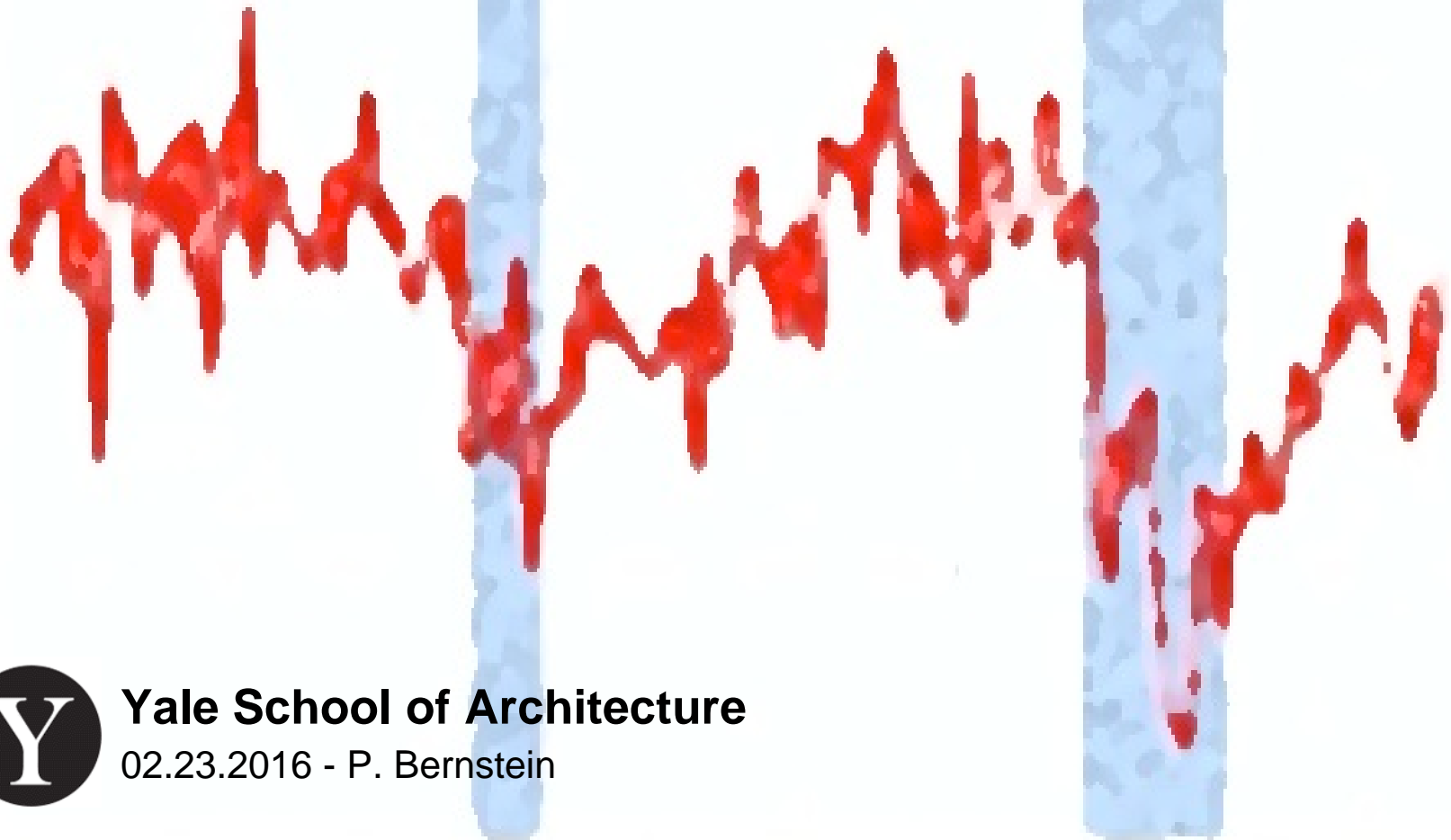


# Career Strategies in Today's Market



**Yale School of Architecture**

02.23.2016 - P. Bernstein

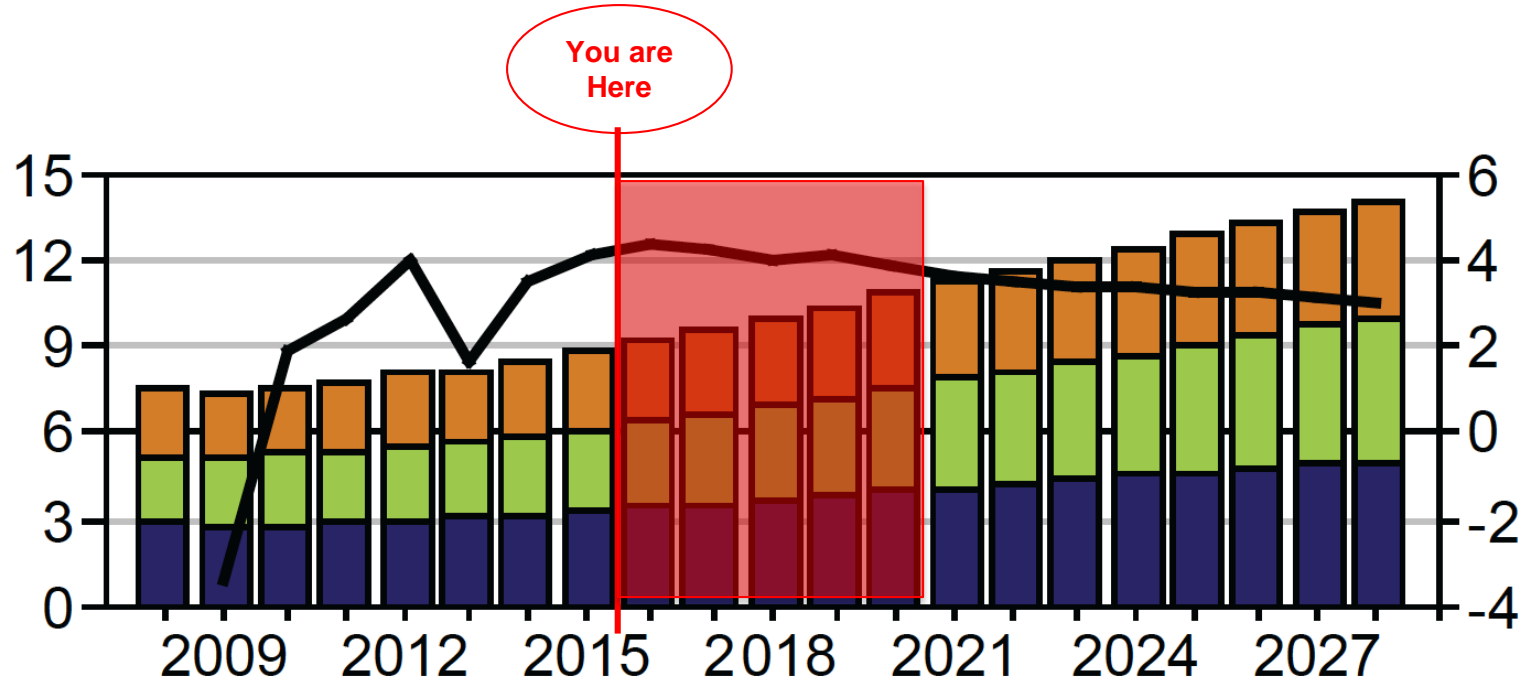
# Overview

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

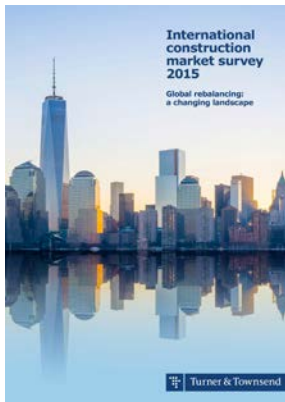
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# Worldwide Building Economy (Global Insight)



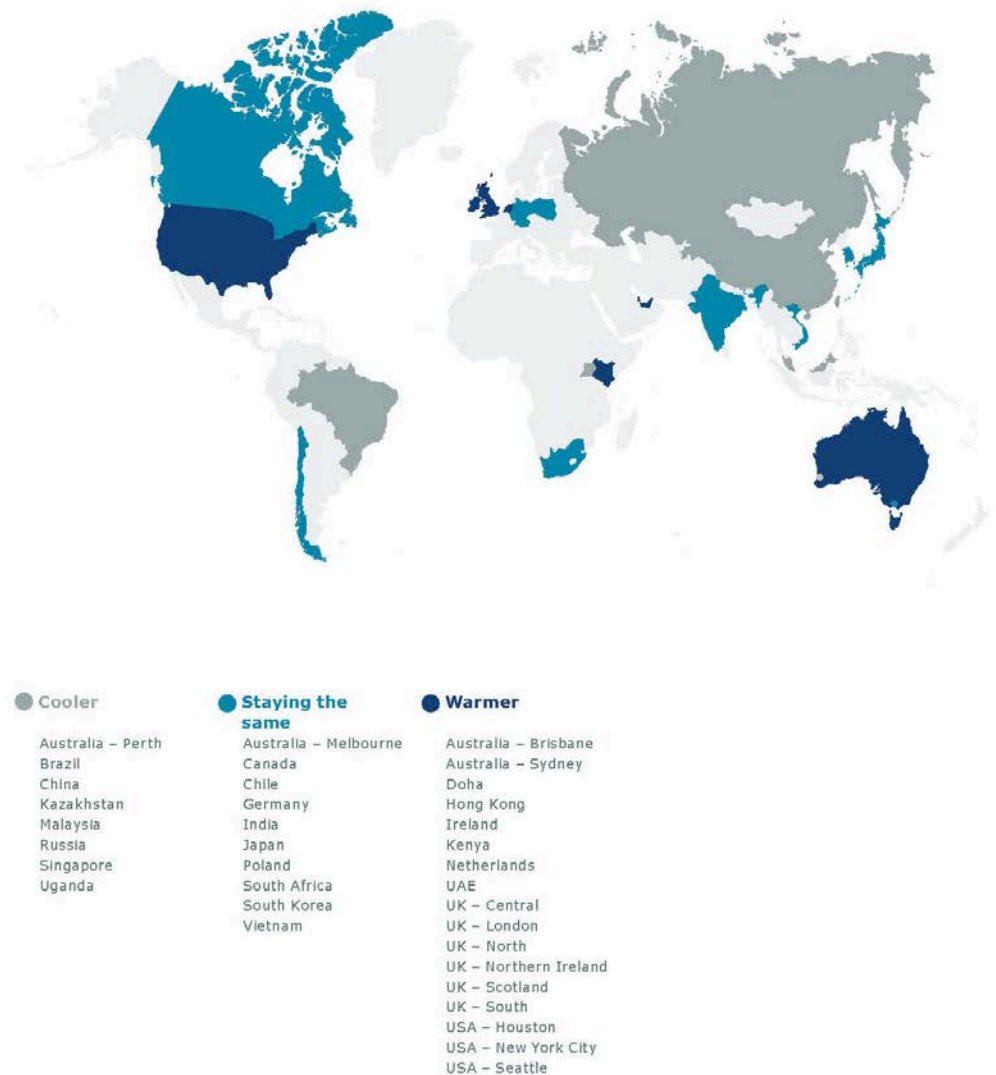
- Residential (Left scale, trillions of 2010 US dollars)
- Infrastructure (Left scale, trillions of 2010 US dollars)
- Structures (Left scale, trillions of 2010 US dollars)
- Total Construction (Right scale, percent change)



**Figure 1: Current construction market**

Cold	Lukewarm	Warm	Hot
Moscow	Amsterdam	Bangalore	London
	Atyrau	Doha	New York
	Beijing	Dublin	Seattle
	Brisbane	Hong Kong	Tokyo
	Ho Chi Minh City	Houston	UK – South
	Johannesburg	Kuala Lumpur	
	Kampala	Munich	
	Melbourne	Nairobi	
	Perth	UK – Central	
	Santiago	UK – North	
	São Paulo	UK – Scotland	
	Seoul		
	Singapore		
	Sydney		
	Toronto		
	UAE		
	UK – Northern		
	Ireland		
	Warsaw		

**Figure 2: Predicted construction market in next 12 months**





#### Global picture

**3.4%**

global growth in 2014

**3.5%**

global growth forecast in 2015

**3.85%**

global growth forecast in 2016

According to the International Monetary Fund (IMF), the rate at which global economies are growing is increasing, particularly in the West (2015). The UK and USA are stronger than they were last year and, in most regions, property markets are recovering with resulting increases in construction activity. With property prices at or above pre-2008 levels in New York, London and Sydney, there are concerns that these markets may overheat again. In other places, there is still a fair distance to go before the end of the current cycle.

