

AIA COMPENSATION REPORT

A Survey of U.S. Architecture Firms

08

MIDDLE ATLANTIC



I. OVERVIEW

With an upturn in the broader economy, the nonresidential construction sector has been very strong in recent years. Spending for nonresidential construction in the categories where building activity dominates—and therefore where architects play a significant role—increased by more than 42 percent between 2005 and 2008, according to U.S. Census Bureau figures. Construction activity was particularly strong in the commercial categories (office, retail, and hotel facilities), where spending increased almost 50 percent over this period.

One of the results of a strong nonresidential construction market was solid gains in compensation at U.S. architecture firms. Average compensation for architecture positions (licensed architects, unlicensed, and interns), when factoring in base salaries as well as overtime, bonuses, and incentive compensation, increased by more than 5.7 percent per year on average over this three-year period, the strongest period of growth since the AIA began collecting compensation information in 1990. The gains in compensation brought the average compensation figure for architecture positions up to more than \$73,000 nationally, more than double the average level of compensation in 1993, and nearly 50 percent higher than the average compensation level in 1999 (*Exhibit 1.1*).

In recent years, compensation gains for architectural staff positions have significantly outpaced compensation gains in the broader economy. Overall compensation gains among the private sector workforce increased less than 19 percent between the first quarter of 2002 and the first quarter of 2008, according to the U.S. Department of Labor's Employment Cost Index. For employees at businesses providing professional services—the broader category that includes architectural services—compensation grew no faster than compensation in the total private sector workforce.

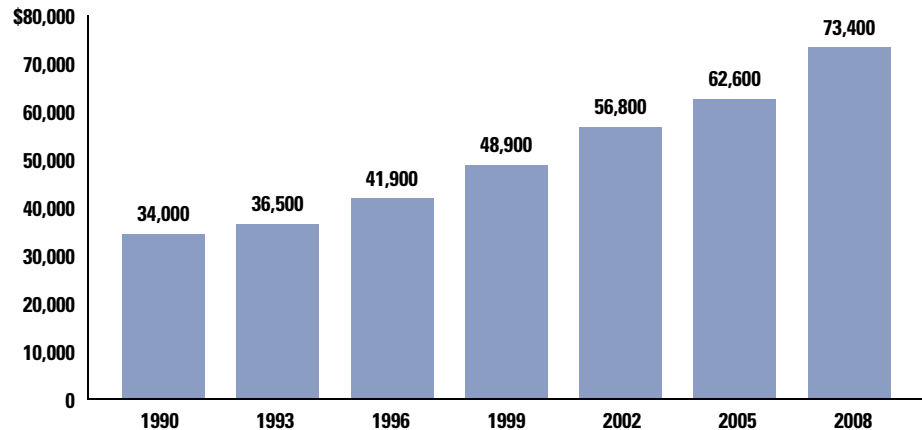
Comparing these results to those of the AIA national compensation surveys shows that compensation of archi-

tecture staff at U.S. architecture firms has surpassed these broader measures of compensation growth. AIA surveys point to gains approaching 30 percent over this six-year period, more than

half again as much as the gains for the private workforce, or for employees at professional and business services firms (*Exhibit 1.2*). Compensation growth among architecture staff has

EXHIBIT 1.1 Compensation for Architecture Positions Sees Strong Gains in Recent Years

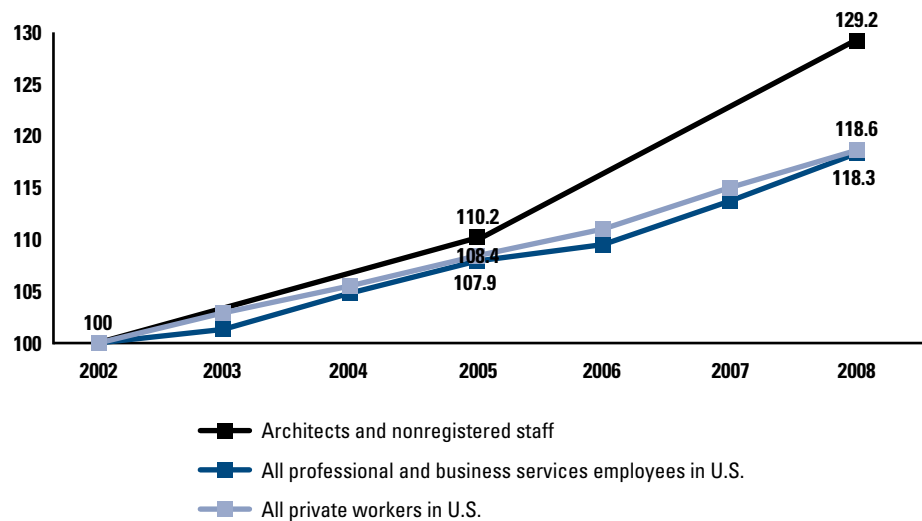
Average compensation including overtime, bonuses, and incentive compensation for architecture positions at U.S. architecture firms.



Source: Unless otherwise noted, the source for all material in this report is The American Institute of Architects (AIA).

EXHIBIT 1.2 Architecture Staff Compensation Has Outpaced Gains of All Workers, and Workers at Professional and Business Services Firms, Since 2002

Index: Q1 2002 = 100.



Note: Average compensation for architecture positions includes overtime, bonuses, and incentive compensation; compensation for all private workers and professional and business services employees includes overtime, bonuses, incentives, and commissions, as well as fringe benefits.

Sources: AIA and U.S. Department of Labor, Employment Cost Indexes. Compensation presented as of the first quarter of the year.

obviously been influenced by recent strength in the nonresidential construction sector. Growth in nonresidential construction activity has increased the need for architectural staff at firms, and the simple economics of increased staffing needs has helped to force up compensation levels. In spite of the recent strong gains, architect compensation remains below many comparable professions. For example, according to the U.S. Department of Labor, architect compensation in 2007 was slightly below civil and mechanical engineers, and about 60 percent below lawyers.

Overall, compensation for architectural positions increased almost 6 percent per year on average between 2005 and 2008. The positions that saw the greatest increases were Architect 1–3 positions and design staff (unlicensed) positions with comparable years of experience. These midlevel positions generally have five to up to fifteen years of architecture experience. Compensation gains for these positions averaged 7.5 percent a year between 2005 and 2008, or more than 4 percent above the overall rate of inflation over this period. These gains were about twice the rate of the 2002–2005 period for these positions.

Senior architecture positions, as well as those of interns, saw somewhat lower levels of gains over the 2005–2008 period, increasing an average of 5.4 percent annually for interns and 4.8 percent for senior design and project management staff. Gains for both of these position categories were well above those of the 2002–2005 period, and well above the rate of inflation in the economy over the 2005–2008 period (*Exhibit 1.3*).

EXHIBIT 1.3 Compensation Rising Fastest for Staff Architect and Designer Positions

	Average Compensation			Average Annual Increase in Compensation			
	2002	2005	2008	2002–2005		2005–2008	
				total	net of inflation	total	net of inflation
Senior design/project management staff*	\$77,300	\$85,800	98,800	3.5%	1.3%	4.8%	1.6%
Architect/designers**	52,600	57,700	71,600	3.1	0.9	7.5	4.2
Interns***	35,300	38,800	45,400	3.2	1.0	5.4	2.2

Note: Average annual compensation including overtime, bonuses, and other incentive compensation. Inflation measured by consumer price index. All items from U.S. Department of Labor.

*Includes director of design, director of operations, senior project designer, project designer, senior project manager, and project manager. In 2002 and 2005, includes department heads, senior managers, and project managers.

**Includes architects 1–3/designers 1–3. In 2002 and 2005, includes senior project architects/designers.

***Includes interns 1–3.

Larger Firms Offer Higher Compensation

Larger firms generally offer higher levels of overall architectural staff compensation. For senior design and project management staff, firms with 250 or more employees offer compensation levels about 18 percent above the national averages, while firms with fewer than 10 employees report compensation more than 21 percent below the national averages. These differentials are not as great for less senior positions. For staff architect and designer positions, compensation at larger firms is about 17 percent greater than the national average, while running about 18 percent lower at small firms. For intern positions, compensation at large firms is almost 12 percent higher on average, and about 11 percent less at smaller firms (*Exhibit 1.4*).

Previous compensation surveys conducted by the AIA have shown similar patterns. Larger firms routinely offer higher levels of compensation for positions with similar responsibilities. One

reason for this may be that employees at larger firms may have more specialized responsibilities and therefore are able to perform these responsibilities more efficiently. A related reason is that larger firms generally have greater resources to invest in productivity-enhancing information technology and communication equipment, enabling their staff to work more productively.

Information from this compensation survey does not suggest what might be the optimum size of an architecture firm to realize these efficiency and productivity gains. Compensation differentials between firms with 250 or more employees and those with 100 to 249 employees are just as great as are the differentials between firms with 50 to 99 employees and those with 100 to 249 employees. It may well be that firms with 500 or even 1,000 employees are even more efficient, allowing them to offer compensation even above what firms with 250 or 300 employees offer.

Just as architectural staff compensation moved up sharply at architecture firms between 2005 and 2008, so did compensation for other positions. Compensation for technical positions (e.g., IT, CAD, and BIM staff) moved up the fastest, increasing by an average of 8.5 percent a year over this three-year period. Compensation for financial, business, and administrative staff moved up at the same pace as that for architectural staff, while compensation for other design professionals (e.g., engineers, interior designers, planners, landscape architects) increased at a slightly slower rate (*Exhibit 1.5*).

