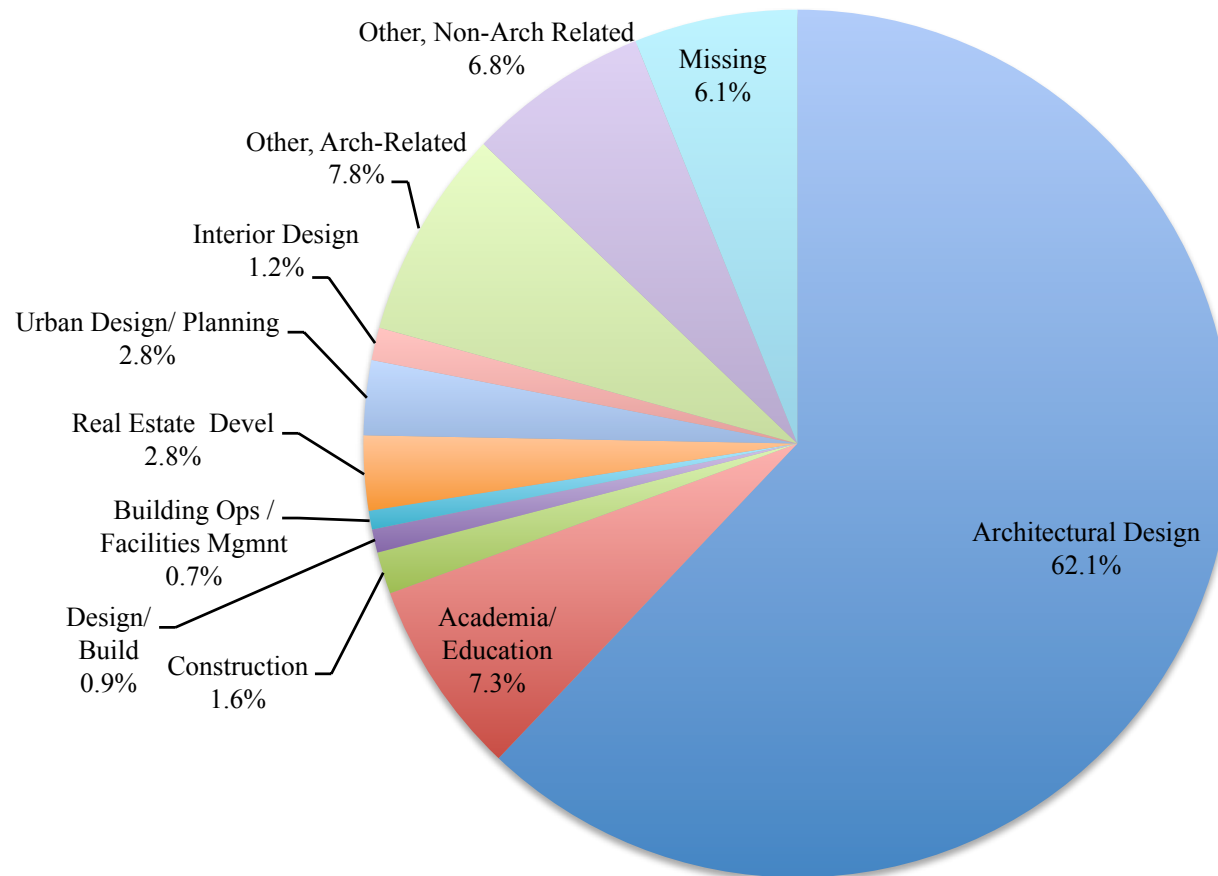
Posted on May 14, 2015



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



**FIGURE 02:**

**Over half of national staff and 56% of revenue at architecture firms with 50+ employees**

% of all firms, staff, and gross billings by firm size for 2017, with 2015 and 2005 comparisons

| Number of employees | Share of firms | Share of staff | Share of billings | 2015 Share of billings | 2005 Share of billings |
|---------------------|----------------|----------------|-------------------|------------------------|------------------------|
| 1 to 9              | 75.8%          | 19.4%          | 13.7%             | 15.4%                  | 16.5%                  |
| 10 to 49            | 18.0%          | 29.8%          | 30.3%             | 33.3%                  | 31.7%                  |
| 50 or more          | 6.3%           | 50.8%          | 56.0%             | 51.3%                  | 51.9%                  |