There is a change in mood in many locations, as governments seek to stimulate their economies by cancelling austerity policies and beginning to invest.

#### China's influence

**7.4%**

growth in 2014

**6.8%**

growth forecast in 2015

**6.3%**

growth forecast in 2016

Though the world's second largest economy has slowed, seven percent growth is still significant. China is responsible for nearly 50 percent of the world's consumption of key commodities such as cement, coal, steel and base metals. The focus of Chinese investment is shifting away from infrastructure and property to consumer goods. This will keep global commodity prices down and discourage construction of further natural resources projects worldwide.

Though China's growth has slowed, its influence continues to be felt around the world. The booms in London, New York and Sydney are being strongly assisted by Chinese investment. Africa is another beneficiary. For example, Kenya looks set to benefit from more infrastructure investment from China following a recent extension of the two countries' industrialisation partnership (Pinsent Masons, 2013).

#### The USA: a slow recovery

**2.4%**

growth in 2014

**3.6%**

growth forecast in 2015

**3.3%**

growth forecast in 2016

The good news is that the USA's economy is growing, property values are rising, and jobs are being created. But the rebound is not as strong as expected following recession; wage growth is minimal and confidence remains weak.

Property values are rising, but growth is patchy and concentrated in certain locations. While rising share markets demonstrate confidence among businesses this has failed to feed through to consumers, most of whom continue to save rather than spend. The recent fall in oil prices failed to stimulate retail spending as expected.

The American Society of Civil Engineers has estimated that the USA needs to invest an additional \$157bn per year through to 2020 in order to replace and repair ageing and unreliable infrastructure (2013). Were this investment to go ahead, it would be the largest construction programme in the world.

**US:** Economic recovery as backlog unwinds. Capital markets loosen, energy prices crash. Good strength across all project types except commercial.

**UK:** Very small growth, public projects may begin. International practices hiring, London slower with less Asian work.

**Europe:** Near recession with almost all sectors slowing to a crawl; government investment negligible as EU resolves.

**Russia:** In recession, negative growth, depressed by politics and oil prices.

**China:** Growth slowing dramatically dragging global models but Western firms continue to establish there.

**Singapore:** Continued strong activity, SE Asia center.

**Middle East:** As political situation deteriorates and oil prices fall, weakening. Strong work in Qatar (World Cup, infrastructure). Domestic investment falling, esp Saudi Arabia.

**Latin America:** Brazil slowed to crawl after oil prices drop, now in recession.

**Africa:** Investment in cities means growth. Strength in Kenya and Nigeria.

**India:** Stable government and Increased urbanization = strong growth .



# Construction growth rates

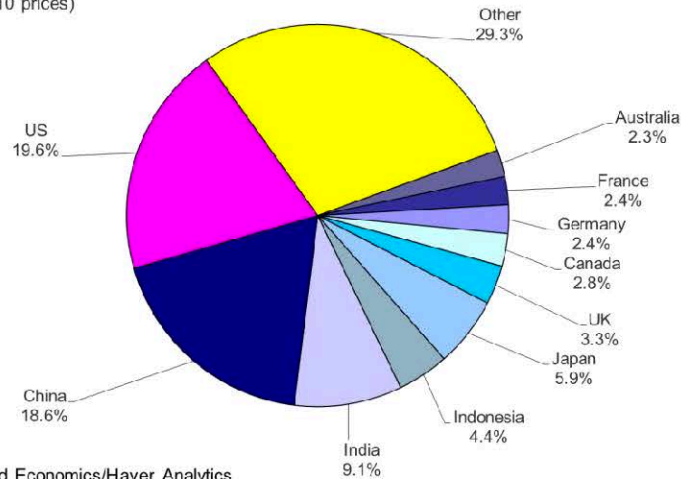
Summary Table									
(Annual percentage change unless otherwise specified)									
	2014 level, US\$	2015	2016	2017	2018	2019	2020	2021	2022
<b>DEVELOPED</b>	1,933	2.5	3.7	3.5	3.1	2.6	2.4	2.5	2.6
United States	579	6.0	8.7	7.1	5.6	4.2	3.5	3.8	4.2
Japan	331	3.2	1.7	1.3	1.5	1.2	0.8	0.6	0.6
France	130	-3.6	0.6	0.9	1.3	1.9	2.3	2.2	1.9
Italy	86	-1.2	1.4	2.3	2.0	1.9	1.9	1.9	2.0
Spain	77	4.7	2.6	2.6	2.6	2.7	2.5	2.5	2.4
United Kingdom	134	2.5	3.0	2.9	2.6	2.6	2.7	3.0	2.9
<b>EMERGING</b>	1,647	2.1	3.2	4.4	5.0	4.9	4.9	4.8	4.7
Brazil	133	-8.6	-4.5	1.1	1.9	2.5	2.5	2.5	2.4
Russia	87	-5.5	-3.4	1.0	2.3	2.5	2.5	2.5	2.5
India	156	7.1	10.1	8.3	8.2	8.0	7.6	7.4	7.6
China	579	2.3	2.2	3.7	4.9	5.0	4.9	4.8	4.7
Indonesia	91	6.2	6.5	7.3	7.3	7.1	7.2	7.1	7.0
<b>WORLD</b>	3,580	2.3	3.5	3.9	4.0	3.7	3.6	3.6	3.6



# A long-term view of construction

Ten largest construction markets in 2030

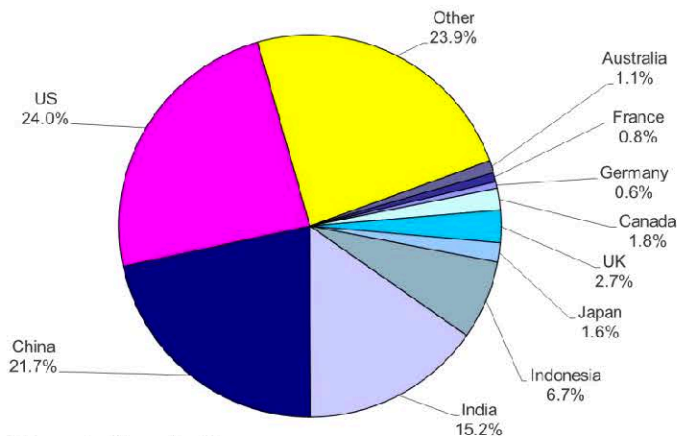
(US\$6.1tr, 2010 prices)



Source: Oxford Economics/Haver Analytics

Contribution to global growth 2014-30

Total market expansion 2014-30: US\$2.8 tr, 2010 prices

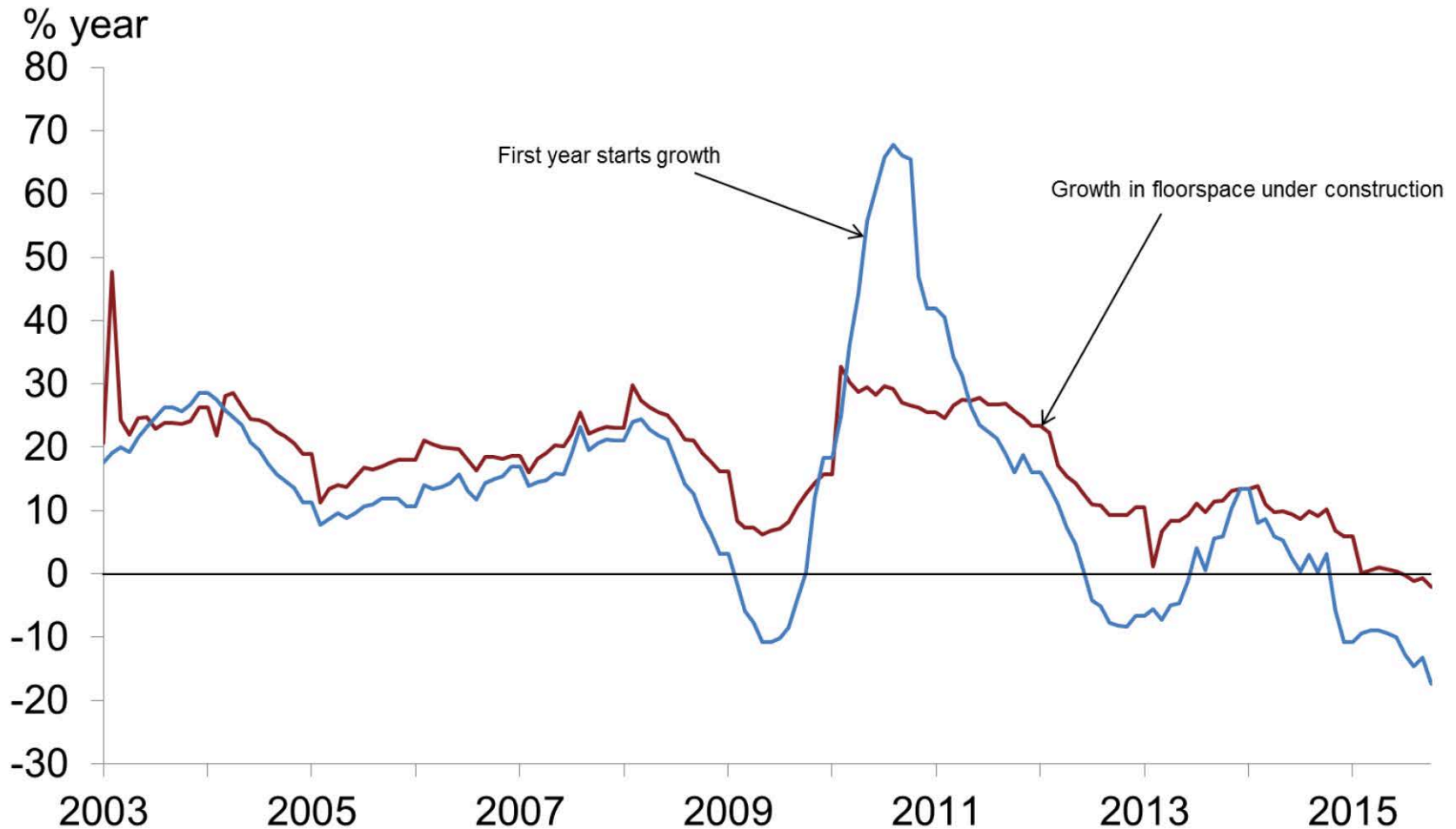


Source: Oxford Economics/Haver Analytics

- The US to grow on average at a higher rate than China over the next 15 years.
- Chinese growth to overtake US by 2019, but tepid short- and medium-term growth to constrain potential.
- Flows of Chinese capital to drive ASEAN region.
- Ageing populations and low birth rates to constrain European construction demand.
- Australian hangover from the end of the mining boom to defy construction growth.
- Note the lack of former key BRIC members Russia and Brazil.