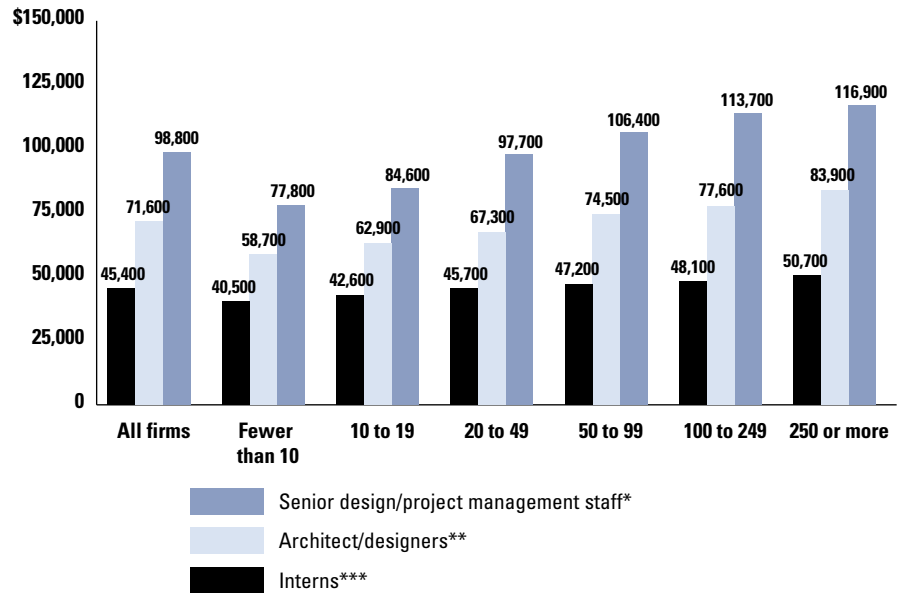
Other Cash Compensation Supplements Base Salaries

Overtime, bonuses, and other incentive compensation averaged almost 11 percent of total compensation for architecture positions as of early 2008. The relatively high proportion of non-base pay in total compensation likely is due to the volatility of the nonresidential construction sector. During peak workloads, more overtime is necessary to meet project deadlines. Also, during profitable years, bonuses and incentives are often used rather than building the compensation into base pay, which may create financial problems at firms when the industry slows.

Even though nonbase pay compensation is a relatively high share of total compensation for architecture positions, it does vary by type of position and by firm size. For senior design and project management staff, non-base pay compensation amounted to almost 14 percent of total compensation, while for interns, it amounted to less than 7 percent. Larger firms relied more on nonbase pay compensation than did smaller firms. At firms with fewer than 10 employees, non-base pay compensation averaged just over 8 percent of total compensation for architecture positions, climbing to more than 12 percent at firms with 250 or more employees. For senior design and project management staff,

EXHIBIT 1.4 Larger Firms Offer Significantly Higher Levels of Compensation at All Experience Levels

Average annual compensation including overtime, bonuses, and other incentive compensation by number of employees at firm.



*Includes director of design, director of operations, senior project designer, project designer, senior project manager, and project manager.
 **Includes architects 1-3/designers 1-3.
 ***Includes interns 1-3.

EXHIBIT 1.5 Technical Staff at Architecture Firms Seeing Greatest Gains in Compensation

Average compensation and average annual change; includes only comparable positions from 2005 and 2008 AIA compensation surveys.

	2005	2008	Average annual increase, 2005-2008
Architecture staff	\$62,600	\$73,400	5.7%
Other design professionals*	\$59,000	\$68,000	5.1%
Technical staff**	\$47,700	\$59,900	8.5%
Financial, business, and administrative staff***	\$59,500	\$69,700	5.7%

*Includes engineers, interior designers, planners, landscape architects, and graphic designers.
 **Includes IT, CAD, and BIM staff.
 ***Includes financial, marketing, and human resources staff.

nonbase pay compensation averaged almost 14 percent at larger firms and less than 11 percent at smaller firms. Even for intern positions, nonbase pay compensation averaged almost 9 percent at larger firms, but only about 5 percent at smaller firms (*Exhibit 1.6*).

Just as compensation levels generally are higher at larger architecture firms, so too are the levels of fringe benefits offered to employees. At firms with 50 or more employees, fringe benefits offered totaled more than 25 percent of base pay for professional design staff. This compares to just over 18 percent of base pay at firms with fewer than 50 employees. Relationships are similar for technical and administrative staff, as well as hourly employees. For these positions, the value of benefits offered averaged 5 to 8 percentage points higher at larger firms than at smaller firms. Benefits for technical and administrative staff averaged just a bit less in terms of share of base pay than for professional design staff, while benefits as a share of base pay for hourly staff averaged 2 to 4 percentage points below the share of salary for technical and administrative staff (*Exhibit 1.7*).

EXHIBIT 1.6 Employees at Smaller Firms Received Smaller Share of Compensation in Overtime, Bonuses, and Other Incentive Compensation

Overtime, bonuses, and other incentive compensations as a percentage of total compensation, 2008.

	All firms	Fewer than 10 employees	250+ employees
Senior design/project management staff*	13.7%	10.5%	13.6%
Architect/designers**	9.0%	7.8%	12.3%
Interns***	6.6%	5.1%	8.8%
All architecture staff	10.7%	8.3%	12.2%

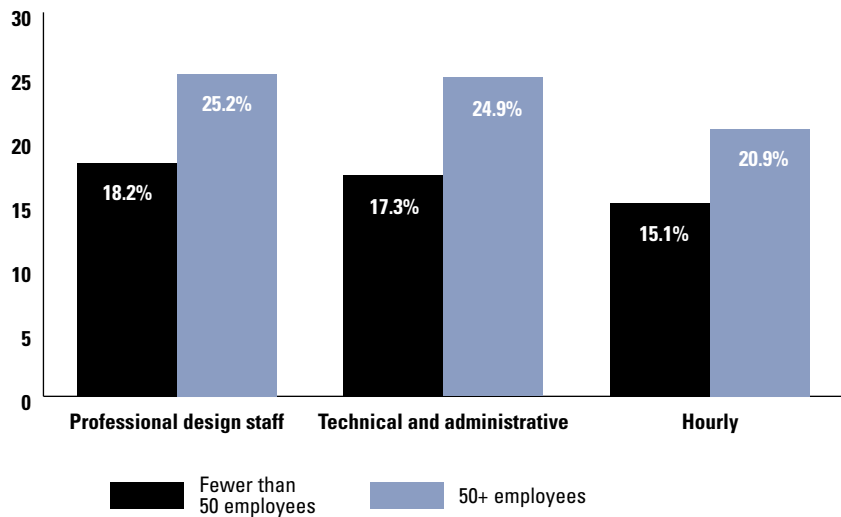
*Includes director of design, director of operations, senior project designer, project designer, senior project manager, and project manager.

**Includes architects 1–3/designers 1–3.

***Includes interns 1–3.

EXHIBIT 1.7 Larger Firms Offer More Employee Benefits

Benefits as percentage of base pay by firm size and employee category, average across all firms, 2008.



IV. COMPENSATION TABLES

The data in the following compensation tables were included only if they met strict reporting criteria. Responses from at least five offices (establishments) were required in order to report data, as were responses for at least five of the seventeen architect positions (defined as CEO/president, managing principal, director of design, director of operations, senior project designer, project designer, senior project manager, project manager, architects 1–3, unlicensed architecture/design staff 1–3, and interns 1–3). A blank space in a table indicates insufficient information to report that piece of data. In addition, data were suppressed in instances where there were major discrepancies with the data.

Following the national data table, the first set of tables in this section reports compensation data for 40 positions by seven firm size categories,

from fewer than 5 employees to 250 or more employees. The next set of tables reports data by the nine regions of the country. The remainder of the tables report data for 37 states and 41 metro areas. The tables are organized alphabetically by state, with the metro area tables following the appropriate state. In cases where enough responses were received to report data at more detailed levels (e.g., city), those tables follow the respective metro area table.

All data are reported current as of January 1, 2008. For all compensation tables, the mean, median, and upper and lower quartiles include base pay only. When interpreting the tables, the *mean* gives the average annual full-time base pay for each position. The *lower quartile* marks where 25 percent of the reported values are lower than the figure given and 75 percent are higher. The *median* is the midpoint

in the range of values, where 50 percent are higher than the figure given and 50 percent are lower. The *upper quartile* marks where 75 percent of the reported values are lower than the figure given and 25 percent are higher. *Mean additional cash* is additional cash compensation beyond base pay, including overtime pay (discretionary and/or mandated by law), bonuses, profit sharing, and/or other cash compensation. The value of employee benefits is not included in the compensation tables, but more information on this subject may be found in Chapter 3.

Metropolitan area results are based on keying reported ZIP codes to standard Core Based Statistical Areas (CBSAs) as defined by the U.S. Office of Management and Budget. Cities are based on keying reported Zip codes to standard definitions provided by the U.S. Postal Service.