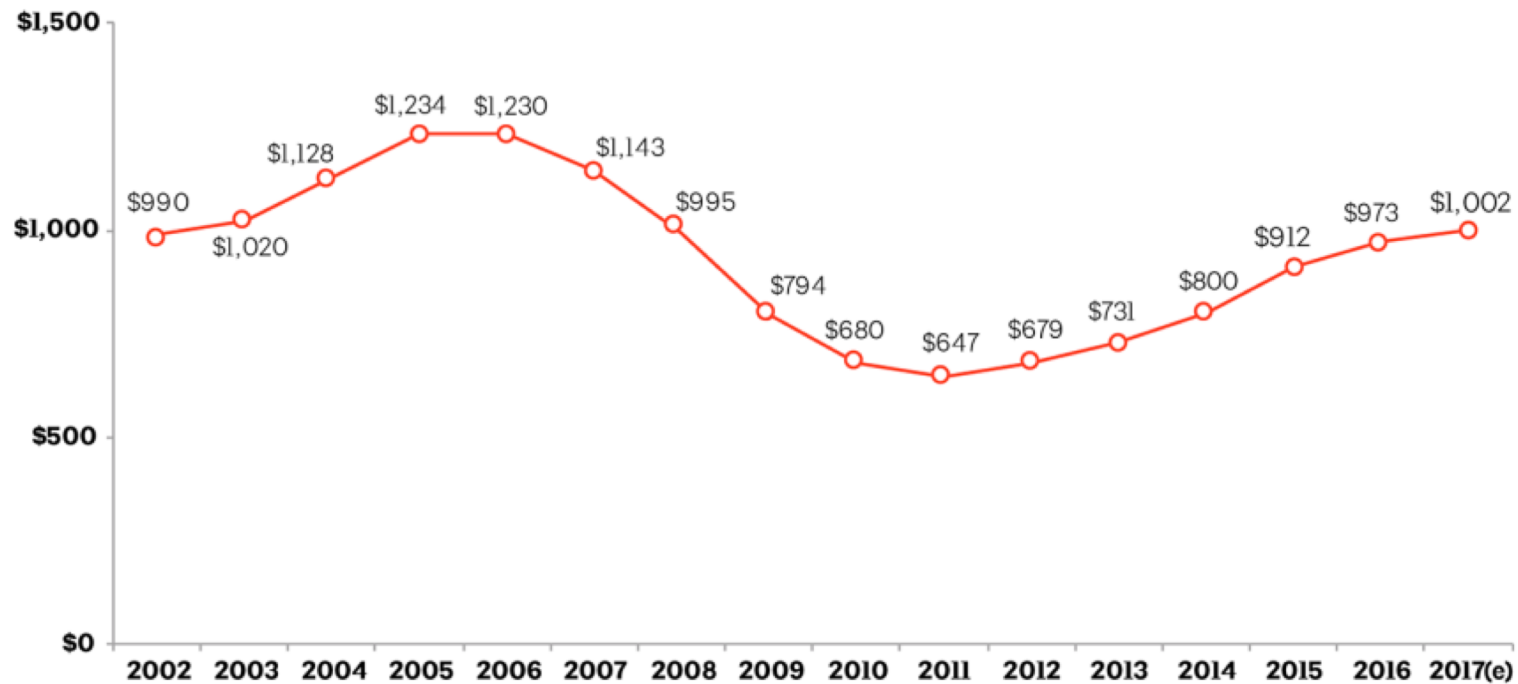
AIA FEATURE

## How Many Architects Does Our Economy Need?

A special report on workforce pressures for firm leaders.

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.*



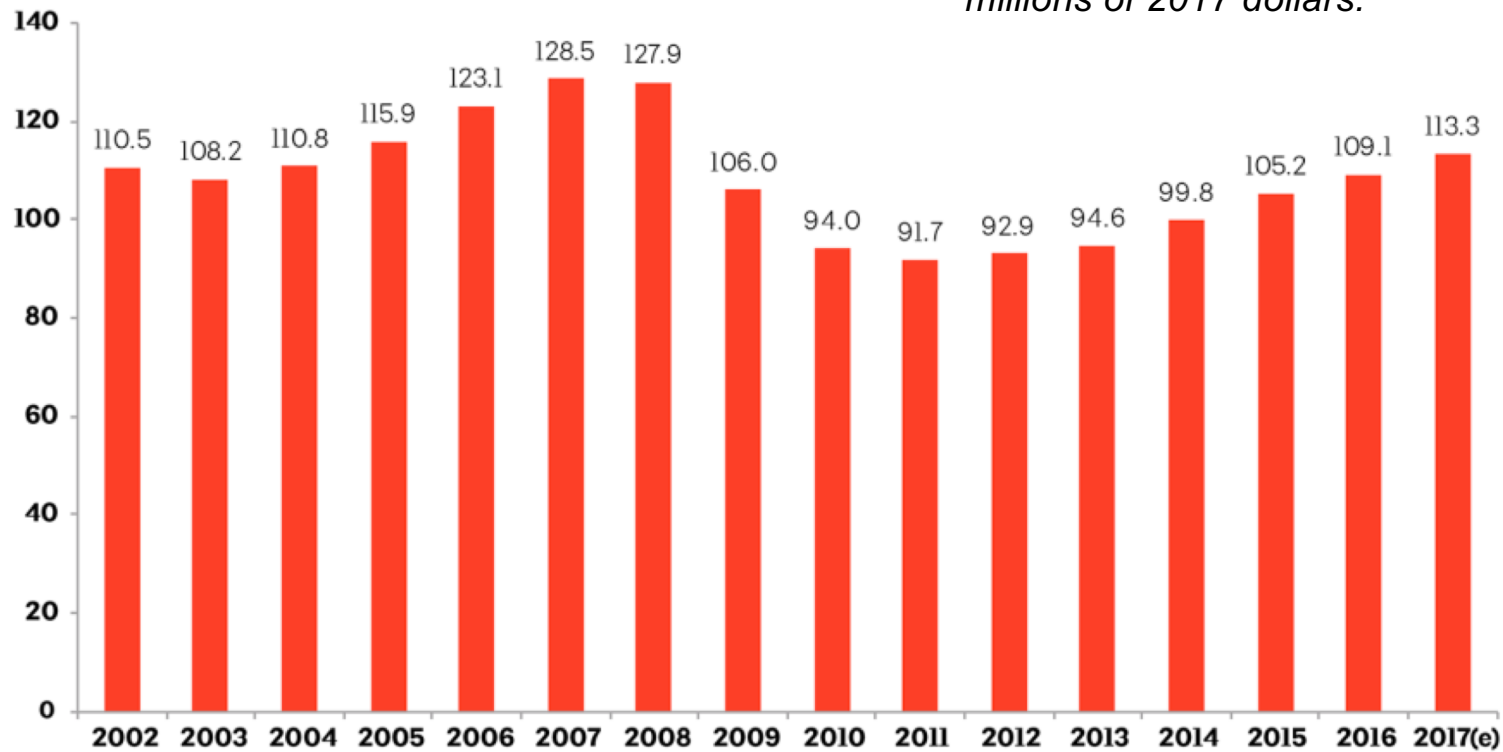


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*Figure 3: Architectural staffing positions don't adjust as quickly as construction activity, causing average output to fluctuate. Estimate of construction activity per architectural position, in millions of 2017 dollars.*