# Chinese construction continues to languish

## Construction output in China

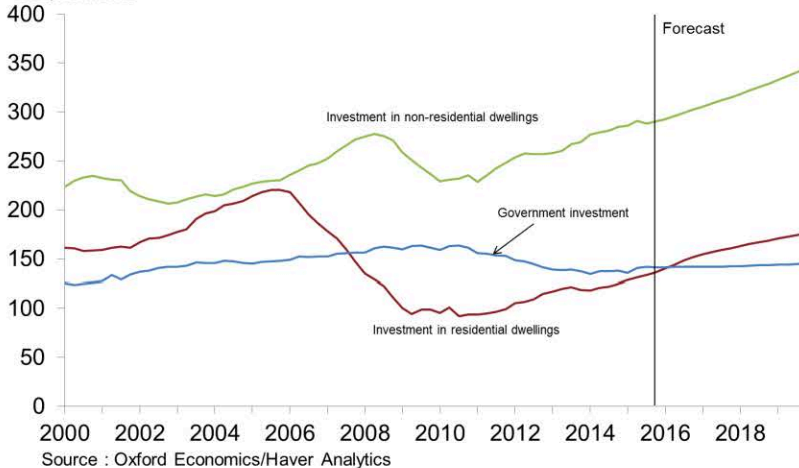


Source: China National Bureau of Statistics/Haver Analytics

# Strong cyclical rebound....

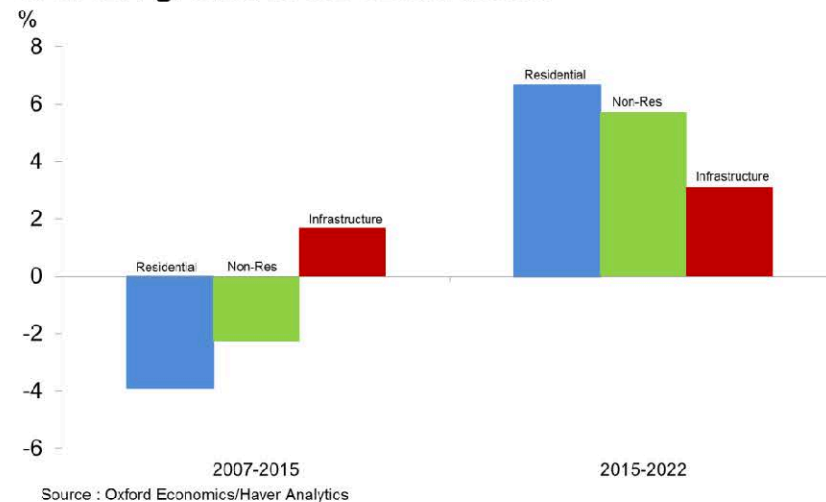
## Investment outlook

US\$ billions



- Unlike China, the US does not have a backlog of housing preventing new builds.
- In addition, solid population growth and demographics point to a period of sustained demand for new housing.
- A healthy economy will also underscore ongoing growth in the non-residential sector.

## % CAGR growth in US construction



# Overview

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**2.9%**

Real GDP growth

**4.9%**

Unemployment

**1.9%**

Inflation

**8.0%**

US construction growth

## Dodge Construction Starts

Indexed, 2000=100



## Construction Put in Place

Indexed, 2000=100



## THE PATTERN OF U.S. CONSTRUCTION STARTS

Billions of Dollars

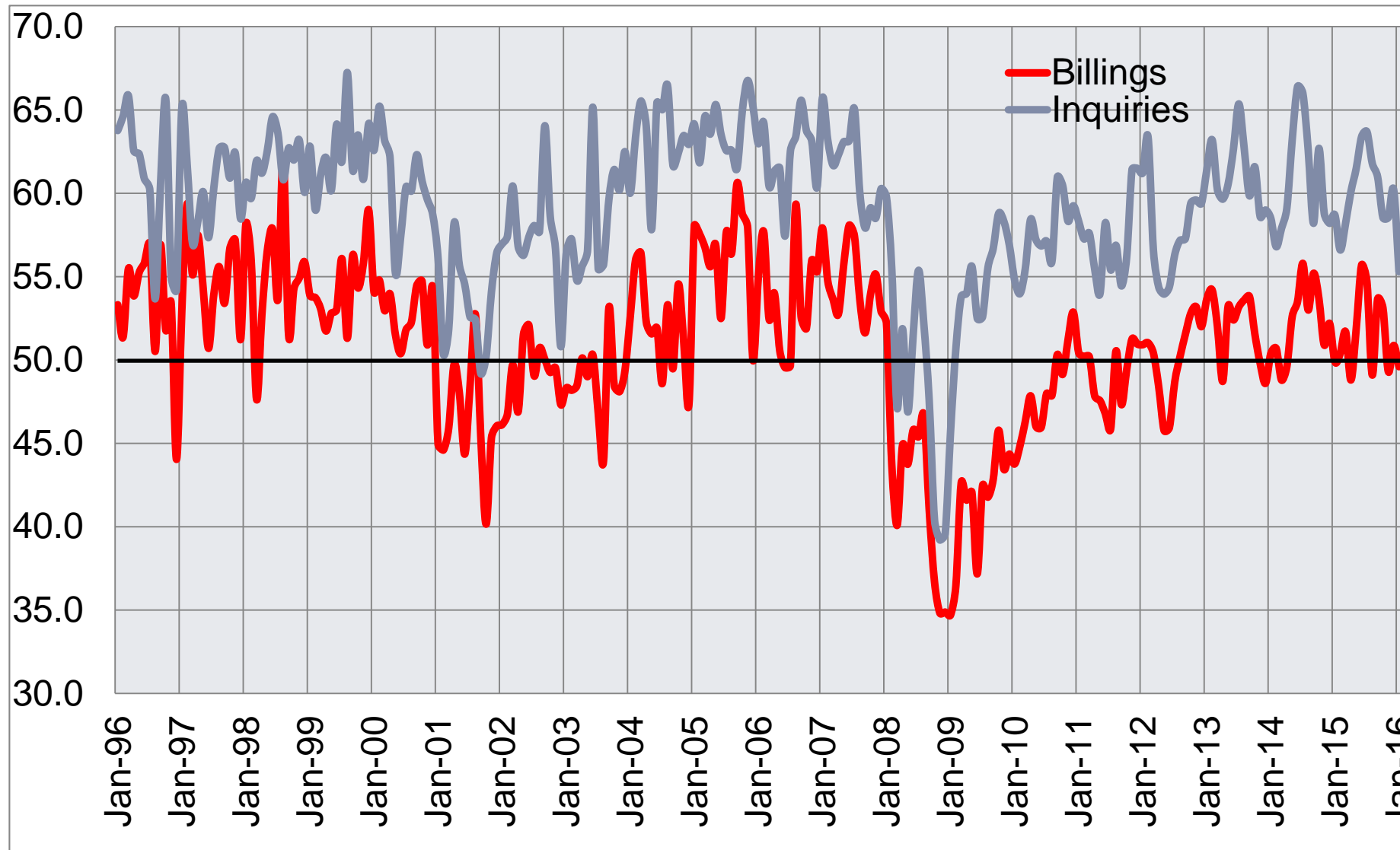
	2010	2011	2012	2013	2014	2015	2016
Total Construction	435.3 +2%	441.3 +1%	492.5 +12%	545.2 +11%	594.7 +9%	674.7 +13%	712.0 +6%
Single Family Housing	100.0 +6%	97.3 -3%	125.8 +29%	159.2 +27%	163.8 +3%	187.4 +14%	224.8 +20%
Multifamily Housing	22.1 +23%	29.7 +34%	40.6 +37%	51.5 +27%	67.9 +32%	85.1 +25%	91.2 +7%
Commercial Buildings	42.2 -11%	48.3 +15%	55.1 +14%	67.3 +22%	81.2 +21%	84.3 +4%	93.7 +11%
Institutional Buildings	112.2 -0-	100.3 -11%	91.8 -8%	92.0 -0-	103.6 +13%	110.2 +6%	120.3 +9%
Manufacturing Buildings	9.5 -2%	17.3 +82%	13.1 -25%	18.8 +44%	35.3 +88%	25.3 -28%	25.0 -1%
Public Works	120.7 -2%	106.9 -11%	112.3 +5%	126.7 +13%	119.8 -5%	122.4 +2%	122.9 -0-
Electric Utilities/Gas Plants	28.7 +36%	41.5 +45%	53.8 +30%	29.7 -45%	23.2 -22%	60.0 +159%	34.0 -43%

# CONSENSUS CONSTRUCTION FORECAST, DECEMBER 2015

Click on each name to see their forecast

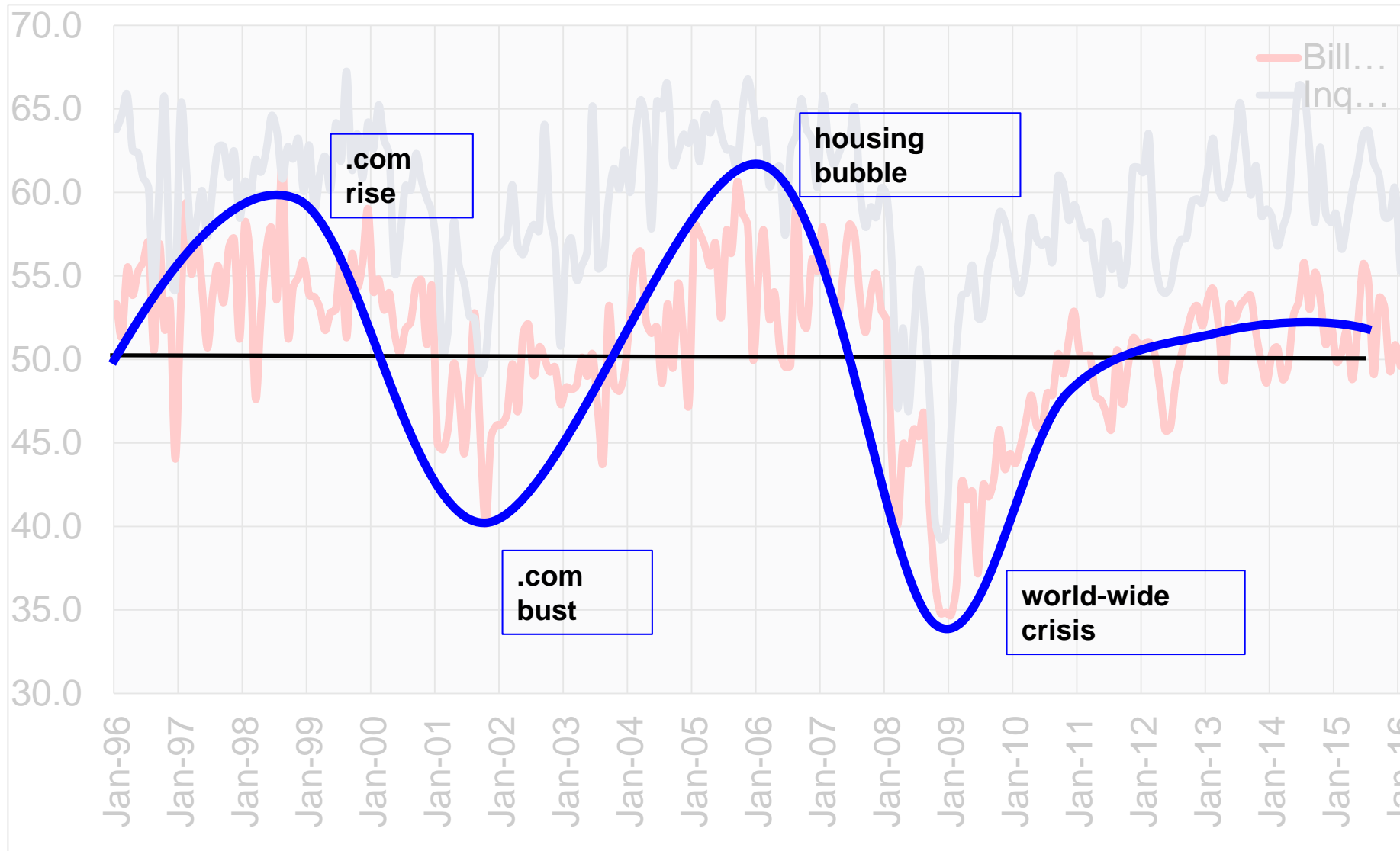
Consensus		Estimated \$	Forecast % Change	
		2015	2016	2017
Dodge Data & Analytics	Nonresidential Total	—	8.3	6.7
IHS Economics	Commercial Total	—	9.9	7.5
	Office	—	12.8	8.8
Moody's Economy.com	Retail & Other Commercial	—	7.5	5.6
	Hotel	—	14.8	7.8
FMI	Industrial Total	—	5.4	4.7
CMD iSqFt	Institutional Total	—	6.7	6.7
	Health	—	6.6	6.9
Associated Builders and Contractors	Education	—	6.5	6.6
	Religious	—	2.6	4.0
Wells Fargo Securities, LLC	Public Safety	—	1.8	4.2
	Amusement & Recreation	—	11.2	7.7