DEFINITIONS OF CBSAS BY COUNTY/CITY

Albuquerque, NM: Bernalillo, Sandoval, Torrance, Valencia

Atlanta-Sandy Springs-Marietta, GA: Barrow, Bartow, Butts, Carroll, Cherokee, Clayton, Cobb, Coweta, Dawson, De Kalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Haralson, Heard, Henry, Jasper, Lamar, Meriwether, Newton, Paulding, Pickens, Pike, Rockdale, Spalding, Walton

Austin-Round Rock, TX: Bastrop, Caldwell, Hays, Travis, Williamson

Baltimore-Towson, MD: Anne Arundel, Baltimore, Baltimore City, Carroll, Harford, Howard, Queen Annes

Boston-Cambridge-Quincy, MA-NH: Essex, Middlesex, Norfolk, Plymouth, Rockingham, Strafford, Suffolk

Charlotte-Gastonia-Concord, NC-SC: Anson, Cabarrus, Gaston, Mecklenburg, Union, York

Chicago-Naperville-Joliet, IL-IN-WI: Cook, De Kalb, Du Page, Grundy, Jasper, Kane, Kendall, Kenosha, Lake, McHenry, Newton, Porter, Will

Columbus, OH: Delaware, Fairfield, Franklin, Licking, Madison, Morrow, Pickaway, Union

Dallas-Fort Worth-Arlington, TX: Collin, Dallas, Delta, Denton, Ellis, Hunt, Johnson, Kaufman, Parker, Rockwall, Tarrant, Wise

Denver-Aurora, CO: Adams, Arapahoe, Broomfield, Clear Creek, Denver, Douglas, Elbert, Gilpin, Jefferson, Park

Des Moines-West Des Moines, IA: Dallas, Guthrie, Madison, Polk, Warren

Detroit-Warren-Livonia, MI: Lapeer, Livingston, Macomb, Oakland, Saint Clair, Wayne

Hartford-West Hartford-East Hartford, CT: Hartford, Middlesex, Tolland

Honolulu, HI: Honolulu

Houston-Sugar Land-Baytown, TX: Austin, Brazoria, Chambers, Fort Bend, Galveston, Harris, Liberty, Montgomery, San Jacinto, Waller

Indianapolis-Carmel, IN: Boone, Brown, Hamilton, Hancock, Hendricks, Johnson, Marion, Morgan, Putnam, Shelby

Kansas City, MO-KS: Bates, Caldwell, Cass, Clay, Clinton, Franklin, Jackson, Johnson, Lafayette, Leavenworth, Linn, Miami, Platte, Ray, Wyandotte

Las Vegas-Paradise, NV: Clark

Lexington-Fayette, KY: Bourbon, Clark, Fayette, Jessamine, Scott, Woodford

Los Angeles-Long Beach-Santa Ana, CA: Los Angeles, Orange

Miami-Fort Lauderdale-Miami Beach, FL: Broward, Miami-Dade, Palm Beach

Minneapolis-St. Paul-Bloomington, MN-WI: Anoka, Carver, Chisago, Dakota, Hennepin, Isanti, Pierce, Ramsey, Saint Croix, Scott, Sherburne, Washington, Wright

New Orleans-Metairie-Kenner, LA: Jefferson, Orleans, Plaquemines, Saint Bernard, Saint Charles, Saint Tammany, St. John the Baptist

New York-Northern New Jersey-Long Island, NY-NJ-PA: Bergen, Bronx, Essex, Hudson, Hunterdon, Kings, Middlesex, Monmouth, Morris, Nassau, New York, Ocean, Passaic, Pike, Putnam, Queens, Richmond, Rockland, Somerset, Suffolk, Sussex, Union, Westchester

Orlando-Kissimmee, FL: Lake, Orange, Osceola, Seminole

Philadelphia-Camden-Wilmington, PA-NJ-DE-MD: Bucks, Burlington, Camden, Cecil, Chester, Delaware, Gloucester, Montgomery, New Castle, Philadelphia, Salem

Phoenix-Mesa-Scottsdale, AZ: Maricopa, Pinal

Pittsburgh, PA: Allegheny, Armstrong, Beaver, Butler, Fayette, Washington, Westmoreland

Portland-Vancouver-Beaverton, OR-WA: Clackamas, Clark, Columbia, Multnomah, Skamania, Washington, Yamhill

Raleigh-Cary, NC: Franklin, Johnston, Wake

Richmond, VA: Amelia, Caroline, Charles City, Chesterfield, Colonial Heights City, Cumberland, Dinwiddie, Goochland, Hanover, Henrico, Hopewell City, King and Queen, King William, Louisa, New Kent, Petersburg City, Powhatan, Prince George, Richmond City, Sussex

Sacramento-Arden-Arcade-Roseville, CA: El Dorado, Placer, Sacramento, Yolo

St. Louis, MO-IL: Bond, Calhoun, Clinton, Franklin, Jefferson, Jersey, Lincoln, Macoupin, Madison, Monroe, Saint Charles, Saint Clair, Saint Louis, Saint Louis City, Warren, Washington

San Antonio, TX: Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina, Wilson

San Diego-Carlsbad-San Marcos, CA: San Diego

San Francisco-Oakland-Fremont, CA: Alameda, Contra Costa, Marin, San Francisco, San Mateo

San Jose-Sunnyvale-Santa Clara, CA: San Benito, Santa Clara

Santa Barbara-Santa Maria, CA: Santa Barbara

Seattle-Tacoma-Bellevue, WA: King, Pierce, Snohomish

Tampa-St. Petersburg-Clearwater, FL: Hernando, Hillsborough, Pasco, Pinellas

Washington-Arlington-Alexandria, DC-VA-MD-WV: Alexandria City, Arlington, Calvert, Charles, Clarke, District of Columbia, Fairfax, Fairfax City, Falls Church City, Fauquier, Frederick, Fredericksburg City, Jefferson, Loudoun, Manassas City, Manassas Park City, Montgomery, Prince Georges, Prince William, Spotsylvania, Stafford, Warren

DEFINITIONS OF POSITIONS

MANAGEMENT

CEO/President

Licensed architect who manages and directs organization toward its objectives, establishes direction and long-range plans, plans/directs mergers and acquisitions, serves as face of organization.

Has primary responsibility for the firm's profitability and growth by managing and directing the organization toward its primary objectives. Establishes the firm's direction, long-range plans, strategy, and policy. Dispenses advice, guidance, direction, and authorization to carry out major plans, standards, and procedures. Oversees the adequacy and soundness of the organization's financial structure. Reviews the organizations operating results, compares these to established objectives, and takes steps to ensure that appropriate measures are taken to correct unsatisfactory results. Plans and directs all investigations and negotiations pertaining to mergers, joint ventures, acquisition of businesses, or sale of major assets. Establishes and maintains an effective system of communications throughout the organization. Represents the organization with major customers, shareholders, the financial community, and the public.

Managing Principal

Licensed architect who establishes and implements goals and objectives, develops and promotes the firm's values and long-range plans, positions the firm for growth, and ensures profitability, quality enhancement, and professional development. May be responsible for some of the tasks of the Director of Human Resources (see description below) at small to midsize firms.

Responsible for establishing overall goals and objectives and coordinating

implementation plans. In conjunction with other senior leaders, is responsible for realization of profits compatible with interests of clients and the firm. Develops and promotes the firm's vision, mission, core values, and long-range plans. Oversees and controls operations and activities to promote achievement of the firm's objectives. Implements policies established by the board. Participates in creating and positioning the firm to take advantage of opportunities for growth and marketplace expansion. Ensures profitability, quality enhancement, and professional development. May be responsible for some of the tasks of the Director of Human Resources at small to midsize firms.

Director of Design

Licensed architect with a thorough knowledge of architecture practice who develops design standards, and may supervise design department. Oversees design presentations, and monitors project design development.

Responsible for developing firm-wide design standards; may also administer and supervise the design department. Oversees design presentations, monitors project design development, and provides design direction and support to ensure consistent and high-quality design firm-wide. Must possess a thorough knowledge of architecture practice with emphasis on design, building materials, construction methods, integration of engineering disciplines, and building costs/codes.

Director of Finance (CFO)

Oversees and coordinates all firm-wide financial operations, ensures financial operations function efficiently, and provides direction to managers responsible for financial activities.

Responsible for overseeing and coordinating the full firm-wide range of financial operations by ensuring that they function effectively and efficiently and according to policies established by the board and under the direction of the CEO. Directs the firm's treasury, budgeting, audit, tax, accounting, purchasing, real estate, benefit programs, and insurance activities. Supports the CEO and the firm's continued success by ensuring that all financial operations function effectively and efficiently. Provides financial leadership, vision, and direction to managers responsible for financial activities within the firm.

Director of Human Resources

Stimulates the firm's success through the hiring of proper balance of employees, promotes firm's objectives, and establishes human resources support.

Responsible for stimulating the firm's current and future success by ensuring that a proper balance of employees is hired, developed, and motivated to achieve staffing goals. Promotes the firm's vision, mission, and core values. Establishes a human resources support service that provides information, tools, and training to offices, business leaders, and supervisors.

Director of Information Technology (CIO)

Directs, manages, and coordinates the firm's information systems, determines system capacity/equipment needs, manages acquisition/upgrades of hardware, software, and other necessary tools.

Directs the firm's overall information systems function, including systems and programming procedures and computer equipment operations. Coordinates the integration of office operations and information systems and evaluates the acquisition and installation of new equipment. Develops and executes tactical plans for information systems that support the firm's strategic objectives. Consults with management to determine information requirements and priorities of new projects and to discuss system capacity and equipment needs. Provides recommendations and manages the acquisition and upgrade of all hardware, software, and service purchases and/or leases to keep the organization's information accessible in a timely, efficient, and secure manner. Develops disaster recovery plans to ensure continued business operations.

Director of Operations

Licensure preferred but not required; develops and monitors quality and production standards for projects. Directs and monitors project team members and ensures high productivity. May be responsible for some of the tasks of the Director of Human Resources (see description above) at small to midsize firms.

Responsible for developing uniformly high production standards and monitoring projects to ensure that quality and production standards are met for all design and contract documents. Must be thoroughly familiar with entire architectural process and

should possess managerial capability to lead and direct activities of all project team personnel while monitoring technical production on all projects to ensure adherence to quality standards at high productivity.

Director of Planning and/or Urban Design

Licensure preferred but not required; manages/directs planning and/or urban design group, reviews operating procedures, maintains communication throughout organization.