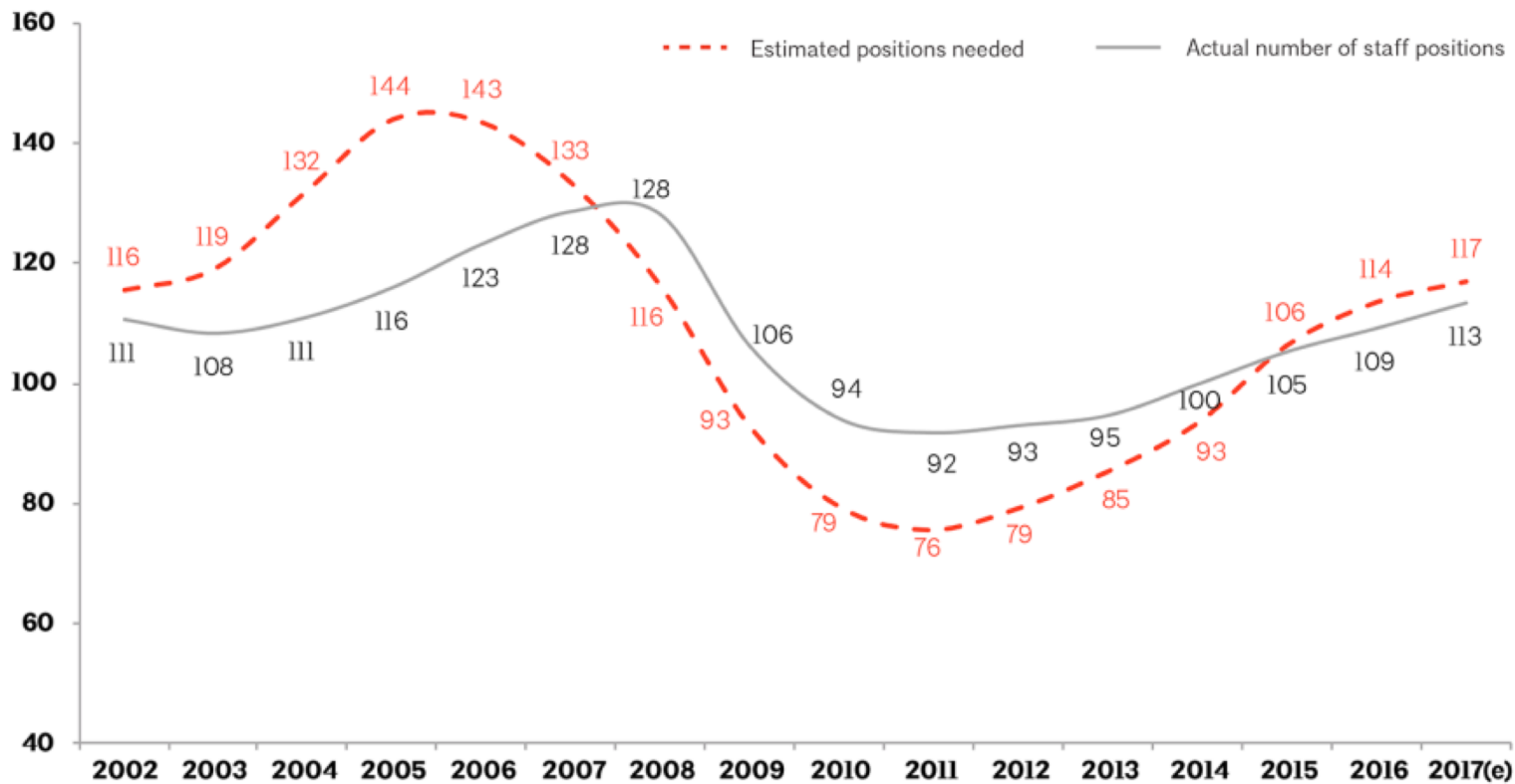
AIA FEATURE

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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.*





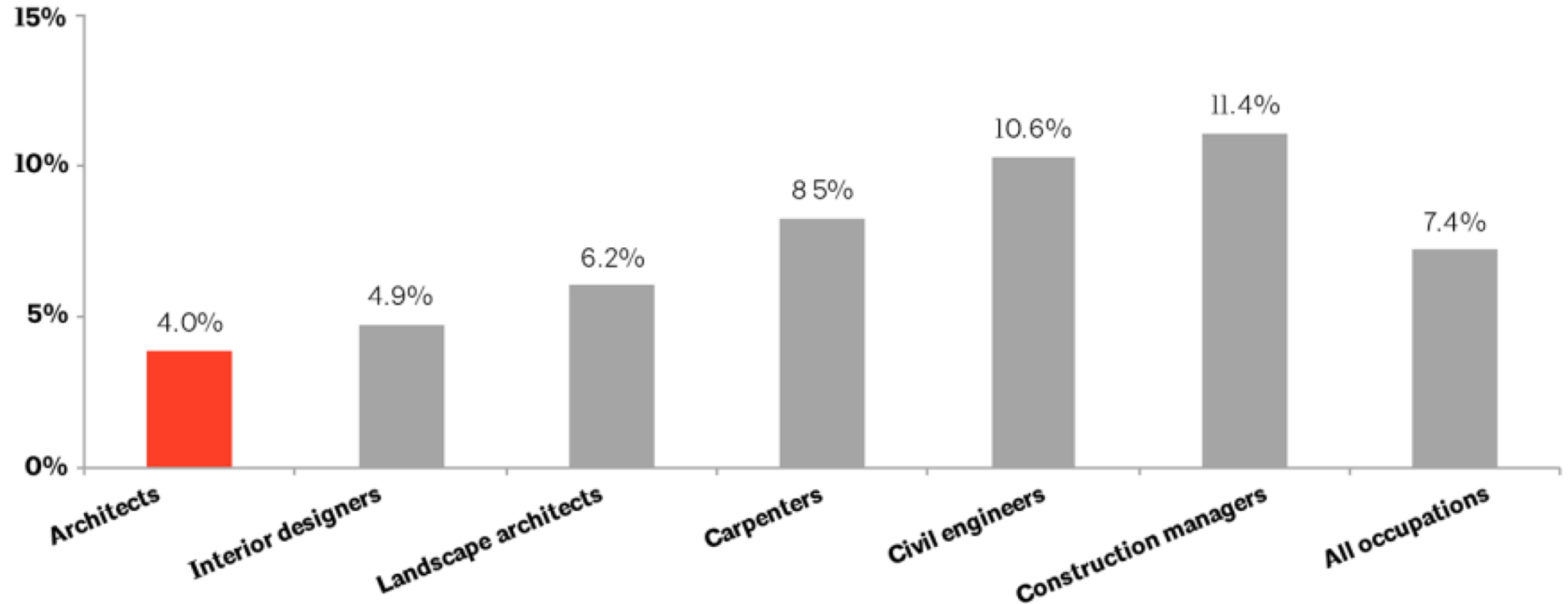
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*Figure 5: Architecture positions are projected to increase by 4 percent this coming decade, a slower pace than in related occupations. Projected change in employment, by percent, 2016–26*