# Architecture Billings Index 1996 – 2016



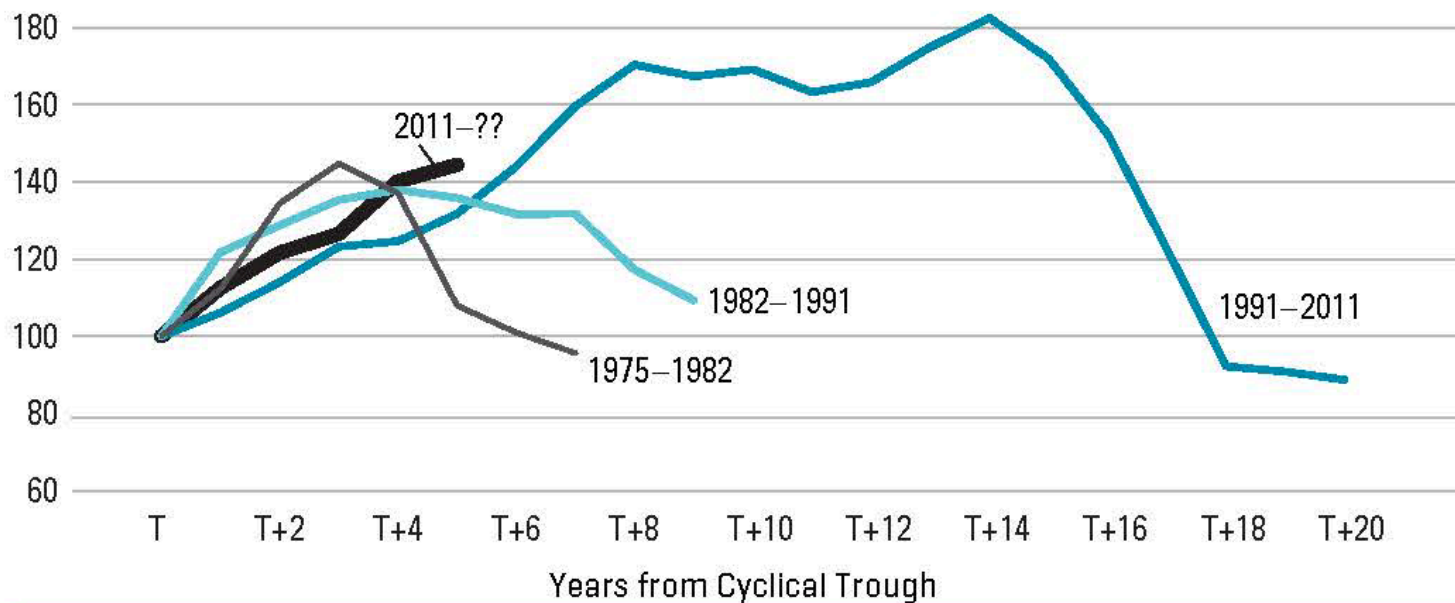


# Architecture Billings Index 1996 – 2016



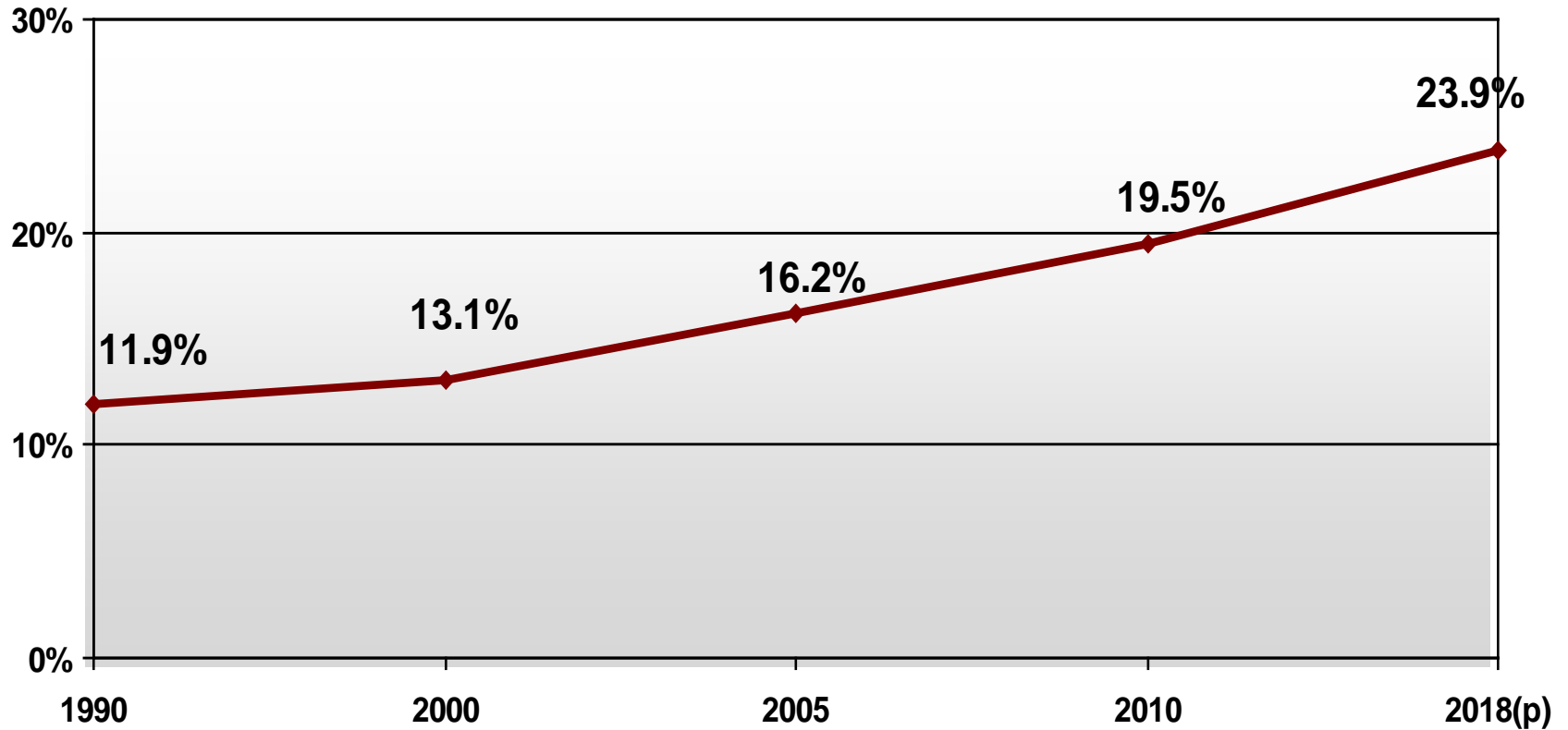
# TOTAL CONSTRUCTION ACTIVITY BY CYCLE

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



# 55+ Population Making Up a Growing Share of the U.S. Labor Force...

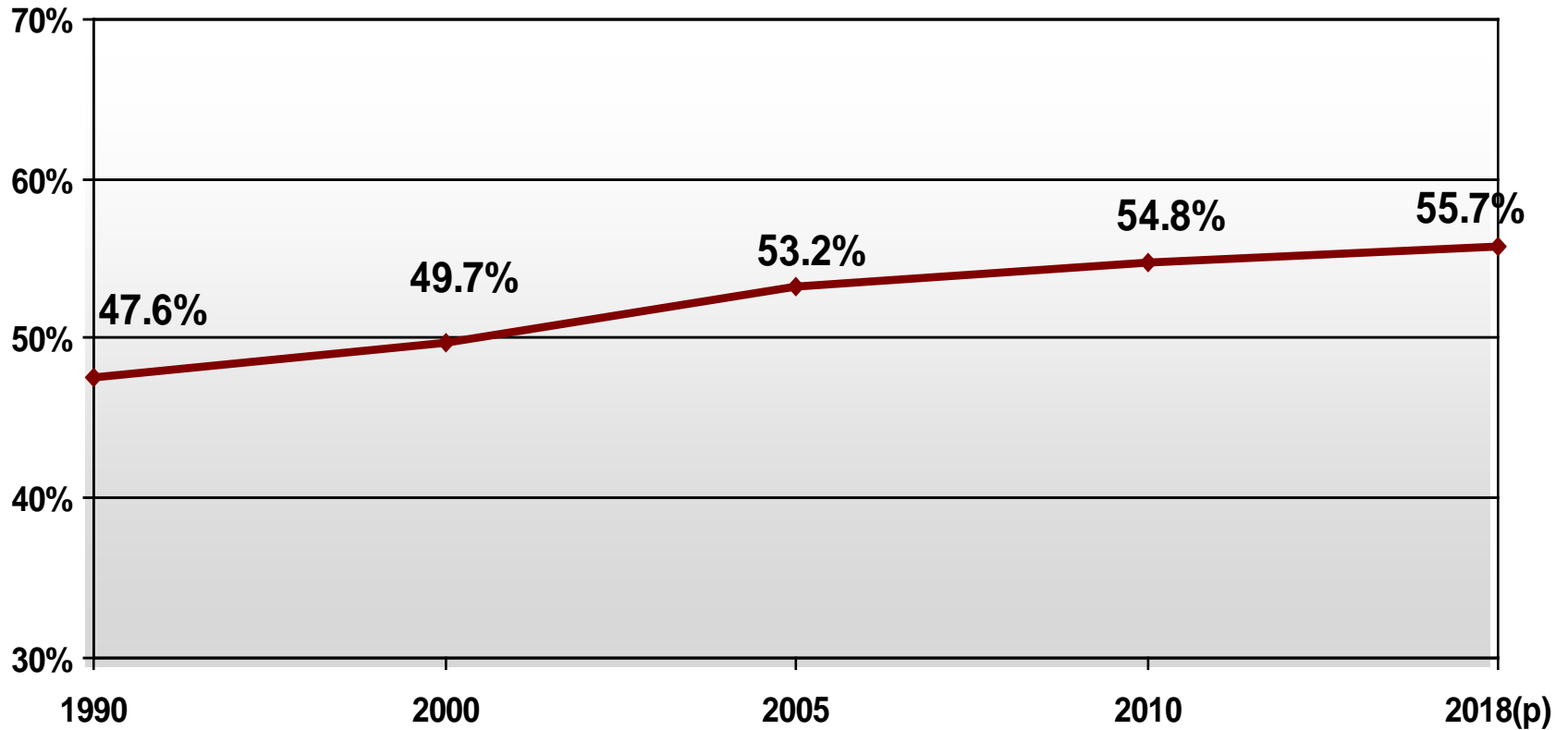
Age 55+ share of labor force



Source: U.S. Department of Labor

# ... As Older Workers Stay in the Workforce Longer

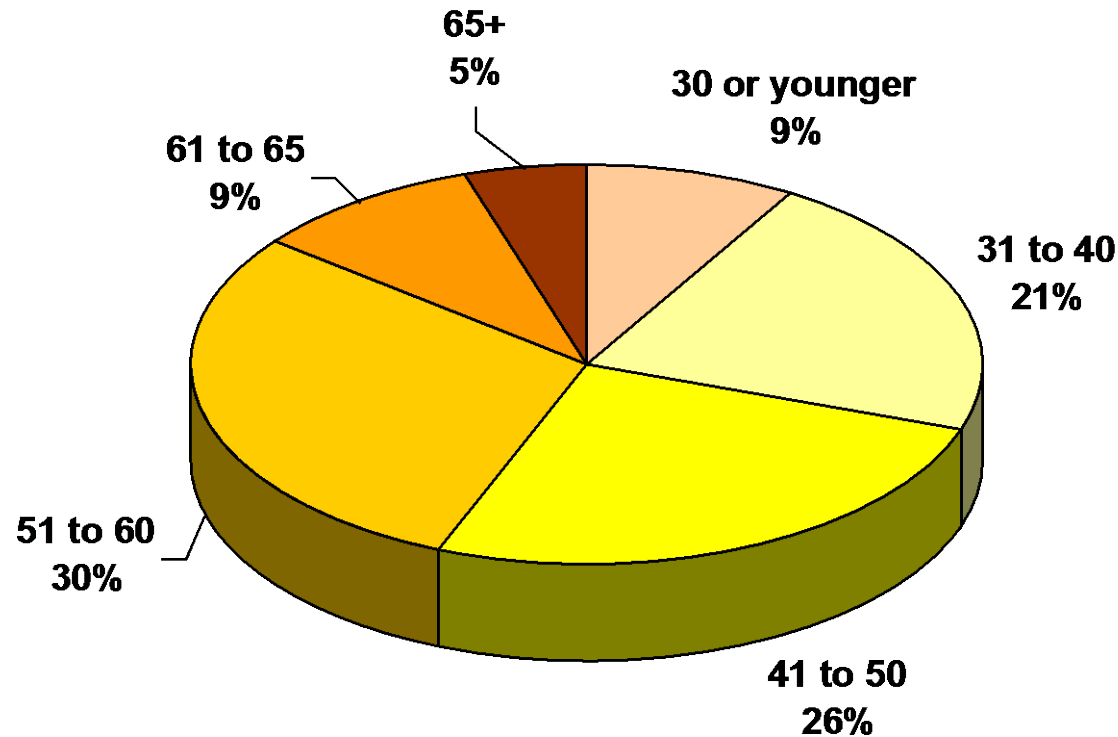
Labor force participation rate for age 55+ population



Source: U.S. Department of Labor

# Like the U.S. Workforce, the Architect Population is Aging

Age of AIA architect and associate members, 2012



Total = 66,200

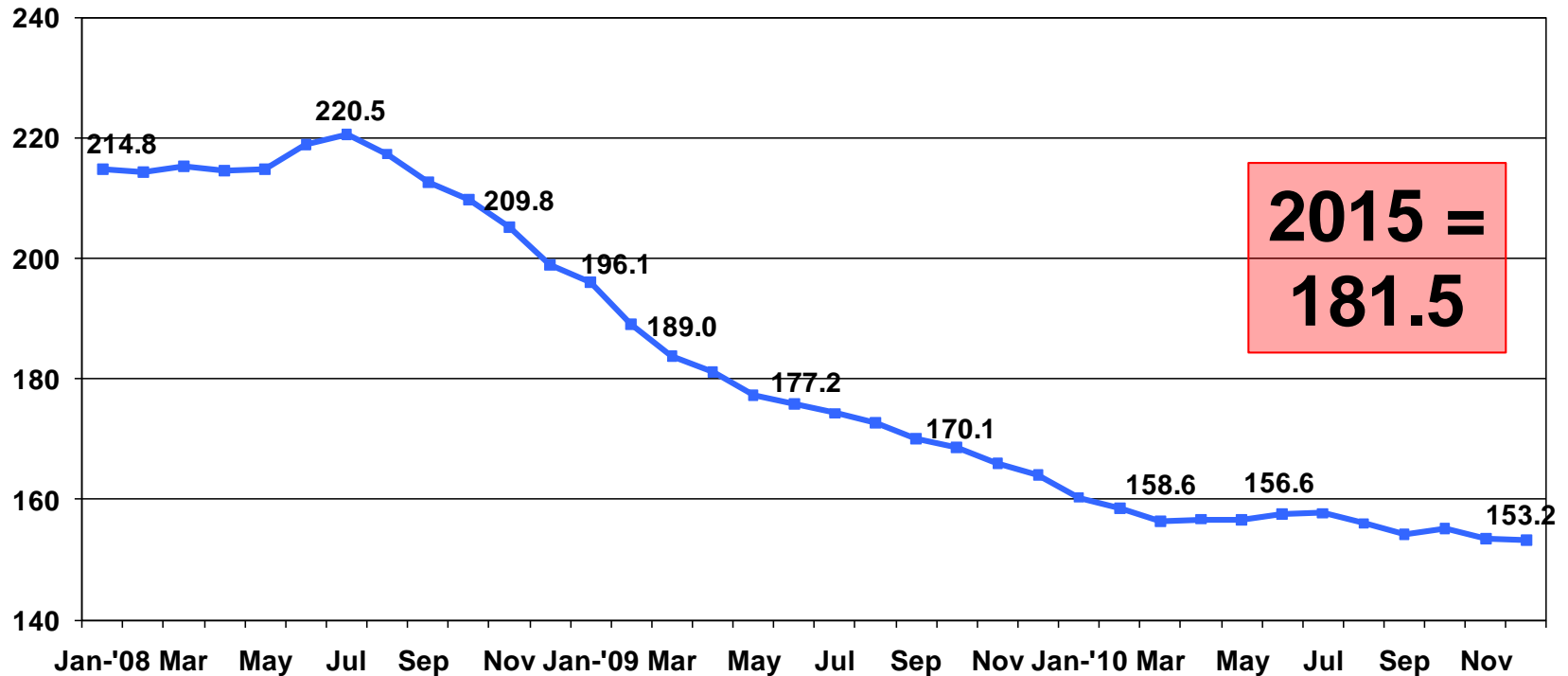
Source: The American Institute of Architects

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# Architecture Firm Payrolls May Finally Be Hitting Bottom After Steady Declines Since Mid-2008

Number of employees at architecture firm, 000s, not seasonally adjusted



Source: U.S. Department of Labor via K.Baker/AIA