Has primary responsibility for the planning and/or urban design group's profitability and growth by managing and directing the organization toward its primary objectives. Dispenses advice, guidance, direction, and authorization to carry out major plans, standards, and procedures. Reviews the planning and/or urban design group's operating results and takes steps to ensure that appropriate measures are taken to correct unsatisfactory results. Establishes and maintains an effective system of communications throughout the organization.

Director of Structural Engineering

Registered engineer who manages structural engineering activities, develops project solutions and requirements, and supervises other structural design personnel.

An engineer with professional registration responsible for managing the firm's structural engineering activities. Responsible for developing the firm's structural requirements and solutions for projects and maintaining all aspects of structural engineering activities. Supervises structural design personnel to ensure development of high-quality drawings and calculations. Requires professional registration.

ARCHITECTS/DESIGNERS/INTERNS

Senior Project Designer

Ten or more years of experience, licensure preferred but not required, bachelor's degree in architecture from an accredited program; creates project designs and plans for all phases of projects and coordinates building design consultants while monitoring drawings.

Develops solutions and creates project designs and plans for client. Initiates and creates project designs and plans of all phases of one or more projects and has responsibility for preparing presentation and design drawings. Coordinates

all trades and agencies related to building design while monitoring drawings. Typically has 10 or more years of experience in all phases of architecture and engineering, including substantial and varied experience in project planning.

Project Designer

Five to 10 years of experience, licensure preferred but not required, bachelor's degree in architecture from an accredited program; coordinates project design, develops creative-design concepts for projects, and prepares presentation and design drawings.

Works independently on architectural design projects and often coordinates project design efforts. Develops planning and creative-design concepts for projects. Prepares presentation and design drawings and details. Requires substantial experience, 5–10 years in developing details and providing planning and design support in the preparation of design development.

Senior Project Manager

Ten or more years of experience, licensure preferred but not required, bachelor's degree in architecture from an accredited program; coordinates all project efforts in order to ensure effective execution, prepares strategic plans, and serves as primary client liaison. Estimates scope of work and oversees less experienced project managers.

Handles the most complex projects of the largest magnitude. Responsible for the coordination of all project efforts, administrative and technical, to assure the most efficient and cost-effective execution of assigned projects. Prepares strategic plans for project success. Serves as primary liaison contact with clients to bring projects to completion on schedule, within budget, and with maximum client satisfaction. Actively manages client budgets, schedules, and programs; budget and schedule; project communications and documentation; office administrative tasks; and project team assignments. Estimates fees, determines scope of work, and prepares proposals and contracts on the most complex projects. Provides oversight and monitoring of work of less experienced project managers. May act in a team leader capacity in the absence of the manager. Bachelor's degree in architecture from an accredited program plus 10–12 years of experience. Registered architect preferred.

Project Manager

Eight or more years of experience, licensure preferred but not required, bachelor's degree in architecture from an accredited program; manages multiple small/medium projects, coordinates all aspects of assigned projects, and estimates scope of work.

Has full responsibility for managing all aspects of multiple small to midsize projects. Prepares strategic plans for project success. Responsible for the coordination of all project efforts, administrative and technical, to assure the most efficient and cost-effective execution of assigned projects. Serves as the primary client liaison to bring the schedule, budgets, and scope of work to completion and to the client's satisfaction. Actively manages client budgets, schedules, and programs; project communications and documentation; office administrative tasks; and project team assignments. Estimates fees, determines scope of work, and prepares proposals and contracts. Bachelor's degree in architecture from an accredited program plus eight years of experience. Registered architect required.

Architect 3

Ten or more years of experience, licensed architect who plans and develops medium-to large-scope projects with many complexities, executes and coordinates projects, and may oversee a large staff of architects and technicians.

Licensed architect with major project responsibility. Plans and develops projects of medium to large scope and works under minimal supervision. May oversee a large staff of architects and technicians. Responsible for interpreting, organizing, executing, and coordinating assignments. Plans and develops architectural projects concerning unique and/or controversial complexities that significantly impact major company programs. Involves exploration of subject area, definition of scope, selection of items for investigation, and development of novel concepts and methods.

Unlicensed Architecture/Design Staff 3

Same definition as Architect 3 (above) except unlicensed.

Architect 2

Eight or more years of experience, licensed architect with diverse knowledge of architecture principles and practices, uses

advanced techniques, and has responsibility for finished plans, specifications, and material approval. May supervise a small staff of architects and technicians.

Licensed architect responsible for finished plans, specifications, or approval of materials and construction. May supervise a small staff of architects and technicians. Applies sound and diverse knowledge of architecture principles and practices in broad array of assignments and related fields. Acts independently regarding architectural methods and complexities. Requires use of advanced techniques and modification/extension of theories, precepts, and practices of individual's field. Supervision and guidance mainly concern overall objectives, critical issues, new concepts, and policy matters.

Unlicensed Architecture/Design Staff 2

Same definition as Architect 2 (above) except unlicensed.

Architect 1

Five or more years of experience, licensed architect who exercises independent judgment in evaluation, selection, and use of standard techniques, solves problems when encountered, and receives guidance on complex projects.

Licensed architect who is competent in all conventional aspects of architecture. Performs work requiring independent judgment in evaluation, selection, and adaptation/modification of standard techniques, procedures, and criteria. Independently solves problems encountered. Receives technical guidance on unusual or complex issues and supervisory approval on proposed project plans.

Unlicensed Architecture/Design Staff 1

Same definition as Architect 1 (above) except unlicensed.

Intern 3

Intern on the path to licensure with three to six years of experience, works under direction of others, responsible for projects technical design; provides planning/design/coordination consultation on large projects; reviews/approves conceptual designs.

Responsible for specific technical design aspects of an assigned project, including investigation, evaluation, and recommendation of design solutions. Performs assignments under direction with limited

responsibility for design. Provides professional architectural consultation in the planning, design, and coordination of large, complex projects. Independently makes decisions on significant architectural design problems and methods. Reviews and approves conceptual designs. Carries out complex or novel assignments requiring the development of new or improved techniques and procedures.

Intern 2

Intern on the path to licensure with two to three years of experience, works from the designs of others under supervision, and performs routine and limited architectural assignments.

Performs specific/limited portions of assignments using prescribed methods. Under general supervision, works from the design of others and performs routine architectural assignments. Limited judgment is required on work details. Assignments may include higher-level work for training/development purposes.

Intern 1

Entry-level intern on the path to licensure with fewer than two years of experience; develops design or technical solutions under the supervision of an architect.

ENGINEERS AND OTHER DESIGN PROFESSIONALS

Senior Structural Engineer

Seven or more years of experience, registration preferred but not required, bachelor's degree in engineering recommended; designs/drafts projects structural elements, coordinates details and drawings, assists with all stages of work, conducts site visits, and performs structural analyses.

Designs and drafts assigned projects structural elements. Coordinates structural details and processes drawings and requests for information (RFIs). Assists with coordination of work from initial planning stages through final construction. Conducts site visits during construction phases. Performs structural analysis of various building elements.

Intermediate Structural Engineer

Four or more years of experience, registration preferred but not required, bachelor's degree in engineering recommended;

assists clients from concept/design through building delivery, coordinates all stages of work, and performs structural analyses.

Provides personalized service for clients from concept and design to building delivery. Coordinates all work from the initial planning stages through final construction. Develops and delivers architectural concepts and planning, working closely with internal teams. Performs structural analysis of various building elements.

Entry-Level Structural Engineer

Performs basic structural engineering tasks, conducts investigative analyses, prepares design drawings/specifications, coordinates with other project teams.

Responsible for learning application of structural engineering principles. Performs structural engineering tasks, such as research for code and project criteria, design calculations, quantity estimates, and detailing. Conducts investigative analyses toward completion of assigned design tasks. Directs preparation of design drawings and/or specifications and construction phase engineering tasks under the supervision of more senior engineers. Communicates and coordinates tasks with other project team disciplines.

Senior Interior Designer

Eight or more years of experience, bachelor's degree in interior design recommended; manages projects and leads team, performs schematic design work, participates in design control of projects, and is responsible for project budget management.

Manages projects of all sizes and levels of complexity and provides project team leadership. Responsible for schematic design work. Participates in the design control of projects in the design development, construction document, and supervision phases. Provides direction to lower-level interior designers. Responsible for project budget management and cost control.

Intermediate Interior Designer

Five or more years of experience, bachelor's degree in interior design recommended; performs design and presentation drafting, plans/designs/furnishes interiors of various building types, and must specialize in a particular field/style/phase of interior design.

Responsible for design and presentation drafting on interior design projects, including schematic design tasks and design development. Plans, designs, and furnishes interiors of residential, commercial, or industrial buildings. Formulates designs that are practical, aesthetic, and conducive to intended purposes, such as raising productivity, selling merchandise, or improving lifestyle. May specialize in a particular field, style, or phase of interior design.

Entry-Level Interior Designer

Assists senior designers with development of design solutions, researches and selects colors/finishes/materials, performs site surveys, maintains resource materials.

Works under the direction of mid- to senior-level interior designers. Researches interior products. Applies established interior design standards. Assists senior-level designers in the development of design solutions for review. Performs routine checking and/or verification tasks. Researches and selects colors/finishes/materials. Supports business development activities through assistance with aids such as finish boards or PowerPoint presentations. Performs site survey and documentation. Maintains resource materials. Is learning computer-aided drawing, presentation tools, and basic office software. Has exposure to interior design specifications, calculations, and industry standards.

Landscape Architect

Five or more years of experience, licensed landscape architect who performs landscape design on projects, establishes general requirements, assesses site potential, and performs environmental impact studies.

Responsible for the landscape design of one or more projects. Provides the design and delivery on a variety of projects. Establishes general landscape requirements. Conducts preliminary site studies. Assesses sites potential to meet client specifications. Carries out environmental impact studies.