January 05, 2018 0 Like 177 817 994



AIA FEATURE

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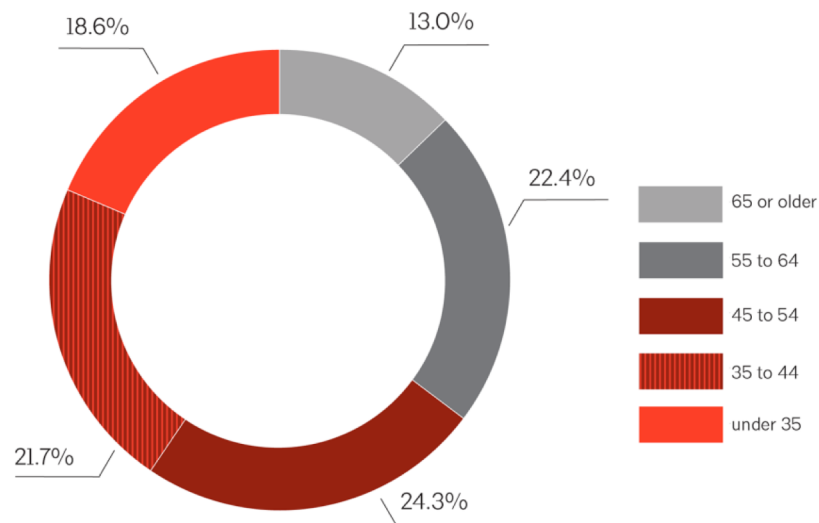


Figure 6: Like our overall population, the architect profession is aging. Age of AIA architect and associate members, 2015.

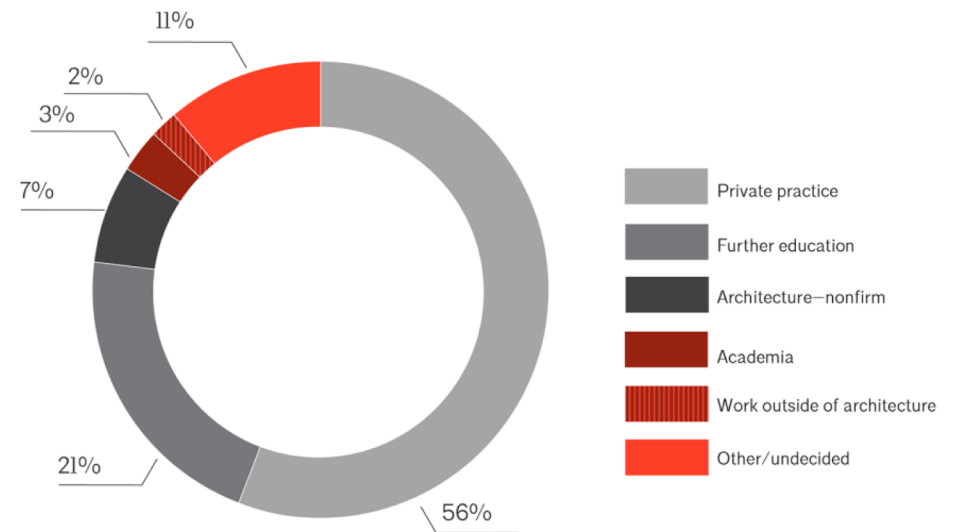
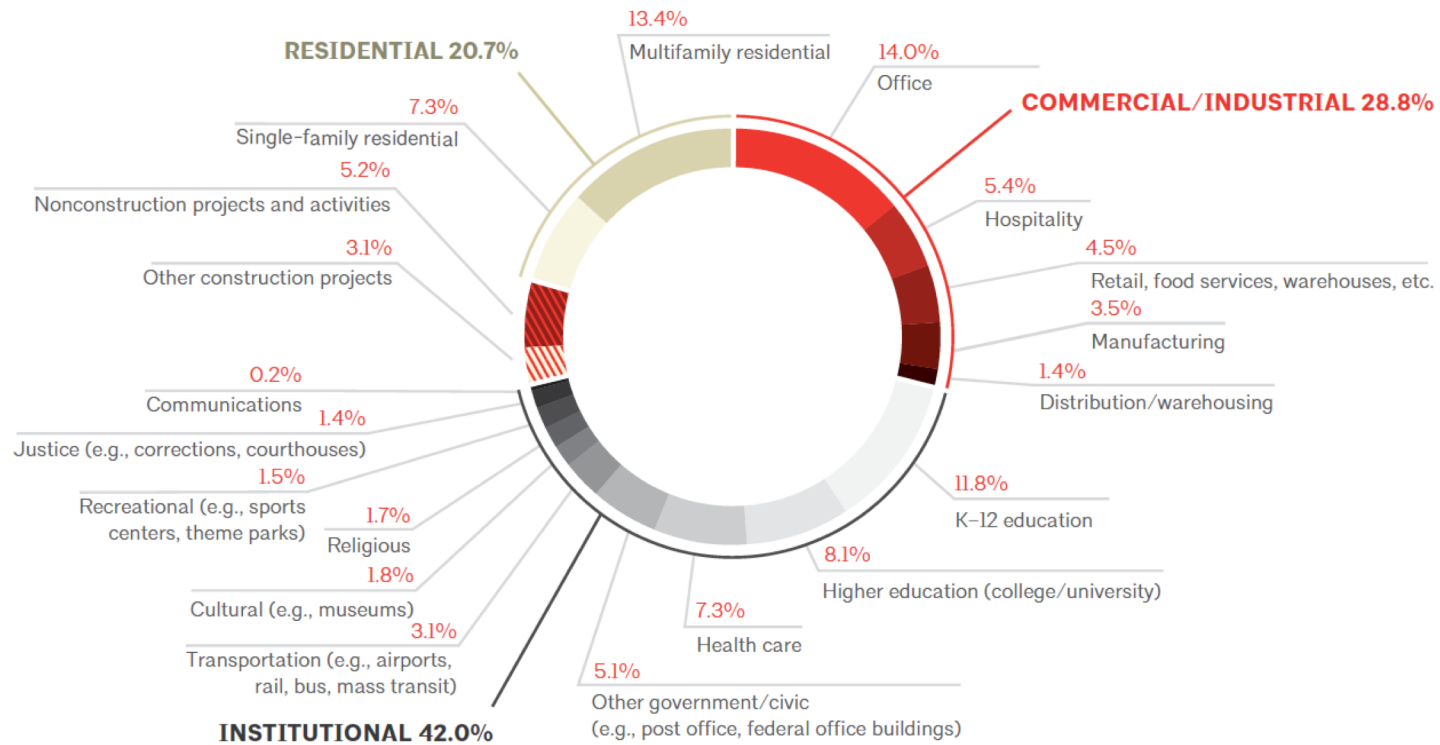


Figure 7: Most architecture students plan to continue in the profession and work in private practice. Architecture student plans after graduation, by percent.