## Average Annual Employment in Architectural Services

(Not Seasonally Adjusted)

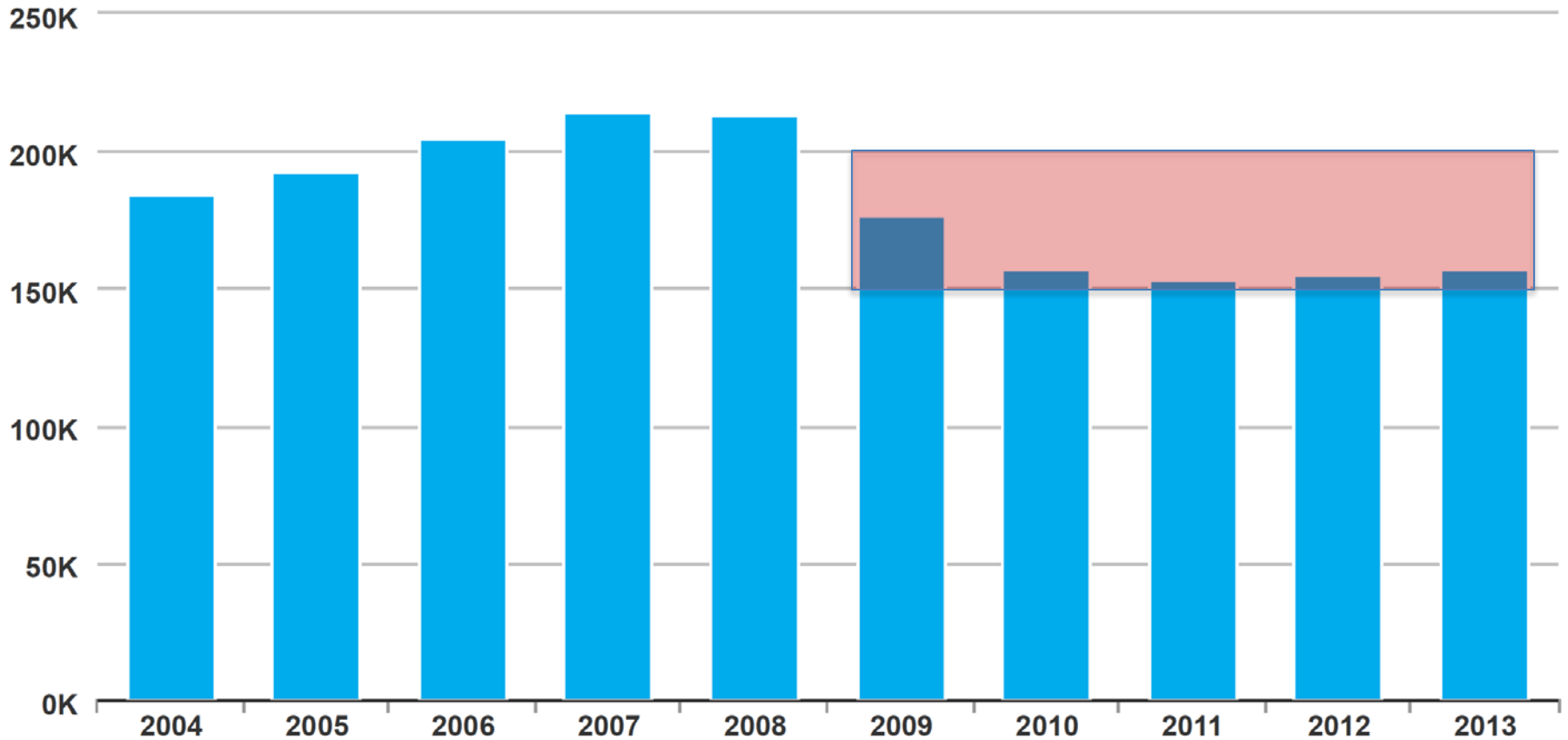




figure 1.4

## EVEN WITH BENEFITS TO SCALE IN THE PROFESSION, MOST ARCHITECTURE FIRMS REMAIN SMALL

Share of total firms, staff, and gross billings in the profession by firm size, 2012

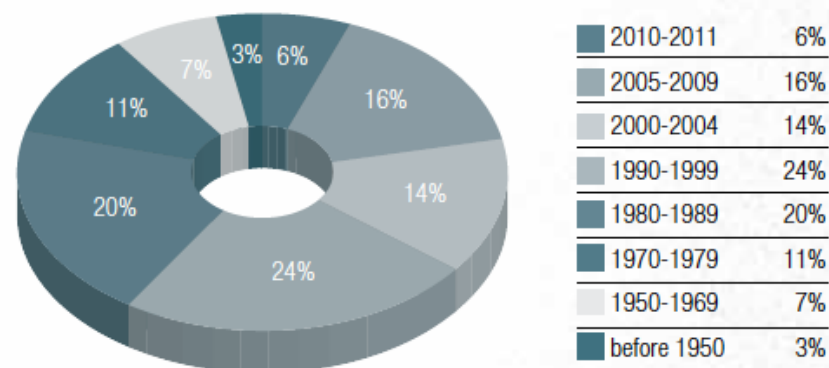
Firm size (number of employees)	Share of firms	Share of staff	Share of billings	Net revenue per employee
1 employee	26%	3%	2%	\$70,000
2–4 employees	37%	12%	8%	\$74,000
5–9 employees	18%	13%	11%	\$95,000
10–19 employees	10%	15%	14%	\$113,000
20–49 employees	6%	20%	22%	\$132,000
50–99 employees	2%	15%	16%	\$136,000
100+ employees	1%	22%	27%	\$138,000
All firm average				\$86,000

which access to credit is very difficult, particularly for businesses without a long track record; in which repeat clients and established institutional relationships are important sources of new project activity; and in which staff development—including formal intern development programs—extends for many years; high levels of staff turnover and business failures can have a devastating long-term effect on the profession (figure 1.5).