Planner

Five or more years of experience; performs urban design and site planning, provides technical assistance on topics related to planning/zoning/environmental concerns, attends planning commission meetings, and meets with government publications.

Responsible for urban design, site planning, and other planning studies and programs. Provides technical assistance in areas regarding planning, zoning, environmental concerns, and other matters that relate to overall planning. Attends planning commission meetings. Regularly meets with various government publications.

TECHNICAL

Systems/Information Technology Manager

Develops and implements internal management information systems, establishes policies for systems use, and develops standards for document production.

Responsible for overall design, development, and implementation of internal management information systems. Establishes policies concerning systems use. Develops systems manuals, operating procedures, and standards for document production.

Senior CAD/Building Information Management (BIM) Specialist

Full-time position responsible for management of CAD and BIM capabilities; develops standards and promotes efficient production.

Responsible for overall daily management of the firm's CAD or BIM capabilities, including scheduling, system maintenance, training, and computer management. Maintains and helps develop CAD/BIM standards that increase CAD/BIM production efficiency and accuracy. Identifies and prioritizes problems related to CAD/BIM software and hardware issues to promote efficient production.

CAD/BIM Specialist

Full-time position; assists with CAD/BIM standards. Provides technical support, assists users, and acts as a technical resource in project meetings.

Assists in the development and implementation of CAD/BIM standards. Supplies technical support for all CAD/BIM software. Troubleshoots problems, finds workarounds, and solves technical problems. Interacts on project standards coordination with clients. Assists users in understanding existing standards. Serves as a technical resource in project meetings and project design for area of specialty.

FINANCIAL AND ADMINISTRATIVE

Business/Administrative Manager

Manages office administrative support activities and identifies solutions for process inefficiencies. May coordinate or do the accounting functions in smaller firms. May also provide some functions of the Human Resources Generalist (see description below) at small to midsize firms.

Responsible for managing a variety of office administrative support activities (e.g., human resources, purchasing, facilities, maintenance, leasing, clerical support); may coordinate accounting functions in small firms. Serves as primary management liaison for administrative issues. Identifies department and office process inefficiencies and makes recommendations for solutions. In smaller firms, may also serve as accounting manager in coordinating or doing all accounting functions. May also fulfill some of the duties described in the Human Resources Generalist position at small to midsize firms.

Accountant

Compiles and analyzes financial information, posts and reviews account activity, maintains updated balance sheets and account reconciliations. May also perform the duties of a controller at small to midsize firms.

Responsible for moderately complex analysis. Compiles, consolidates, and analyzes various accounting and finance information. Brings inconsistencies, problems, and recommendations to the manager's attention. Responsible for the timely completion of the weekly and monthly closing process. Posts and reviews account activity and determines what journal adjustments need to be recorded on a weekly/monthly/annual basis to ensure that the financial statements present fairly the results of operations in accordance with generally accepted accounting principles. Maintains updated balance sheets, account reconciliations, and an effective internal control environment. May also serve as the controller in small to midsize firms.

Human Resources Generalist

Bachelor's degree in human resources (HR) or business administration recommended, assists employees with all HR aspects, develops partnerships with key stakeholders in the business unit, and analyzes HR data to identify trends.

Provides HR consultative skills and assists employees and management in all HR aspects, including employee relations, investigations, and interpreting company policies and practices. Develops positive working relationships and business partnerships with key stakeholders in the business unit. Analyzes various HR data, identifies trends, and reports findings to senior HR and business management. Bachelor's degree in human resources, business administration, or a related field recommended.

Marketing Manager

Manages marketing staff and functions in support of the firm's long-range goals; provides market research, business development, and public relations functions.

Manages marketing functions and staff in support of the firm's long-range plans. Provides market research, marketing training, system and procedure development, business development support, public relations, and proposal development. Ensures that schedules are met and various aspects of proposals are accurate and delivered in a timely manner.

Business Development Manager

Directs business development efforts, develops and implements sales and other programs, cultivates potential business prospects.

Directs and coordinates the firm's business development efforts. Develops, implements, and maintains effective sales and other programs that provide maximum exposure to new business prospects within the firm's established goals and objectives. Develops and implements promotional programs and plans; cultivates and develops potential business prospects; prepares proposals, presentations, and qualification packages.

Marketing Coordinator

Develops/maintains marketing systems and records, produces proposals, and assists with other sales/public relations materials.

Develops and maintains marketing systems/records and coordinates the marketing team. Produces proposals by coordinating proposal/presentation preparation, including scheduling project milestone and reviews, and working with project managers to ensure that quality material is submitted and delivered. Edits, coordinates, and helps write proposals, brochures, and other sales/public relations material.

Graphic Designer

Performs print/multimedia/Web design, creates design and layout for various materials, creates project charts/graphs, and provides cost estimates for all printed graphics.

Responsible for print, multimedia, Web, and/or environmental graphic design. Creates the design, layout, and coordination production of various materials. Creates detailed project charts and graphs for clients. Provides detailed cost estimates for all printed graphics.

ALL FIRMS

Position	BASE PAY				Mean additional cash	No. of offices (establishments)	No. of positions
	Mean	Lower quartile	Median	Upper quartile			
CEO / President	\$131,300	\$85,000	\$120,000	\$151,200	\$77,300	1281	1496
Managing Principal	121,100	88,600	115,000	145,300	58,900	1013	1789
Director of Design	110,600	81,300	105,000	135,000	30,800	427	533
Director of Finance (CFO)	97,500	70,000	90,000	120,000	29,500	294	298
Director of Human Resources	83,300	57,100	75,000	100,000	13,000	143	145
Director of Information Technology (CIO)	85,600	65,000	81,000	101,000	15,400	181	183
Director of Operations	112,300	80,000	108,600	136,500	29,000	293	370
Director of Planning and/or Urban Design	109,100	89,000	107,000	130,000	29,900	77	92
Director of Structural Engineering	107,700	89,500	105,000	125,100	34,900	77	81
Senior Project Manager	91,300	75,900	90,000	105,000	14,700	814	2375
Project Manager	73,700	63,000	74,000	84,000	8,400	739	1971
Senior Project Designer	86,300	70,000	82,000	98,100	12,400	676	1408
Project Designer	67,200	55,000	65,000	75,000	7,500	458	926
Architect 3	83,700	72,000	82,000	92,600	11,500	563	2024
Unlicensed Architecture/Design Staff 3	67,700	57,700	66,000	75,600	5,700	498	1309
Architect 2	68,700	60,000	68,900	76,700	6,200	417	1136
Unlicensed Architecture/Design Staff 2	60,700	53,000	60,000	67,500	5,300	540	1639
Architect 1	58,900	50,900	59,000	65,500	5,200	367	954
Unlicensed Architecture/Design Staff 1	51,100	45,000	50,000	58,000	3,800	773	2249
Intern 3	46,800	42,000	46,700	51,600	3,500	883	2297
Intern 2	42,500	38,500	42,400	46,800	2,900	757	1865
Intern 1	37,800	34,000	38,700	42,300	2,500	852	2153
Senior Structural Engineer	88,800	75,800	88,900	99,500	13,800	105	244
Intermediate Structural Engineer	63,900	59,800	61,300	68,800	3,700	79	174
Entry-Level Structural Engineer	50,800	48,400	52,000	55,500	2,900	59	166
Senior Interior Designer	75,900	64,600	75,100	85,000	9,600	382	912
Intermediate Interior Designer	53,900	45,600	55,000	60,000	4,300	354	836
Entry-Level Interior Designer	39,400	36,000	39,500	43,400	2,300	366	975
Landscape Architect	68,000	60,000	65,400	80,000	7,000	111	271
Planner	67,200	58,600	67,000	75,000	6,100	83	180
Systems / Information Technology Manager	69,400	55,000	69,600	80,100	7,300	190	218
Senior CAD / BIM Specialist	61,700	46,000	59,400	74,400	6,100	178	265
CAD / BIM Specialist	46,200	36,000	45,000	53,600	3,200	251	548
Accountant	58,000	45,000	56,000	70,800	4,300	337	476
Business / Administrative Manager	49,600	38,000	46,100	60,000	4,800	891	926
Human Resources Generalist	57,800	50,000	57,800	65,100	4,200	131	156
Business Development Manager	88,400	69,600	85,300	112,000	16,200	166	236
Marketing Manager	71,100	57,200	66,000	82,300	6,800	287	321
Marketing Coordinator	48,300	41,300	46,500	54,300	3,600	367	561
Graphic Designer	52,200	45,000	53,000	58,600	4,900	185	345

NOTE: Results not shown if fewer than 5 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 IV and the Appendix.