**FIGURE 16:**

**Education, office, and multifamily residential projects account for the single largest shares of firm billings**

% of firm billings, 2017



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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

# Compensation Report 2017

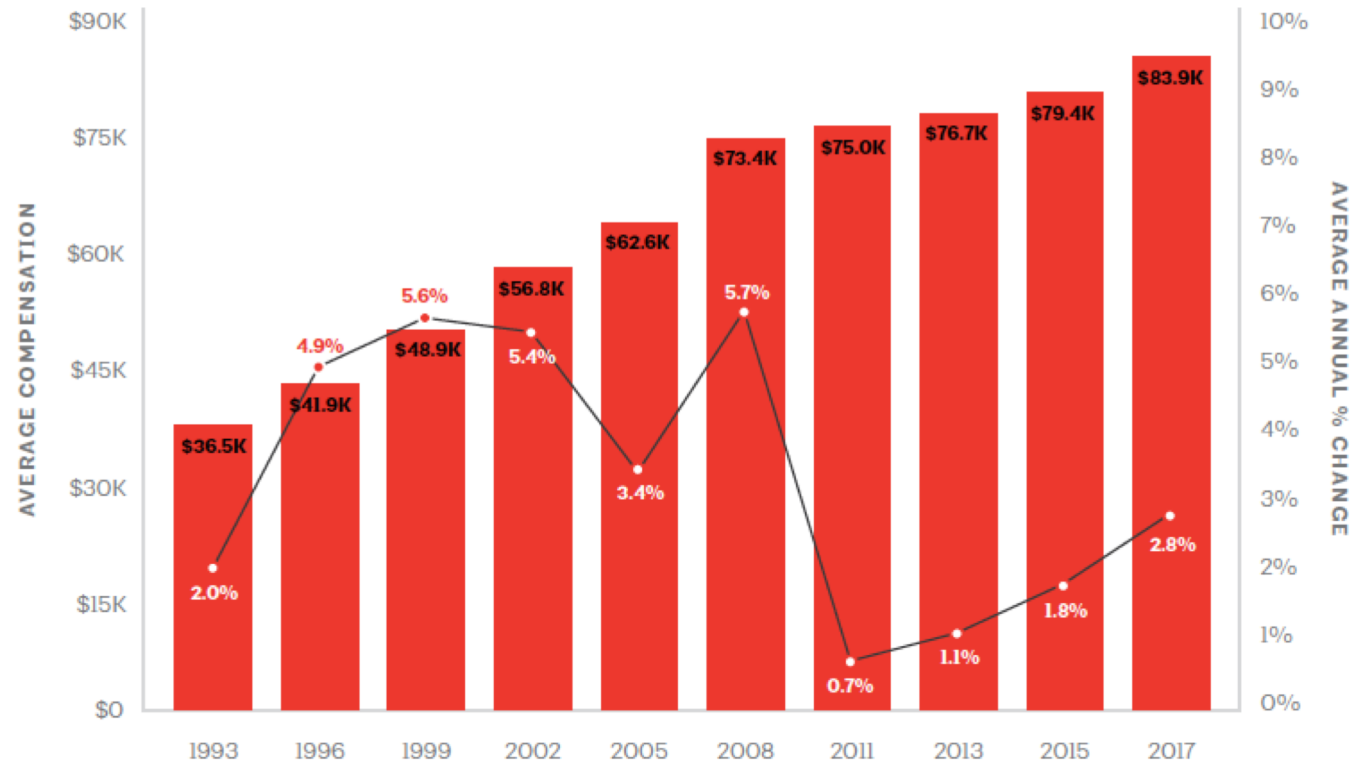


The American Institute of Architects

## EXHIBIT 1.1:

### Architect compensation gains strongest since downturn

Average compensation including overtime, bonuses, and incentive compensation for staff architecture positions at US architecture firms and average percent change in compensation for these positions