figure 1.5

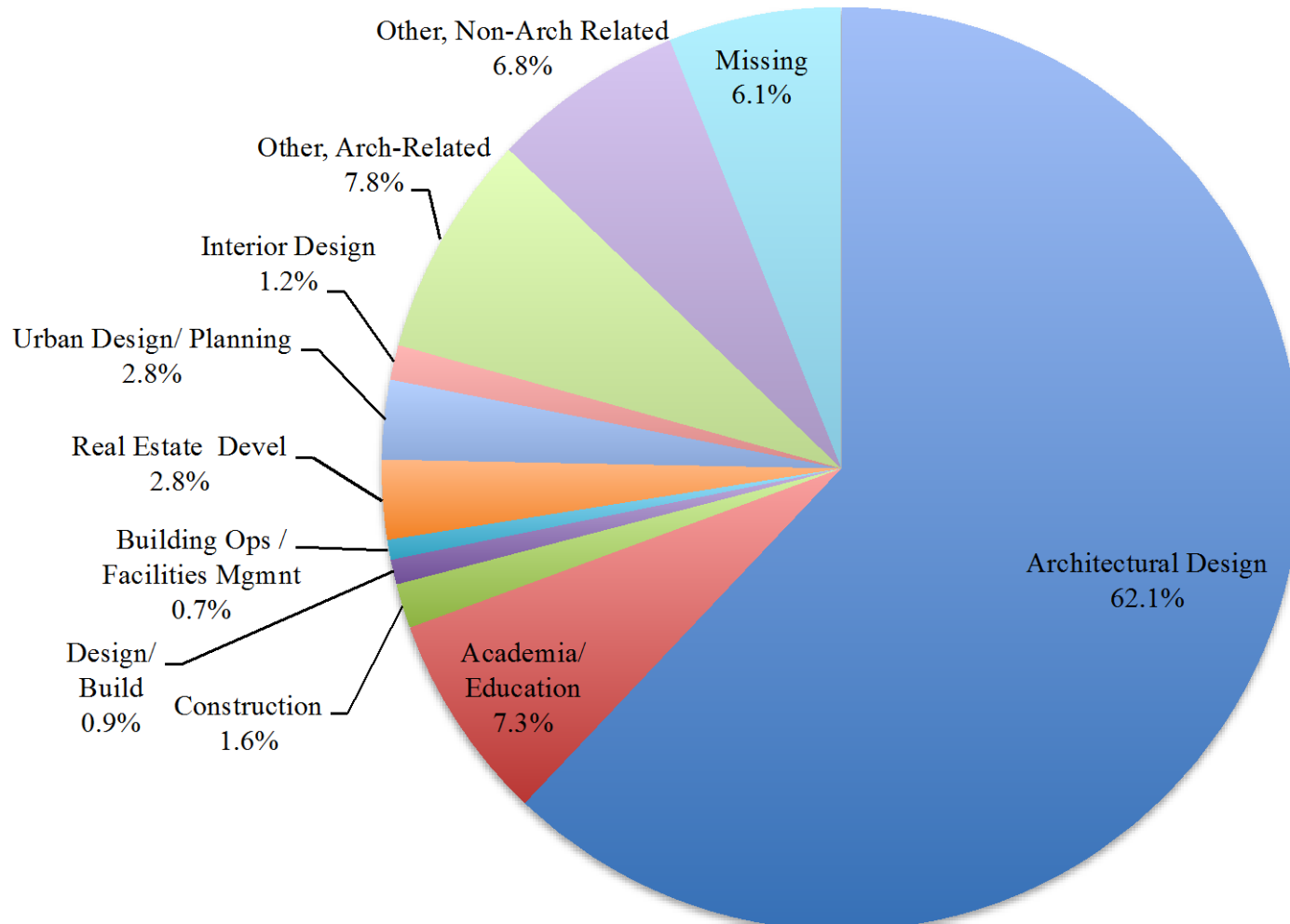
## NATIONALLY, ABOUT A THIRD OF FIRMS WERE FOUNDED OVER THE PAST DECADE

Year firm founded





# Current Job Industry: Yale Grads 1986 - 2012



# Overview

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# Elements of Compensation Packages

## TOTAL COMPENSATION

Signing bonus

Base compensation (salary or hourly rate, overtime)

Overtime

Incentives

[Vacation, sick, personal time]

## BENEFITS

Health insurance (medical, dental, vision)

Retirement (401K, pension, profit sharing)

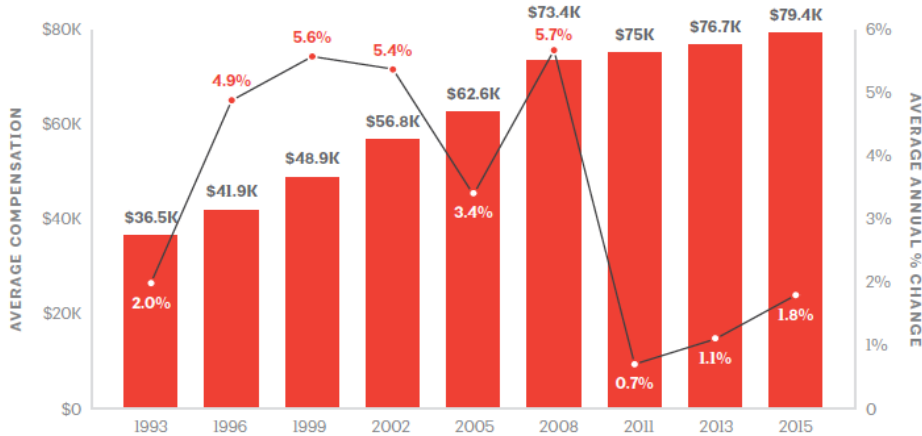
Other fringes (FSP, wellness)

Training, ARE

EXHIBIT 1.1:

Architect compensation gains beginning to accelerate as construction sector recovers

Average compensation including overtime, bonuses, and incentive compensation for staff architectural positions at U.S. architecture firms

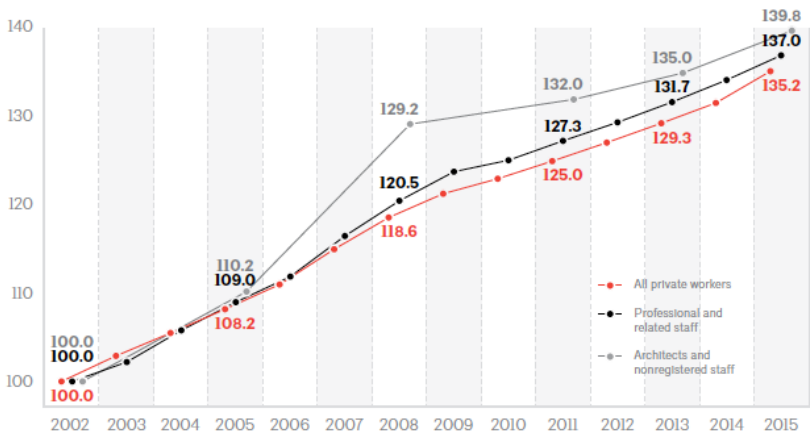


NOTE Architectural positions covered include project design and project management staff, architect and design staff, and intern positions.  
SOURCE Unless otherwise noted, the source for all material in this report is the American Institute of Architects (AIA).

EXHIBIT 1.2:

Growth in architecture staff compensation has been lagging economy-wide averages in recent years

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 or bonuses.  
SOURCE U.S. Department of Labor Employment Cost Index; AIA

EXHIBIT 1.5:

Larger firms continue to offer higher compensation for standard architectural positions

Comparison of 2015 average compensation including overtime, bonuses, and incentive compensation to national averages at U.S. architecture firms for Intern I and Architect I positions, by firm size



NOTE National average compensation for Intern I position in 2015 was \$42,900; for Architect I position, \$67,700.

EXHIBIT 3.1:

**Architecture firms offer a wide variety of benefits to staff**

% of firms offering benefit (regardless of amount paid by firm) to full-time employees in 2014, by firm size

	All firms 2012	All firms 2014	Fewer than 5 employees	5-9 employees	10-19 employees	20-49 employees	50-99 employees	100+ employees
Medical coverage for employees	94%	92%	72%	87%	98%	100%	100%	100%
Medical coverage for dependents (In addition to employee)	83%	82%	55%	68%	90%	96%	100%	100%
Dental coverage for employees	69%	70%	43%	48%	77%	92%	100%	100%
Dental coverage for dependents (In addition to employee)	65%	66%	37%	42%	72%	88%	99%	100%
Vision care	58%	60%	34%	41%	64%	76%	88%	91%
Flexible spending accounts*	43%	45%	19%	19%	40%	69%	92%	94%
Life Insurance	59%	61%	28%	39%	65%	81%	97%	97%
Long-term disability Insurance	58%	58%	23%	38%	58%	79%	99%	99%
Short-term disability Insurance	50%	53%	22%	33%	52%	74%	90%	91%
Paid family leave (e.g., maternity leave)	41%	45%	34%	32%	49%	58%	51%	57%
Long-term care	17%	20%	8%	7%	19%	29%	32%	54%
Defined benefit retirement plan	12%	16%	11%	12%	22%	17%	15%	9%
Defined contribution (retirement savings or profit-sharing) plan [e.g., 401(k), 403(b)]	81%	82%	57%	69%	85%	99%	99%	97%
Qualified transportation program	28%	32%	17%	17%	26%	46%	62%	80%
Tuition reimbursement	33%	31%	22%	22%	33%	37%	44%	53%
Reimbursement for professional certifications	n/a	82%	66%	71%	86%	89%	99%	94%
Reimbursement for professional fees (e.g., memberships, exams)	n/a	88%	71%	81%	90%	97%	99%	100%
Paid time off for professional exams	n/a	72%	55%	61%	77%	82%	86%	88%
Business travel accident Insurance	28%	31%	16%	16%	27%	40%	60%	81%
Fitness club discounts	20%	24%	14%	11%	21%	33%	49%	59%
Health spending accounts**	28%	36%	22%	21%	33%	49%	60%	72%
Health reimbursement accounts***	16%	18%	12%	11%	19%	22%	30%	28%
High-deductible health plans	29%	35%	19%	22%	34%	46%	56%	71%
Wellness programs with incentives for participation	20%	23%	9%	10%	20%	29%	49%	66%

EXHIBIT 2.5:

**Discretionary annual bonuses are most popular type of bonus at architecture firms**

% of firms reporting whether firm offered each type of bonus always or sometimes in 2014

	All firms	Fewer than 5 employees	5-9 employees	10-19 employees	20-49 employees	50-99 employees	100+ employees
Sign-on bonuses	28%	10%	10%	23%	43%	66%	80%
Performance bonuses	67%	60%	65%	71%	68%	65%	68%
Discretionary spot bonuses	57%	57%	57%	57%	58%	51%	65%
Discretionary annual bonuses	90%	81%	92%	91%	95%	77%	89%
Bonuses for obtaining professional certification(s)	50%	36%	47%	50%	54%	53%	70%

EXHIBIT 2.4:

**Many firms offer salary premiums for licensure, BIM/Revit expertise**

% of firms reporting whether firm typically offers salary premiums for architecture staff for given type of employee certification/expertise

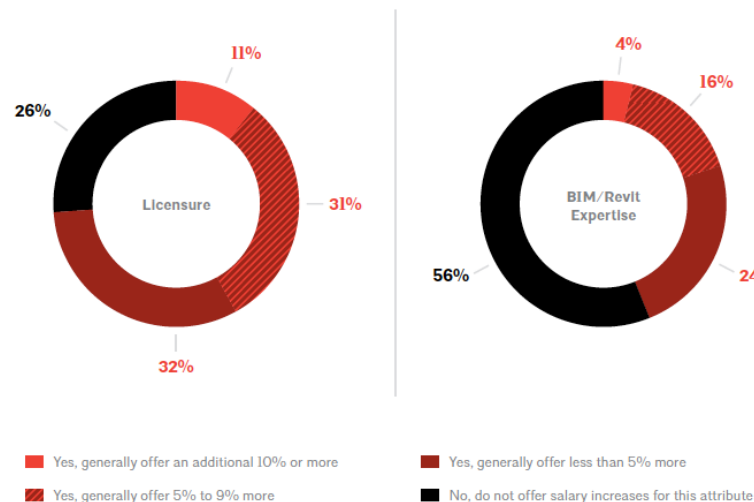


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Discretionary spot bonuses	57%	57%	57%	57%	58%	51%	65%
Discretionary annual bonuses	90%	81%	92%	91%	95%	77%	89%
Bonuses for obtaining professional certification(s)	50%	36%	47%	50%	54%	53%	70%

**EXHIBIT 2.1:****Salaries for all surveyed architectural positions increased over last two years**

Average compensation including overtime pay, bonuses, profit sharing, and other cash compensation for architectural/design positions at U.S. architecture firms, as of January 1, 2015

	National average	% change from 2013	Fewer than 10 employees	10–19 employees	20–49 employees	50–99 employees	100+ employees
<b>CEO/President</b>	\$192,200	3%	\$137,572	\$203,800	\$237,900	\$395,600	\$309,647
<b>Managing Principal</b>	\$188,000	5%	\$119,654	\$162,300	\$185,300	\$249,700	\$241,450
<b>Chief Operating Officer</b>	\$181,200	10%	\$120,180	\$126,800	\$164,200	\$259,300	\$287,590
<b>Director of Operations</b>	\$138,800	6%	\$94,733	\$119,500	\$127,400	\$155,900	\$204,694
<b>Director of Design</b>	\$164,400	13%	\$107,493	\$117,800	\$134,700	\$192,600	\$216,829
<b>Senior Project Designer</b>	\$101,600	1%	\$84,218	\$91,400	\$102,700	\$116,900	\$116,516
<b>Project Designer</b>	\$76,600	2%	\$63,027	\$71,400	\$79,300	\$82,300	\$82,656
<b>Senior Project Manager</b>	\$111,400	3%	\$84,491	\$94,500	\$106,000	\$120,700	\$126,869
<b>Project Manager</b>	\$86,500	5%	\$71,508	\$75,500	\$84,400	\$94,900	\$99,773
<b>Architect 3</b>	\$97,500	4%	\$80,011	\$86,500	\$91,800	\$102,700	\$103,392
<b>Unlicensed Architecture/Design Staff 3</b>	\$77,400	9%	\$64,122	\$69,000	\$78,300	\$86,800	\$82,946
<b>Architect 2</b>	\$79,700	5%	\$66,988	\$71,800	\$75,900	\$79,900	\$84,725
<b>Unlicensed Architecture/Design Staff 2</b>	\$68,800	5%	\$58,412	\$62,300	\$65,200	\$77,100	\$73,899
<b>Architect 1</b>	\$67,700	9%	\$64,399	\$62,800	\$64,800	\$71,500	\$70,424
<b>Unlicensed Architecture/Design Staff 1</b>	\$60,800	8%	\$52,732	\$56,100	\$59,000	\$63,400	\$65,708
<b>Intern 3</b>	\$54,300	6%	\$49,121	\$50,300	\$54,800	\$57,200	\$57,600
<b>Intern 2</b>	\$48,800	4%	\$45,464	\$46,900	\$48,800	\$49,700	\$50,104
<b>Intern 1</b>	\$42,900	4%	\$39,681	\$41,100	\$43,800	\$45,300	\$43,729

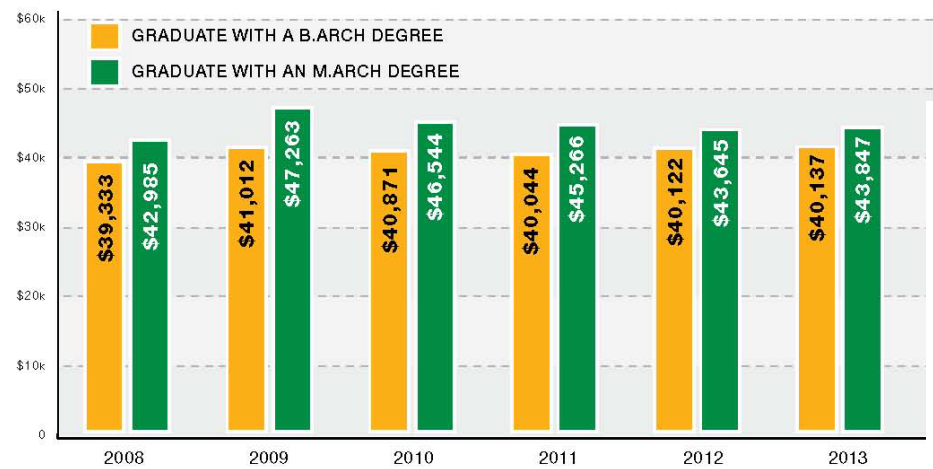
**NOTE** For full definitions of these architectural staff positions, see page 24.



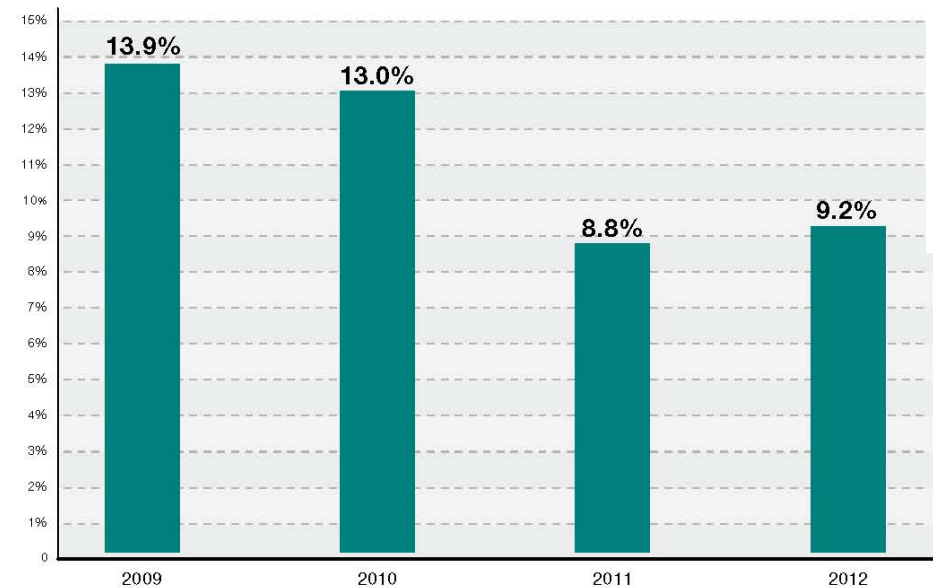
# Salary Factors (Design Intelligence Comp 14)

## HISTORICAL PERSPECTIVE

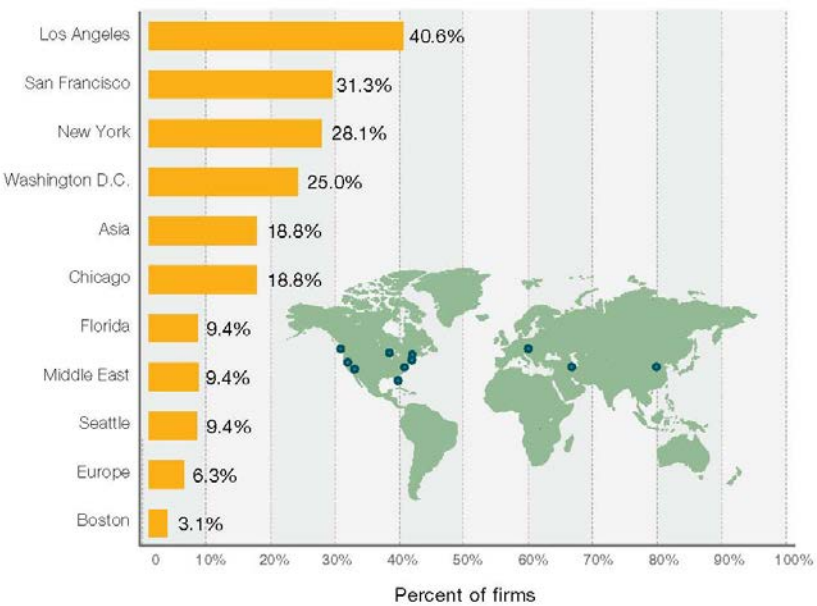
Mean annual salary for recent graduates



Mean salary difference between a recent graduate with an M.Arch degree and a B.Arch degree



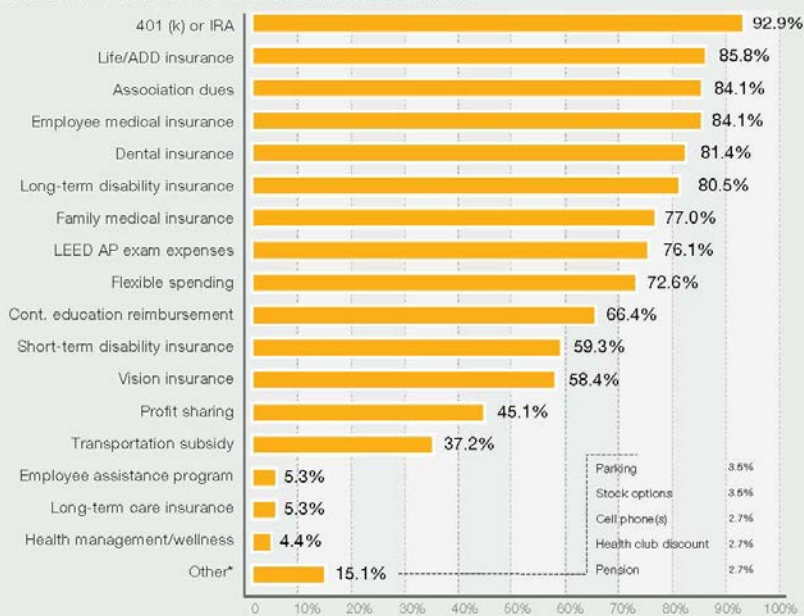
Employees in some cities/regions are more likely to earn higher salaries due to cost of living.