MIDDLE ATLANTIC

Position	BASE PAY				Mean additional cash	No. of offices (establishments)	No. of positions
	Mean	Lower quartile	Median	Upper quartile			
CEO / President	\$139,600	\$80,000	\$120,000	\$169,000	\$75,600	142	164
Managing Principal	140,100	100,000	132,400	164,900	57,900	103	220
Director of Design	115,800	89,300	104,500	141,700	24,100	59	75
Director of Finance (CFO)	115,400	72,500	100,400	171,500	36,400	33	33
Director of Human Resources	110,500	80,300	103,900	148,800	16,300	16	16
Director of Information Technology (CIO)	106,300	69,200	105,000	130,000	11,800	19	19
Director of Operations	140,900	95,000	130,000	200,000	28,100	33	39
Director of Planning and/or Urban Design	123,000	96,000	127,500	146,300	24,300	6	6
Director of Structural Engineering	125,800	106,600	127,500	138,900	13,300	10	10
Senior Project Manager	99,200	84,400	98,000	118,100	11,200	92	321
Project Manager	76,900	61,700	78,200	92,700	7,100	81	249
Senior Project Designer	93,800	75,800	91,100	100,100	10,100	94	230
Project Designer	67,900	54,000	65,000	81,000	5,400	57	144
Architect 3	87,000	71,200	89,800	95,000	8,000	67	263
Unlicensed Architecture/Design Staff 3	73,700	63,800	70,000	86,000	4,500	57	195
Architect 2	70,100	59,000	70,000	74,000	5,800	45	148
Unlicensed Architecture/Design Staff 2	64,100	54,100	62,200	70,000	5,400	69	258
Architect 1	62,400	55,000	67,000	68,000	3,200	41	100
Unlicensed Architecture/Design Staff 1	53,400	45,500	55,000	61,300	2,700	93	305
Intern 3	46,400	41,500	45,000	52,000	2,900	89	232
Intern 2	43,100	38,000	43,000	48,200	2,000	102	230
Intern 1	39,400	34,200	42,600	47,000	4,000	105	282
Senior Structural Engineer	87,700	75,000	77,900	105,500	7,300	14	28
Intermediate Structural Engineer	74,900	56,100	80,100	85,300	3,300	9	14
Entry-Level Structural Engineer							
Senior Interior Designer	83,300	61,200	87,000	94,500	6,200	37	89
Intermediate Interior Designer	60,400	45,600	62,800	75,000	3,000	37	96
Entry-Level Interior Designer	42,300	34,400	46,900	48,000	1,400	32	115
Landscape Architect	67,800		60,800	70,000	5,900	9	24
Planner	67,100	50,000	52,000	88,000	3,800	6	11
Systems / Information Technology Manager	82,300	62,800	87,000	100,000	5,000	20	25
Senior CAD / BIM Specialist	75,500	59,400	73,800	100,000	5,600	18	38
CAD / BIM Specialist	45,400	34,200	41,800	51,000	1,800	20	56
Accountant	69,800	55,500	72,900	84,200	3,600	32	56
Business / Administrative Manager	53,600	40,000	50,000	64,000	3,800	90	96
Human Resources Generalist	61,400	49,000	63,000	70,000	4,900	15	17
Business Development Manager	97,800	75,000	102,000	112,700	11,600	13	23
Marketing Manager	84,600	61,000	80,000	104,500	4,900	30	36
Marketing Coordinator	52,100	43,800	54,000	57,300	3,900	42	76
Graphic Designer	53,300	43,600	57,500	61,000	2,600	29	40

NOTE: Results not shown if fewer than 5 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 IV and the Appendix.

NEW JERSEY

Position	BASE PAY				Mean additional cash	No. of offices (establishments)	No. of positions
	Mean	Lower quartile	Median	Upper quartile			
CEO / President	\$132,900	\$79,500	\$135,000	\$150,000	\$46,100	27	30
Managing Principal	122,000	80,000	121,200	155,000	21,400	16	34
Director of Design	104,000	82,500	97,500	115,500	14,900	16	18
Director of Finance (CFO)	97,300	37,500	78,000	176,000	14,600	6	6
Director of Human Resources							
Director of Information Technology (CIO)							
Director of Operations	118,900	85,000	112,000	170,000	37,900	7	7
Director of Planning and/or Urban Design							
Director of Structural Engineering							
Senior Project Manager	93,100	80,000	93,300	107,000	3,600	16	32
Project Manager	78,100	65,000	78,500	91,000	4,900	11	19
Senior Project Designer	83,300	67,000	85,000	100,000	9,900	17	26
Project Designer	67,400	60,000	65,000	77,000	6,100	11	23
Architect 3	89,000		89,800		1,800	9	36
Unlicensed Architecture/Design Staff 3	70,300	63,800	65,000	80,000	4,600	11	19
Architect 2							
Unlicensed Architecture/Design Staff 2	57,500		55,400	62,500	3,000	12	24
Architect 1	60,200	50,000	60,000	71,000	6,900	9	11
Unlicensed Architecture/Design Staff 1	51,600	46,500	48,000	58,900	2,500	12	17
Intern 3	49,400	40,500	48,500	60,000	1,400	14	21
Intern 2	42,700	39,300	44,000	46,500	1,600	23	33
Intern 1	40,700	35,500	47,000		8,400	18	49
Senior Structural Engineer							
Intermediate Structural Engineer							
Entry-Level Structural Engineer							
Senior Interior Designer							
Intermediate Interior Designer	49,300	29,400	52,500	61,500	1,900	6	8
Entry-Level Interior Designer							
Landscape Architect							
Planner							
Systems / Information Technology Manager							
Senior CAD / BIM Specialist							
CAD / BIM Specialist							
Accountant							
Business / Administrative Manager	49,900	37,100	40,000	59,300	3,200	17	18
Human Resources Generalist							
Business Development Manager							
Marketing Manager							
Marketing Coordinator							
Graphic Designer							

NOTE: Results not shown if fewer than 5 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 IV and the Appendix.

NEW YORK

Position	BASE PAY				Mean additional cash	No. of offices (establishments)	No. of positions
	Mean	Lower quartile	Median	Upper quartile			
CEO / President	\$153,400	\$85,000	\$120,000	\$217,500	\$83,500	74	89
Managing Principal	158,600	104,000	148,200	192,500	54,600	49	101
Director of Design	128,400	91,200	120,000	163,500	27,000	29	37
Director of Finance (CFO)	122,800	75,000	126,500	172,500	32,900	21	21
Director of Human Resources	112,500	90,800	104,400	150,000	19,700	10	10
Director of Information Technology (CIO)	104,300	68,200	105,000	131,300	11,900	10	10
Director of Operations	147,000	100,000	138,000	215,000	29,800	16	22
Director of Planning and/or Urban Design							
Director of Structural Engineering	119,800	94,400	130,000	140,000	19,000	5	5
Senior Project Manager	106,600	93,800	111,500	120,300	13,000	51	194
Project Manager	83,100	76,000	85,000	95,000	8,800	43	149
Senior Project Designer	100,900	88,500	99,000	116,500	10,400	54	152
Project Designer	72,300	54,500	70,000	85,000	6,200	33	81
Architect 3	93,100	81,300	92,000	104,300	10,800	35	172
Unlicensed Architecture/Design Staff 3	77,600	65,400	80,800	86,000	4,700	31	140
Architect 2	73,900	66,500	71,100	80,000	6,800	27	115
Unlicensed Architecture/Design Staff 2	67,800	60,800	66,400	73,000	6,100	41	192
Architect 1	65,800		67,000	69,100	3,000	22	72
Unlicensed Architecture/Design Staff 1	54,700	49,600	58,000	61,900	2,900	51	219
Intern 3	48,300	42,400	50,000	52,000	3,400	43	135
Intern 2	45,300	40,900	47,500	50,000	2,300	51	136
Intern 1	40,800	37,000	44,000	46,400	3,700	57	183
Senior Structural Engineer	87,200	72,800	75,800	125,000	6,500	9	19
Intermediate Structural Engineer	64,100	51,200	57,500	81,500	2,800	5	8
Entry-Level Structural Engineer							
Senior Interior Designer	90,700	75,400	93,400	98,600	6,900	23	64
Intermediate Interior Designer	64,800	56,400	70,400	75,000	3,400	23	70
Entry-Level Interior Designer	45,500	46,900	48,000	49,000	1,500	18	76
Landscape Architect	76,300	64,000	70,000	95,000	8,600	6	8
Planner							
Systems / Information Technology Manager	78,800	58,800	80,000	100,000	6,100	15	17
Senior CAD / BIM Specialist	86,100	65,600	93,500	100,000	6,300	10	19
CAD / BIM Specialist	64,400	44,300	64,500	87,400	4,000	8	8
Accountant	68,900	54,300	72,900	83,000	4,600	21	38
Business / Administrative Manager	55,300	40,000	50,000	70,000	4,800	50	53
Human Resources Generalist	62,200	44,800	64,500	72,600	3,400	11	12
Business Development Manager	109,000	75,000	112,700		14,400	7	11
Marketing Manager	87,600	67,000	80,200	125,000	5,000	20	26
Marketing Coordinator	54,500	47,500	55,900	58,500	3,900	25	46
Graphic Designer	56,200	49,000	57,500	61,400	2,100	19	29

NOTE: Results not shown if fewer than 5 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 IV and the Appendix.