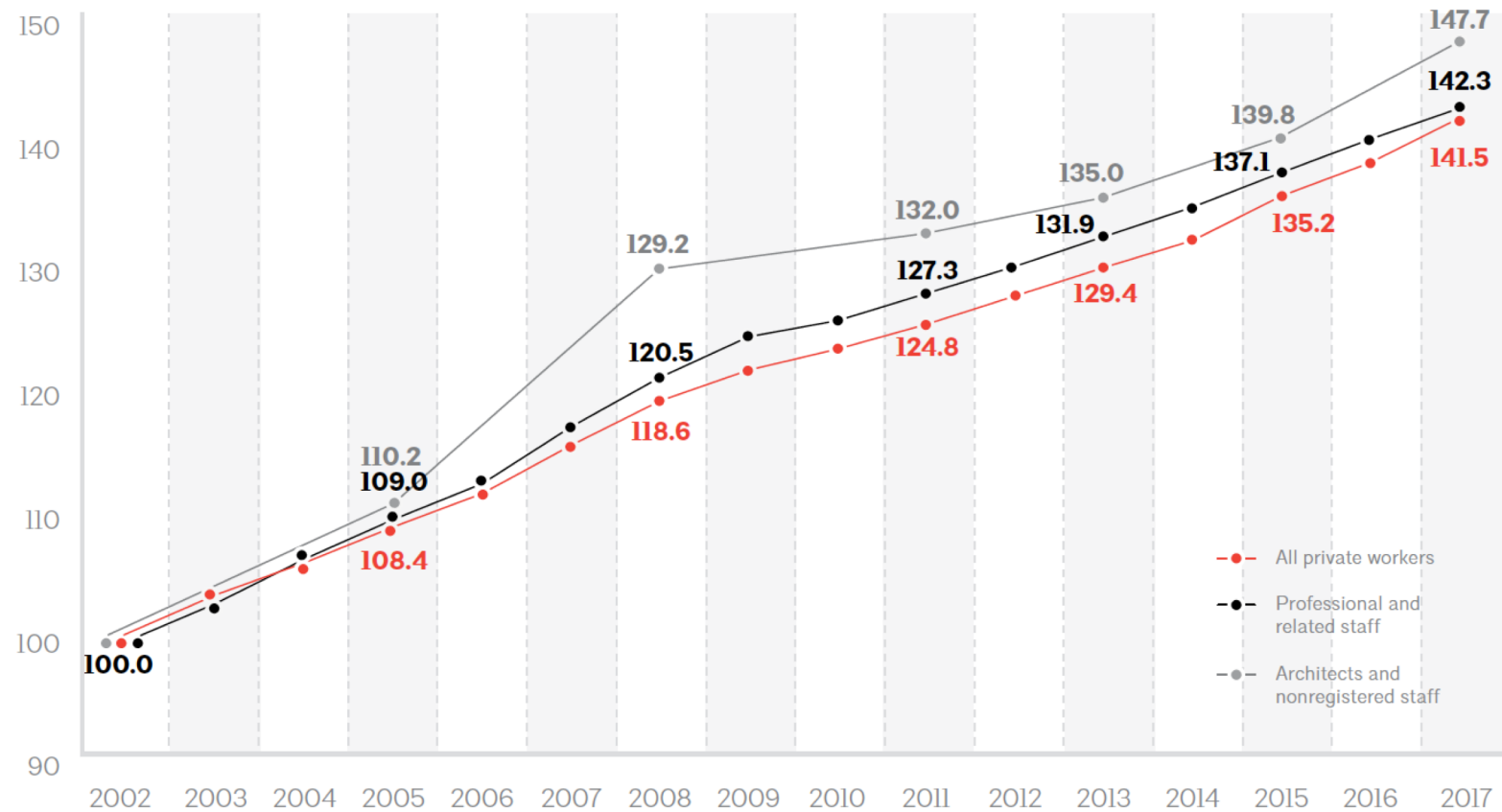


**NOTE** Architecture positions covered include project design and project management staff, architect and design staff, and emerging professional on the path to licensure positions. Average compensation weighted by number of positions.

**SOURCE** Unless otherwise noted, the source for all material in this report is the American Institute of Architects.

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

Index: Q1 2002=100; all figures for first quarter of year

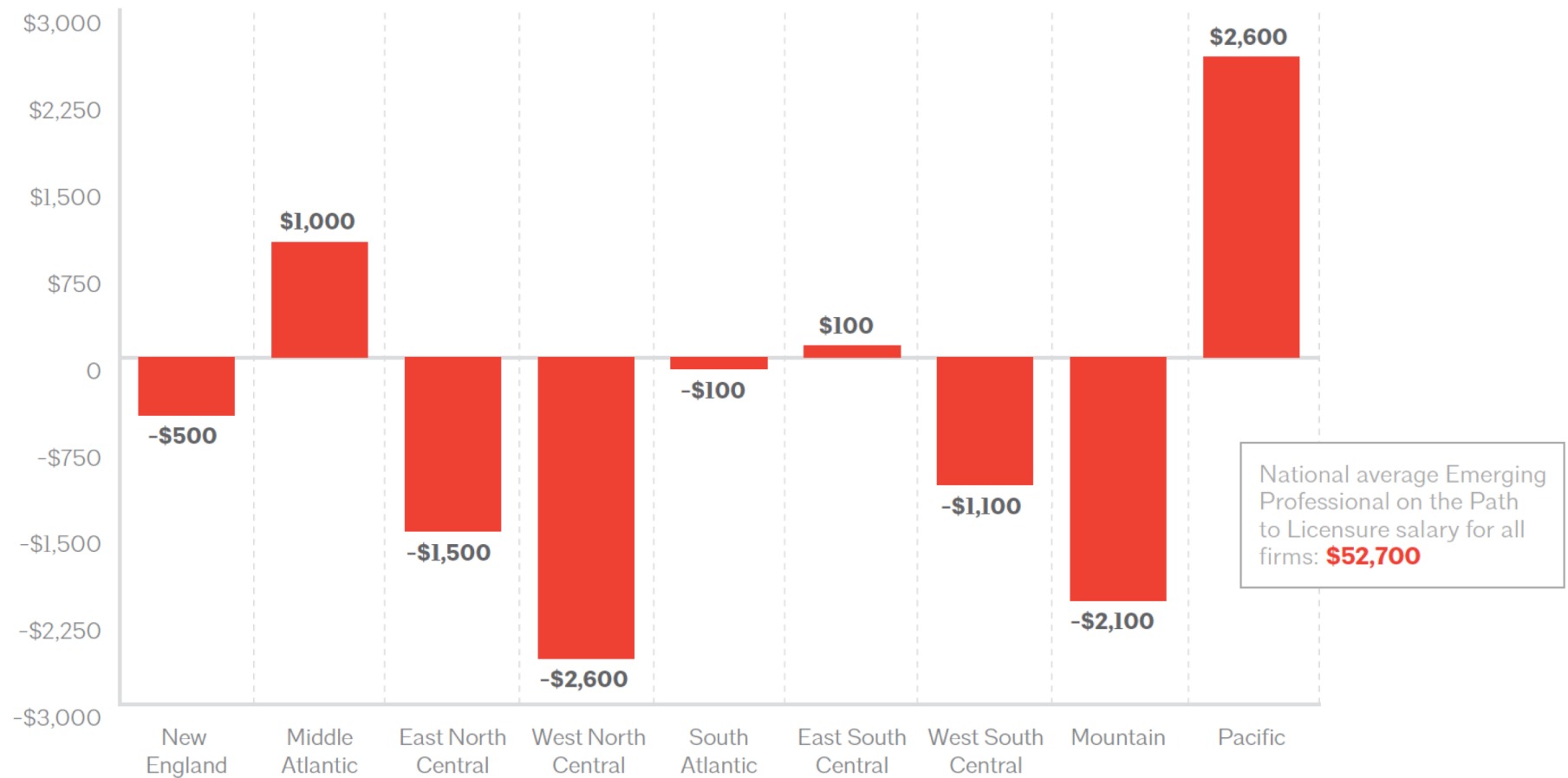


**NOTE** Compensation for all private workers and professional and related staff includes wages and salaries and incentive pay, but not overtime and bonuses.