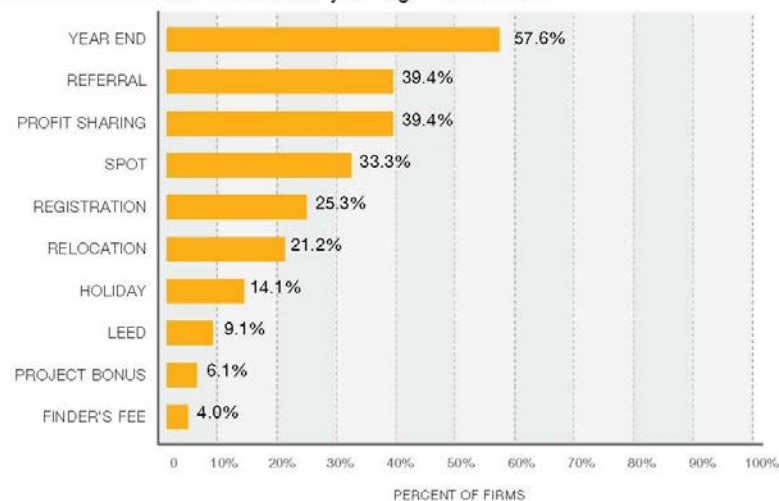


# Salary Factors (Design Intelligence Comp 14)

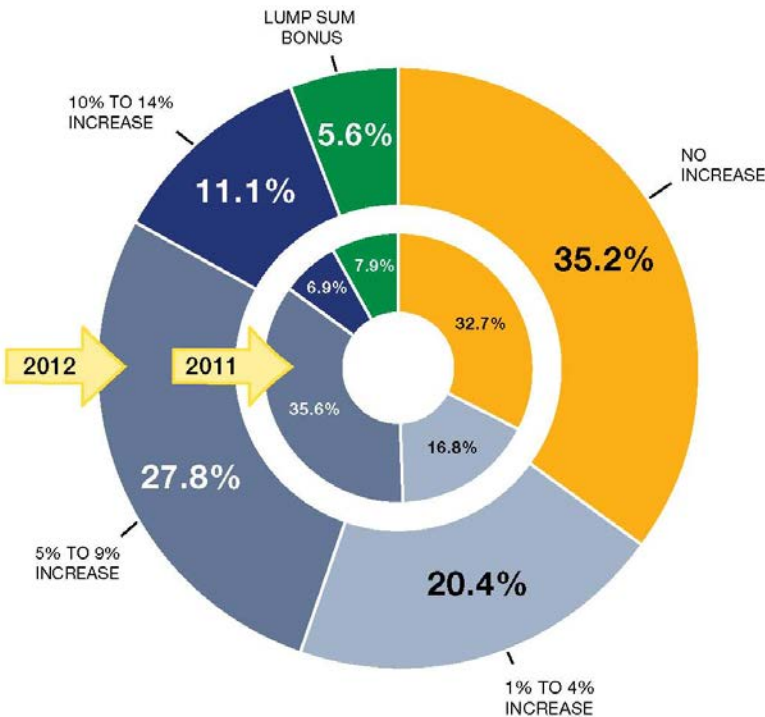
BENEFITS FOR STAFF AND PARTNERS/OWNERS



What other kinds of bonuses does your organization offer?



How much does base compensation increase upon licensure?



## NATIONAL TOTALS:

## All firms

	BASE PAY				Mean Additional Cash	Number of Establishments	Number of Positions
	Mean	Lower Quartile	Median	Upper Quartile			
CEO/President	\$133,600	\$93,800	\$120,000	\$160,000	\$58,600	686	801
Managing Principal	\$135,200	\$100,000	\$135,000	\$156,200	\$52,800	596	1208
Chief Operating Officer	\$131,100	\$90,000	\$120,000	\$151,400	\$50,100	97	100
Director of Operations	\$118,900	\$92,000	\$114,000	\$136,500	\$19,900	149	163
Director of Design	\$128,100	\$96,500	\$121,400	\$144,000	\$36,300	199	307
Chief Legal Officer	\$159,200	\$102,100	\$176,500	\$189,300	\$35,600	15	16
Director of Finance (CFO)	\$125,600	\$86,000	\$120,000	\$155,000	\$32,600	144	147
Chief Human Resources Officer (CHRO)	\$147,700	\$89,500	\$160,000	\$200,000	\$22,500	17	17
Director of Human Resources	\$95,500	\$70,000	\$93,000	\$124,000	\$13,000	77	81
Director of Information Technology (CIO)	\$107,100	\$75,000	\$100,000	\$132,000	\$16,000	93	96
Director of Planning and/or Urban Design	\$128,200	\$98,400	\$119,000	\$169,000	\$14,200	37	39
Director of Structural Engineering	\$137,500	\$118,700	\$135,300	\$149,100	\$39,200	27	36
Chief Marketing Officer	\$113,900	\$77,800	\$105,900	\$142,500	\$17,900	114	114
Director of Communications	\$87,900	\$65,000	\$85,000	\$104,000	\$11,200	46	47
Senior Project Designer	\$93,100	\$75,000	\$90,000	\$110,000	\$8,500	445	913
Project Designer	\$72,100	\$56,100	\$69,300	\$85,500	\$4,500	286	664
Senior Project Manager	\$101,300	\$85,000	\$99,000	\$116,000	\$10,100	543	1696
Project Manager	\$81,100	\$68,100	\$80,000	\$94,000	\$5,400	447	1113
Architect 3	\$91,300	\$75,400	\$88,000	\$104,300	\$6,200	409	1547
Unlicensed Architecture/Design Staff 3	\$72,200	\$60,400	\$72,000	\$82,300	\$5,200	312	749
Architect 2	\$74,800	\$65,000	\$74,800	\$82,000	\$4,900	326	1083
Unlicensed Architecture/Design Staff 2	\$65,300	\$55,200	\$65,000	\$75,000	\$3,500	346	915
Architect 1	\$64,200	\$56,000	\$62,600	\$75,000	\$3,500	286	819
Unlicensed Architecture/Design Staff 1	\$58,200	\$52,000	\$56,400	\$64,000	\$2,600	384	1200
Intern 3	\$51,800	\$46,200	\$50,900	\$57,500	\$2,500	428	1223
Intern 2	\$46,600	\$43,000	\$46,000	\$50,400	\$2,200	378	1062
Intern 1	\$41,500	\$38,000	\$42,000	\$45,400	\$1,400	438	1059
Senior Interior Designer	\$83,300	\$70,200	\$78,100	\$96,900	\$6,800	293	747
Intermediate Interior Designer	\$60,600	\$52,800	\$60,000	\$65,000	\$3,300	260	670
Entry-Level Interior Designer	\$44,000	\$41,000	\$44,000	\$47,000	\$1,900	237	595
Landscape Architect	\$74,900	\$63,200	\$73,100	\$87,600	\$5,800	64	168
Planner	\$77,400	\$56,600	\$75,000	\$87,300	\$4,000	50	117
Business/Administrative Manager	\$57,600	\$45,000	\$55,000	\$69,300	\$3,600	420	426
Accountant	\$65,100	\$55,000	\$65,000	\$78,900	\$3,000	190	290
Human Resources Generalist	\$68,400	\$55,000	\$67,500	\$81,800	\$3,500	84	96
Marketing Manager	\$76,700	\$64,000	\$77,700	\$90,000	\$4,500	140	158
Business Development Manager	\$97,100	\$76,200	\$100,800	\$113,200	\$7,700	97	125
Marketing Coordinator	\$54,300	\$47,700	\$53,000	\$61,900	\$2,000	226	355
Graphic Designer	\$60,300	\$49,500	\$64,000	\$67,700	\$3,700	112	213
Systems/Information Technology Manager	\$81,200	\$63,000	\$78,000	\$95,000	\$5,000	123	161

NOTE All data are reported current as of January 1, 2015. Results not shown if fewer than five reporting establishments. Mean additional cash includes overtime pay (discretionary and/or mandated by law), bonuses, profit sharing, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages and ranges across positions; they may vary due to the characteristics of firms that reported for each position. See full position descriptions and reporting criteria in Chapter 4 and the Appendix.

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## METRO AREA:

## New York City (metro area including city)

	BASE PAY				Mean Additional Cash	Number of Establishments	Number of Positions
	Mean	Lower Quartile	Median	Upper Quartile			
CEO/President	\$146,700	\$100,000	\$127,500	\$175,000	\$70,500	51	54
Managing Principal	\$148,800	\$100,000	\$150,000	\$180,000	\$75,700	43	66
Chief Operating Officer	\$118,300	\$75,000	\$116,700	\$162,500	\$19,900	5	5
Director of Operations	\$120,800	\$80,000	\$120,200	\$130,600	\$14,900	7	11
Director of Design	\$156,800		\$134,900	\$176,000	\$60,100	20	43
Chief Legal Officer							
Director of Finance (CFO)	\$147,400	\$100,000	\$135,000	\$175,000	\$32,200	9	11
Chief Human Resources Officer (CHRO)							
Director of Human Resources	\$125,300	\$83,000	\$137,500	\$162,500	\$20,700	7	9
Director of Information Technology (CIO)	\$127,900	\$96,200	\$133,500	\$160,200	\$11,600	9	10
Director of Planning and/or Urban Design							
Director of Structural Engineering							
Chief Marketing Officer	\$138,300	\$86,500	\$140,000	\$195,000	\$35,900	9	9
Director of Communications	\$95,600	\$80,000	\$95,000	\$102,500	\$1,900	7	7
Senior Project Designer	\$109,100	\$91,200	\$100,000	\$127,800	\$7,100	43	81
Project Designer	\$85,000	\$66,300	\$80,000	\$109,100	\$4,200	29	76
Senior Project Manager	\$112,100	\$98,100	\$110,000	\$124,600	\$12,800	46	165
Project Manager	\$87,600	\$80,000	\$87,500	\$94,000	\$5,900	39	112
Architect 3	\$91,300	\$76,000	\$86,800	\$106,300	\$8,600	29	124
Unlicensed Architecture/Design Staff 3	\$81,900	\$73,500	\$85,200	\$91,500	\$8,800	26	88
Architect 2	\$82,100	\$77,400	\$81,300		\$7,600	19	82
Unlicensed Architecture/Design Staff 2	\$71,700	\$63,100	\$76,600	\$79,900	\$4,000	24	97
Architect 1	\$73,200	\$65,000	\$75,000	\$82,300	\$5,700	21	91
Unlicensed Architecture/Design Staff 1	\$61,700	\$56,000	\$61,100	\$65,200	\$2,400	39	195
Intern 3	\$53,100		\$50,900	\$59,900	\$1,700	29	115
Intern 2	\$48,000	\$43,000	\$47,800	\$51,500	\$1,600	29	76
Intern 1	\$40,800	\$35,000	\$41,300	\$47,000	\$900	32	80
Senior Interior Designer	\$91,000		\$82,000	\$94,000	\$12,200	16	68
Intermediate Interior Designer	\$68,300	\$59,800	\$68,200	\$78,700	\$4,600	17	46
Entry-Level Interior Designer	\$48,800	\$45,000	\$50,300	\$54,500	\$1,900	17	39
Landscape Architect							
Planner	\$118,200	\$80,000	\$105,000	\$153,900	\$2,800	5	9
Business/Administrative Manager	\$65,400	\$44,500	\$62,000	\$79,000	\$3,900	34	35
Accountant	\$70,700	\$56,000	\$78,900	\$85,300	\$3,200	17	34
Human Resources Generalist	\$67,200	\$53,800	\$75,000	\$81,600	\$4,300	8	9
Marketing Manager	\$83,500	\$65,000	\$90,000	\$98,000	\$4,400	14	19
Business Development Manager	\$112,200	\$97,500	\$110,000	\$126,800	\$5,700	6	6
Marketing Coordinator	\$55,900	\$49,600	\$56,000	\$62,000	\$2,400	20	41
Graphic Designer	\$67,800	\$63,900	\$67,700		\$5,700	10	34
Systems/Information Technology Manager	\$78,700		\$63,000	\$92,400	\$8,000	9	15

NOTE All data are reported current as of January 1, 2015. Results not shown if fewer than five reporting establishments. Mean additional cash includes overtime pay (discretionary and/or mandated by law), bonuses, profit sharing, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages and ranges across positions; they may vary due to the characteristics of firms that reported for each position. See full position descriptions and reporting criteria in Chapter 4 and the Appendix.

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# 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, culture
- 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/aya](http://www.yale.edu/aya)

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