NEW YORK CITY METRO AREA

Position	BASE PAY				Mean additional cash	No. of offices (establishments)	No. of positions
	Mean	Lower quartile	Median	Upper quartile			
CEO / President	\$151,700	\$80,000	\$125,000	\$200,000	\$64,700	77	89
Managing Principal	163,100	107,000	145,000	225,000	41,900	41	90
Director of Design	125,600	90,000	120,000	160,000	22,800	33	43
Director of Finance (CFO)	112,700	70,000	103,500	166,300	26,300	20	20
Director of Human Resources	113,200	96,000	103,900	150,000	11,400	7	7
Director of Information Technology (CIO)	118,300	97,500	115,000	150,000	13,000	6	6
Director of Operations	143,100	96,300	137,500	211,300	31,900	18	24
Director of Planning and/or Urban Design							
Director of Structural Engineering							
Senior Project Manager	110,500	98,000	112,700	121,400	12,600	49	175
Project Manager	87,300	80,000	92,000	95,000	8,200	37	125
Senior Project Designer	103,100	90,000	100,000	116,500	11,400	56	142
Project Designer	73,600	60,000	70,000	85,000	5,500	33	85
Architect 3	100,000	92,000	93,700	112,000	12,200	24	131
Unlicensed Architecture/Design Staff 3	78,500	68,600	81,600	86,000	4,800	33	136
Architect 2	76,800	70,000	74,000	92,000	7,100	22	101
Unlicensed Architecture/Design Staff 2	71,100	62,000	69,600	75,000	6,400	35	166
Architect 1	65,500		67,000	69,500	3,600	25	75
Unlicensed Architecture/Design Staff 1	56,800	50,000	61,000		2,600	45	195
Intern 3	50,000	46,000	51,800	53,000	3,100	39	115
Intern 2	45,600	42,000	48,000	50,000	2,200	57	138
Intern 1	41,100	39,000	44,000	46,400	3,800	59	179
Senior Structural Engineer	108,200	90,000	125,000		6,900	5	11
Intermediate Structural Engineer							
Entry-Level Structural Engineer							
Senior Interior Designer	94,700	88,100	93,400	100,000	7,300	18	56
Intermediate Interior Designer	67,200	62,200	70,400	75,000	3,500	19	64
Entry-Level Interior Designer	47,300	46,900	48,000	49,000	1,700	13	68
Landscape Architect							
Planner							
Systems / Information Technology Manager	84,500	69,900	87,000	100,000	6,400	11	13
Senior CAD / BIM Specialist	95,600	91,500	100,000		6,300	6	13
CAD / BIM Specialist	53,800	37,200	51,000	62,500	1,200	8	20
Accountant	74,200	66,000	80,000	83,000	4,000	13	25
Business / Administrative Manager	54,900	40,000	50,000	70,000	4,900	52	55
Human Resources Generalist	68,500	53,300	68,000	84,300	3,300	8	8
Business Development Manager	111,800	72,500	111,800	141,800	16,800	6	6
Marketing Manager	94,000	76,500	90,000	125,000	4,700	16	21
Marketing Coordinator	56,000	47,500	56,000	68,300	4,200	22	37
Graphic Designer	58,900	50,000	60,000	70,000	2,300	15	19

NOTE: Results not shown if fewer than 5 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 IV and the Appendix.

Position	BASE PAY				Mean additional cash	No. of offices (establishments)	No. of positions
	Mean	Lower quartile	Median	Upper quartile			
CEO / President	\$174,700	\$101,500	\$142,000	\$247,500	\$92,900	40	48
Managing Principal	190,800	125,000	180,000	244,500	38,400	24	58
Director of Design	140,400	103,000	145,800	179,400	20,500	18	26
Director of Finance (CFO)	130,100	73,800	146,000	176,300	30,500	14	14
Director of Human Resources	107,100	90,800	100,700	127,500	12,400	6	6
Director of Information Technology (CIO)							
Director of Operations	161,100	118,800	158,200	215,000	28,800	11	16
Director of Planning and/or Urban Design							
Director of Structural Engineering							
Senior Project Manager	114,300	100,000	112,900	121,400	13,800	31	148
Project Manager	89,700	82,300	92,700	95,000	8,400	26	104
Senior Project Designer	108,700	90,000	100,000	116,500	11,000	31	108
Project Designer	76,600	60,000	81,300	85,000	5,300	19	58
Architect 3	100,600	92,000	93,700	112,000	12,700	18	120
Unlicensed Architecture/Design Staff 3	82,200	70,000	86,000	90,000	4,900	20	107
Architect 2	77,600	70,000	74,000	94,700	7,100	15	93
Unlicensed Architecture/Design Staff 2	73,000	64,300	70,000	80,000	6,900	23	143
Architect 1	67,200		67,000	69,500	3,000	15	62
Unlicensed Architecture/Design Staff 1	57,900	50,000	61,000	62,000	2,600	31	174
Intern 3	50,900	47,500	51,800	53,000	3,400	26	95
Intern 2	46,700	42,500	48,200	50,000	2,500	33	106
Intern 1	43,600	42,000	46,300		4,200	35	147
Senior Structural Engineer							
Intermediate Structural Engineer							
Entry-Level Structural Engineer							
Senior Interior Designer	96,400		93,400	100,000	7,700	15	53
Intermediate Interior Designer	69,000	62,800	70,400	75,000	3,600	16	59
Entry-Level Interior Designer	47,700	46,900	48,000	49,000	1,700	10	65
Landscape Architect							
Planner							
Systems / Information Technology Manager	84,500	69,900	87,000	100,000	6,400	11	13
Senior CAD / BIM Specialist	95,600	91,500	100,000		6,300	6	13
CAD / BIM Specialist	77,800	64,500	75,000	92,500	3,900	5	5
Accountant	73,500	65,000	80,000	83,000	3,700	12	24
Business / Administrative Manager	67,100	54,000	64,000	78,000	6,500	25	27
Human Resources Generalist	68,500	53,300	68,000	84,300	3,300	8	8
Business Development Manager							
Marketing Manager	95,700	78,500	90,000	125,000	4,700	15	20
Marketing Coordinator	55,300	47,500	56,000	68,300	4,200	19	34
Graphic Designer	58,900	50,000	60,000	70,000	2,300	15	19

NOTE: Results not shown if fewer than 5 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 IV and the Appendix.

NEW YORK METRO AREA (excluding City of New York)

Position	BASE PAY				Mean additional cash	No. of offices (establishments)	No. of positions
	Mean	Lower quartile	Median	Upper quartile			
CEO / President	\$124,700	\$76,500	\$100,000	\$150,000	\$31,700	37	41
Managing Principal	112,900	78,500	107,100	132,400	48,300	17	32
Director of Design	102,900	85,000	100,000	120,000	26,400	15	17
Director of Finance (CFO)	72,200	37,500	78,000	101,800	16,600	6	6
Director of Human Resources							
Director of Information Technology (CIO)							
Director of Operations	107,100	86,300	100,000	131,800	38,100	7	8
Director of Planning and/or Urban Design							
Director of Structural Engineering							
Senior Project Manager	89,200	70,000	85,000	102,400	6,300	18	27
Project Manager	75,600	65,000	80,000	91,000	7,200	11	21
Senior Project Designer	85,500	67,000	86,500	96,300	12,400	25	34
Project Designer	67,400	60,000	65,000	70,000	6,100	14	27
Architect 3	93,100	81,100	90,000	100,000	6,400	6	11
Unlicensed Architecture/Design Staff 3	64,800	60,000	63,800	70,000	4,400	13	29
Architect 2	67,600	50,800	70,300	86,400	7,700	7	8
Unlicensed Architecture/Design Staff 2	59,000	55,000	58,000	65,000	3,700	12	23
Architect 1	57,500	50,000	55,000	70,300	6,200	10	13
Unlicensed Architecture/Design Staff 1	47,900	42,000	50,000	55,000	2,600	14	21
Intern 3	46,200	39,400	47,800	53,500	1,600	13	20
Intern 2	42,000	35,800	43,000	50,000	1,300	24	32
Intern 1	29,800	22,400	31,200	36,600	1,600	24	32
Senior Structural Engineer							
Intermediate Structural Engineer							
Entry-Level Structural Engineer							
Senior Interior Designer							
Intermediate Interior Designer							
Entry-Level Interior Designer							
Landscape Architect							
Planner							
Systems / Information Technology Manager							
Senior CAD / BIM Specialist							
CAD / BIM Specialist							
Accountant							
Business / Administrative Manager	43,200	38,100	40,000	49,500	3,300	27	28
Human Resources Generalist							
Business Development Manager							
Marketing Manager							
Marketing Coordinator							
Graphic Designer							

NOTE: Results not shown if fewer than 5 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 IV and the Appendix.

PENNSYLVANIA

Position	BASE PAY				Mean additional cash	No. of offices (establishments)	No. of positions
	Mean	Lower quartile	Median	Upper quartile			
CEO / President	\$116,700	\$75,000	\$120,000	\$150,000	\$79,600	41	45
Managing Principal	125,500	100,000	135,000	141,900	76,400	38	85
Director of Design	103,200	94,200	101,000	110,000	26,900	14	20
Director of Finance (CFO)	107,600	76,800	92,300	148,100	70,800	6	6
Director of Human Resources							
Director of Information Technology (CIO)	112,000	55,000	110,000	170,000	14,200	5	5
Director of Operations	142,900	85,900	122,500	212,500	17,600	10	10
Director of Planning and/or Urban Design							
Director of Structural Engineering							
Senior Project Manager	86,100	83,000	84,400	98,000	10,300	25	95
Project Manager	65,300	55,000	64,000	75,000	4,700	27	81
Senior Project Designer	78,600		70,000	89,900	9,200	23	52
Project Designer	59,300	50,000	60,000	67,200	3,600	13	40
Architect 3	66,300	55,000	65,000	78,800	3,400	23	55
Unlicensed Architecture/Design Staff 3	60,200	50,000	57,200	65,000	3,500	15	36
Architect 2	55,100	46,500	50,000	60,000	2,500	15	29
Unlicensed Architecture/Design Staff 2	50,900	45,000	50,900	55,500	3,400	16	42
Architect 1	49,400	40,000	42,000	60,500	1,800	10	17
Unlicensed Architecture/Design Staff 1	49,800	42,000	46,300	60,000	2,100	30	69
Intern 3	42,400	40,000	42,000	43,800	2,400	32	76
Intern 2	38,300	36,000	37,900	42,000	1,500	28	61
Intern 1	33,000	30,000	35,000		1,000	30	50
Senior Structural Engineer							
Intermediate Structural Engineer							
Entry-Level Structural Engineer							
Senior Interior Designer	65,700	53,500	61,200	74,800	5,000	10	20
Intermediate Interior Designer	48,200	40,000	44,800	62,000	1,700	8	18
Entry-Level Interior Designer	34,600	31,600	33,100	34,800	1,400	11	31
Landscape Architect							
Planner							
Systems / Information Technology Manager							
Senior CAD / BIM Specialist	58,200	49,800	59,400		3,900	7	15
CAD / BIM Specialist	39,500		34,600	42,000	2,000	8	32
Accountant	71,600	55,000	86,900		1,100	8	15
Business / Administrative Manager	52,600	36,000	52,000	63,500	2,300	23	25
Human Resources Generalist							
Business Development Manager							
Marketing Manager	76,500	60,000	69,700	99,500	4,600	8	8
Marketing Coordinator	46,900	39,400	45,600	52,200	3,400	13	21
Graphic Designer	42,700	32,600	38,500	50,200	4,800	8	8

NOTE: Results not shown if fewer than 5 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 IV and the Appendix.