**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%                    |

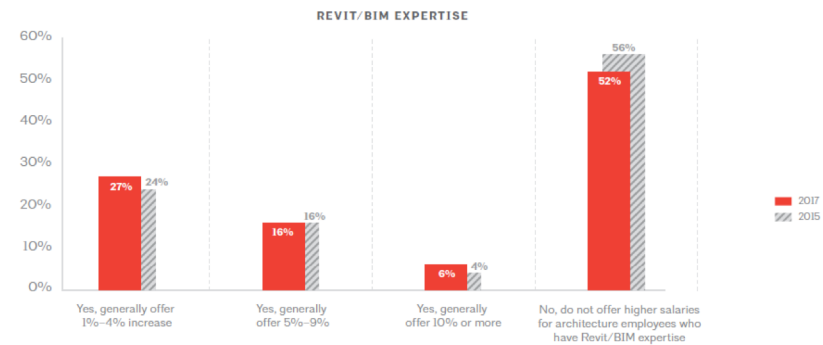
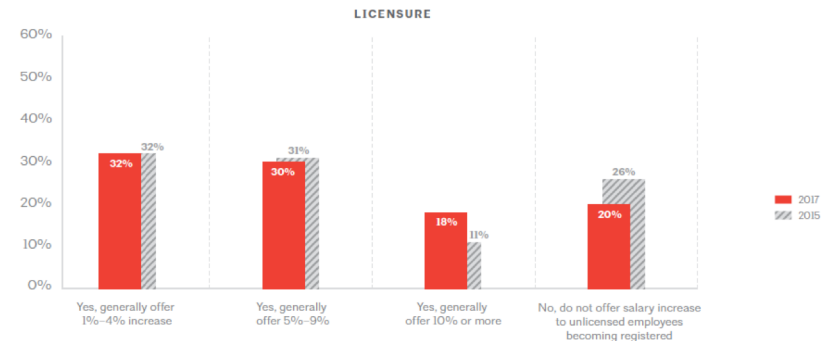
### Large firms most likely to offer sign-on bonuses

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

NATIONAL TOTALS:

All firms

|  | BASE PAY  |                   |           |                   | Mean<br>Additional Cash | Number of<br>Establishments | Number of<br>Positions |
|--|-----------|-------------------|-----------|-------------------|-------------------------|-----------------------------|------------------------|
|  | Mean      | Lower<br>Quartile | Median    | Upper<br>Quartile |                         |                             |                        |
| CEO/President                            | \$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 Operating Officer                  | \$172,840 | \$117,250         | \$150,000 | \$213,100         | \$60,690                | 76                          | 78                     |
| Director of Operations                   | \$122,250 | \$96,250          | \$120,000 | \$140,490         | \$30,010                | 118                         | 134                    |
| Director of Design                       | \$136,710 | \$106,500         | \$130,000 | \$160,080         | \$37,880                | 159                         | 221                    |
| Director of Communications               | \$118,430 | \$91,540          | \$108,500 | \$137,150         | \$8,920                 | 26                          | 26                     |
| Director of Finance (CFO)                | \$134,470 | \$93,130          | \$115,500 | \$160,000         | \$37,540                | 135                         | 136                    |
| Director of Human Resources              | \$112,920 | \$80,400          | \$105,000 | \$141,000         | \$21,490                | 66                          | 67                     |
| Director of Information Technology (CIO) | \$124,080 | \$97,500          | \$125,000 | \$145,000         | \$20,290                | 60                          | 62                     |
| Chief Marketing Officer                  | \$123,260 | \$87,300          | \$120,000 | \$153,010         | \$23,440                | 75                          | 75                     |
| Senior Project Designer                  | \$105,040 | \$90,000          | \$100,100 | \$118,990         | \$9,410                 | 302                         | 763                    |
| Project Designer                         | \$81,760  | \$65,420          | \$80,000  | \$94,000          | \$4,500                 | 136                         | 399                    |
| Senior Project Manager                   | \$107,740 | \$92,000          | \$105,360 | \$122,330         | \$11,370                | 533                         | 1,617                  |
| Project Manager                          | \$85,710  | \$75,000          | \$85,000  | \$96,000          | \$6,920                 | 482                         | 1,381                  |
| Architect 3                              | \$99,360  | \$82,880          | \$97,000  | \$112,000         | \$9,060                 | 466                         | 1,924                  |
| Unlicensed Architecture/Design Staff 3   | \$76,210  | \$61,280          | \$75,000  | \$87,000          | \$5,390                 | 386                         | 1,062                  |
| Architect 2                              | \$80,280  | \$70,750          | \$76,910  | \$88,000          | \$5,790                 | 386                         | 1,224                  |
| Unlicensed Architecture/Design Staff 2   | \$67,770  | \$58,500          | \$67,500  | \$75,000          | \$4,320                 | 359                         | 1,130                  |
| Architect 1                              | \$54,740  | \$50,700          | \$54,770  | \$59,000          | \$2,960                 | 386                         | 1,104                  |
| Unlicensed Architecture/Design Staff 1   | \$50,700  | \$46,940          | \$50,180  | \$55,000          | \$2,560                 | 314                         | 977                    |
| Emerging Architect                       | \$45,210  | \$42,500          | \$46,200  | \$49,000          | \$1,920                 | 291                         | 717                    |
| Senior Interior Designer                 |           |                   |           |                   |                         |                             |                        |
| Entry-Level Interior Designer            | \$46,990  | \$43,570          | \$47,000  | \$51,250          | \$2,410                 | 260                         | 697                    |
| Landscape Architect                      | \$76,230  | \$66,500          | \$74,620  | \$80,930          | \$6,130                 | 64                          | 134                    |
| Planner                                  | \$93,400  | \$75,000          | \$92,510  | \$107,250         | \$6,050                 | 79                          | 176                    |
| Digital Design/BIM Manager               | \$81,360  | \$64,000          | \$81,500  | \$95,400          | \$4,780                 | 98                          | 107                    |
| Digital Design/BIM Specialist            | \$66,650  | \$55,000          | \$67,500  | \$72,880          | \$3,360                 | 90                          | 216                    |
| Business/Administrative Manager          | \$59,340  | \$45,000          | \$58,000  | \$69,390          | \$3,960                 | 417                         | 456                    |
| Accountant                               | \$69,920  | \$57,500          | \$68,000  | \$80,860          | \$3,870                 | 185                         | 291                    |
| Marketing Manager                        | \$80,020  | \$66,000          | \$81,120  | \$91,500          | \$4,880                 | 155                         | 183                    |
| Business Development Manager             | \$101,930 | \$80,000          | \$98,580  | \$123,230         | \$6,750                 | 107                         | 141                    |
| Marketing Coordinator                    | \$55,910  | \$49,720          | \$55,000  | \$62,490          | \$2,300                 | 246                         | 360                    |
| Systems/Information Technology Manager   | \$83,590  | \$65,060          | \$79,750  | \$99,460          | \$4,510                 | 104                         | 112                    |
| Graphic Designer                         | \$62,640  | \$53,670          | \$61,420  | \$72,800          | \$3,110                 | 100                         | 165                    |
| Proposal Coordinator                     | \$52,870  | \$45,500          | \$53,500  | \$57,880          | \$2,730                 | 79                          | 117                    |
| Human Resources Generalist               | \$66,900  | \$52,250          | \$65,000  | \$81,050          | \$4,250                 | 96                          | 108                    |

STATE:

New York

|  | BASE PAY  |                   |           |                   | Mean<br>Additional Cash | Number of<br>Establishments | Number of<br>Positions |
|--|-----------|-------------------|-----------|-------------------|-------------------------|-----------------------------|------------------------|
|  | Mean      | Lower<br>Quartile | Median    | Upper<br>Quartile |                         |                             |                        |
| CEO/President                            | \$175,700 | \$107,000         | \$150,000 | \$240,000         | \$71,330                | 43                          | 55                     |
| Managing Principal                       | \$155,270 | \$122,000         | \$150,000 | \$175,350         | \$54,880                | 42                          | 69                     |
| Chief Operating 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 Technology (CIO) | \$152,480 | \$110,430         | \$159,540 | \$191,000         | \$48,520                | 5                           | 5                      |
| Chief Marketing Officer                  | \$156,120 | \$120,120         | \$150,000 | \$207,500         | \$45,520                | 9                           | 9                      |
| Senior Project Designer                  | \$125,400 | \$113,000         | \$142,010 | \$147,790         | \$9,740                 | 27                          | 103                    |
| Project Designer                         | \$105,840 | \$88,910          | \$111,850 |                   | \$6,440                 | 13                          | 46                     |
| Senior Project Manager                   | \$121,930 | \$108,500         | \$120,000 | \$136,640         | \$12,030                | 38                          | 170                    |
| Project Manager                          | \$91,360  | \$80,000          | \$90,000  | \$99,000          | \$6,010                 | 40                          | 142                    |
| Architect 3                              | \$107,000 | \$84,100          | \$100,000 | \$135,900         | \$14,670                | 30                          | 165                    |
| Unlicensed Architecture/Design Staff 3   | \$81,330  | \$65,000          | \$79,000  | \$97,700          | \$4,260                 | 36                          | 126                    |
| Architect 2                              | \$87,070  | \$79,080          | \$88,000  | \$91,400          | \$7,260                 | 26                          | 101                    |
| Unlicensed Architecture/Design Staff 2   | \$73,550  | \$70,840          | \$74,980  | \$80,000          | \$4,650                 | 36                          | 184                    |
| Architect 1                              | \$58,730  | \$52,350          | \$59,000  | \$64,180          | \$2,140                 | 221                         | 680                    |
| Unlicensed Architecture/Design Staff 1   | \$53,980  | \$51,740          | \$54,800  | \$57,400          | \$3,240                 | 105                         | 221                    |
| Emerging Architect                       | \$47,050  | \$43,500          | \$48,000  | \$51,590          | \$2,080                 | 112                         | 47                     |
| Senior Interior Designer                 |           |                   |           |                   |                         |                             |                        |
| Intermediate Interior Designer           | \$67,910  | \$62,300          | \$71,530  |                   | \$4,400                 | 20                          | 42                     |
| Entry-Level Interior Designer            | \$52,550  | \$48,000          | \$54,650  |                   | \$3,430                 | 18                          | 53                     |
| Landscape Architect                      |           |                   |           |                   |                         |                             |                        |
| Planner                                  | \$89,530  | \$58,500          | \$78,000  | \$88,500          | \$5,790                 | 7                           | 15                     |
| Digital Design/BIM Manager               | \$90,620  | \$56,250          | \$90,260  | \$123,130         | \$4,380                 | 10                          | 10                     |
| Digital Design/BIM Specialist            | \$80,240  | \$64,070          | \$75,000  | \$94,280          | \$4,590                 | 5                           | 8                      |
| Business/Administrative Manager          | \$73,100  | \$52,750          | \$68,330  | \$93,750          | \$3,820                 | 35                          | 40                     |
| Accountant                               | \$80,550  | \$66,810          | \$83,800  | \$86,950          | \$3,940                 | 12                          | 40                     |
| Marketing Manager                        | \$84,770  | \$59,250          | \$93,000  | \$102,350         | \$4,550                 | 15                          | 18                     |
| Business Development Manager             | \$118,850 | \$78,500          | \$100,000 | \$172,500         | \$7,950                 | 8                           | 9                      |
| Marketing Coordinator                    | \$59,530  | \$54,000          | \$62,490  |                   | \$1,450                 | 18                          | 41                     |
| Systems/Information Technology Manager   | \$101,920 | \$73,250          | \$97,500  | \$127,130         | \$7,150                 | 8                           | 9                      |
| Graphic Designer                         | \$63,490  | \$54,830          | \$61,370  | \$67,010          | \$3,270                 | 12                          | 18                     |
| Proposal Coordinator                     | \$52,860  | \$48,150          | \$54,250  | \$62,850          | \$2,310                 | 12                          | 21                     |
| Human Resources Generalist               | \$60,810  | \$46,580          | \$61,520  | \$73,400          | \$2,220                 | 11                          | 17                     |

# Overview

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](http://www.alumniconnections.com/olc/membersonly/YALE/networking)

[www.linkedin.com](http://www.linkedin.com)

[www.facebook.com](http://www.facebook.com)

[www.yale.edu/yaa](http://www.yale.edu/yaa)

[www.architecture.yale.edu/drupal/index.php?q=Career\\_Services](http://www.architecture.yale.edu/drupal/index.php?q=Career_Services)



# **Summary**

- 1. World economics are generally positive despite China and US/UK instability.**
- 2. US market is strong and firms are hiring.**
- 3. US firms continue to get more efficient with technology.**
- 4. US construction labor shortage/material costs will drive prices up, but what about longer?**
- 5. Some signals suggest a recession: China, consumer sat.**
- 6. Economic periodicity suggests a downturn in the next few years. If there's a global trade war...**
- 7. Leverage your skills and brand for position and salary.**
- 8. Use the Yale network.**