PHILADELPHIA METRO AREA

Position	BASE PAY				Mean additional cash	No. of offices (establishments)	No. of positions
	Mean	Lower quartile	Median	Upper quartile			
CEO / President	\$114,700	\$77,500	\$110,000	\$150,000	\$57,700	34	41
Managing Principal	130,100	100,000	132,800	151,500	58,900	27	50
Director of Design	102,600	91,300	101,000	110,000	24,500	13	18
Director of Finance (CFO)							
Director of Human Resources							
Director of Information Technology (CIO)							
Director of Operations	138,100	92,300	122,500	183,000	18,900	8	8
Director of Planning and/or Urban Design							
Director of Structural Engineering							
Senior Project Manager	90,500	81,500	95,300	98,000	9,100	19	53
Project Manager	70,600	62,500	75,000	77,600	4,000	22	47
Senior Project Designer	81,100	65,000	75,000	94,000	4,800	13	21
Project Designer	57,300		50,000	72,000	3,100	8	20
Architect 3	69,600	55,000	65,000	78,800	3,600	19	35
Unlicensed Architecture/Design Staff 3	63,200	50,000	64,400	70,000	4,500	11	23
Architect 2	58,600	50,000	58,800	64,300	2,900	13	22
Unlicensed Architecture/Design Staff 2	53,900	50,000	55,000		3,200	15	37
Architect 1	50,300	40,000	41,000	63,900	2,200	6	12
Unlicensed Architecture/Design Staff 1	51,500	45,500	48,000	60,000	1,900	24	57
Intern 3	43,000		42,000	44,300	2,100	24	62
Intern 2	38,500	35,500	38,000	43,000	1,300	23	49
Intern 1	32,800	30,000	34,700		1,100	25	42
Senior Structural Engineer							
Intermediate Structural Engineer							
Entry-Level Structural Engineer							
Senior Interior Designer	69,500	53,800	76,000	79,000	4,100	5	6
Intermediate Interior Designer							
Entry-Level Interior Designer							
Landscape Architect							
Planner							
Systems / Information Technology Manager							
Senior CAD / BIM Specialist							
CAD / BIM Specialist							
Accountant							
Business / Administrative Manager	56,000	45,900	56,400	63,800	1,900	19	20
Human Resources Generalist							
Business Development Manager							
Marketing Manager	85,200	65,400	80,000	107,500	6,600	5	5
Marketing Coordinator	43,400	39,100	43,400	49,100	2,100	8	10
Graphic Designer							

NOTE: Results not shown if fewer than 5 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 IV and the Appendix.

Position	BASE PAY				Mean additional cash	No. of offices (establishments)	No. of positions
	Mean	Lower quartile	Median	Upper quartile			
CEO / President	\$88,300	\$53,600	\$74,900	\$133,500	\$52,500	11	12
Managing Principal	138,900	125,000	135,000	156,000	68,400	16	38
Director of Design	115,700	101,500	110,000	111,500	36,500	6	10
Director of Finance (CFO)							
Director of Human Resources							
Director of Information Technology (CIO)							
Director of Operations	138,100	92,300	122,500	183,000	18,900	8	8
Director of Planning and/or Urban Design							
Director of Structural Engineering							
Senior Project Manager	95,500	91,000	98,000		9,000	11	37
Project Manager	71,000	62,500	75,000		3,500	10	30
Senior Project Designer	82,300	70,000	72,500	94,000	4,500	7	14
Project Designer	55,000		50,000	62,500	2,400	6	17
Architect 3	68,400	55,000	65,000	79,200	3,400	11	25
Unlicensed Architecture/Design Staff 3	62,500	50,000	64,400	67,500	3,700	6	17
Architect 2	58,700	50,000	55,000	66,000	2,800	7	13
Unlicensed Architecture/Design Staff 2	53,600	51,000	54,800		3,700	7	24
Architect 1							
Unlicensed Architecture/Design Staff 1	53,100	46,200	55,500	60,000	1,300	13	38
Intern 3	42,100		42,000	43,800	2,200	15	47
Intern 2	39,500	36,800	38,900	43,000	1,300	13	34
Intern 1	34,400	33,300	35,000		1,100	12	24
Senior Structural Engineer							
Intermediate Structural Engineer							
Entry-Level Structural Engineer							
Senior Interior Designer							
Intermediate Interior Designer							
Entry-Level Interior Designer							
Landscape Architect							
Planner							
Systems / Information Technology Manager							
Senior CAD / BIM Specialist							
CAD / BIM Specialist							
Accountant							
Business / Administrative Manager	64,300	59,000	63,000	77,300	2,100	10	11
Human Resources Generalist							
Business Development Manager							
Marketing Manager							
Marketing Coordinator	43,800	38,800	46,800	49,200	2,100	7	9
Graphic Designer							

NOTE: Results not shown if fewer than 5 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 IV and the Appendix.

PHILADELPHIA METRO AREA (excluding City of Philadelphia)

Position	BASE PAY				Mean additional cash	No. of offices (establishments)	No. of positions
	Mean	Lower quartile	Median	Upper quartile			
CEO / President	\$125,600	\$96,000	\$124,800	\$150,000	\$59,800	23	29
Managing Principal	102,500	80,000	100,000	123,600	28,900	11	12
Director of Design	86,300	62,500	95,000	100,000	9,500	7	8
Director of Finance (CFO)							
Director of Human Resources							
Director of Information Technology (CIO)							
Director of Operations							
Director of Planning and/or Urban Design							
Director of Structural Engineering							
Senior Project Manager	78,900	55,000	67,500	104,300	9,400	8	16
Project Manager	69,800	59,000	74,900	80,000	5,000	12	17
Senior Project Designer	78,800	60,000	85,800	100,000	5,300	6	7
Project Designer							
Architect 3	72,700	64,900	75,500	78,800	4,200	8	10
Unlicensed Architecture/Design Staff 3	65,100	55,400	60,600	78,000	6,600	5	6
Architect 2	58,500	51,500	60,000	64,000	3,000	6	9
Unlicensed Architecture/Design Staff 2	54,300	47,500	55,000	62,500	2,200	8	13
Architect 1							
Unlicensed Architecture/Design Staff 1	48,200	40,000	48,000	55,000	3,100	11	19
Intern 3	45,900	40,000	45,000	48,000	1,600	9	15
Intern 2	36,100	30,000	35,000	42,000	1,400	10	15
Intern 1	30,600	27,300	30,000	34,300	1,000	13	18
Senior Structural Engineer							
Intermediate Structural Engineer							
Entry-Level Structural Engineer							
Senior Interior Designer							
Intermediate Interior Designer							
Entry-Level Interior Designer							
Landscape Architect							
Planner							
Systems / Information Technology Manager							
Senior CAD / BIM Specialist							
CAD / BIM Specialist							
Accountant							
Business / Administrative Manager	45,800	39,800	48,700	53,200	1,600	9	9
Human Resources Generalist							
Business Development Manager							
Marketing Manager							
Marketing Coordinator							
Graphic Designer							

NOTE: Results not shown if fewer than 5 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 IV and the Appendix.

PITTSBURGH METRO AREA

Position	BASE PAY				Mean additional cash	No. of offices (establishments)	No. of positions
	Mean	Lower quartile	Median	Upper quartile			
CEO / President	\$124,900	\$80,000	\$130,000	\$168,000	\$154,500	7	7
Managing Principal	120,600	86,900	138,000	141,900	111,100	9	32
Director of Design							
Director of Finance (CFO)							
Director of Human Resources							
Director of Information Technology (CIO)							
Director of Operations							
Director of Planning and/or Urban Design							
Director of Structural Engineering							
Senior Project Manager	78,600	65,500	84,400		11,200	7	47
Project Manager							
Senior Project Designer	74,300		70,000	89,600	9,200	7	27
Project Designer							
Architect 3							
Unlicensed Architecture/Design Staff 3							
Architect 2							
Unlicensed Architecture/Design Staff 2	46,300	43,500	45,000	50,400	2,400	5	13
Architect 1							
Unlicensed Architecture/Design Staff 1	42,600		42,000	45,500	3,500	5	12
Intern 3	39,700	37,500	40,000		3,000	8	15
Intern 2	37,000	35,500	37,900		2,100	5	13
Intern 1							
Senior Structural Engineer							
Intermediate Structural Engineer							
Entry-Level Structural Engineer							
Senior Interior Designer							
Intermediate Interior Designer	40,700		40,000	44,000	1,600	6	11
Entry-Level Interior Designer	32,000	31,000	32,500		1,300	6	20
Landscape Architect							
Planner							
Systems / Information Technology Manager							
Senior CAD / BIM Specialist							
CAD / BIM Specialist							
Accountant							
Business / Administrative Manager							
Human Resources Generalist							
Business Development Manager							
Marketing Manager							
Marketing Coordinator							
Graphic Designer							

NOTE: Results not shown if fewer than 5 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 IV and the Appendix.

APPENDIX 1: SURVEY METHODOLOGY

Sample Composition

Invitations to the AIA 2008 Compensation Survey were extended to 12,253 uniquely addressable and e-mailable architecture establishments (i.e., single locations of what might be multiple-location firms), developed from three lists supplied by the AIA: its Large Firm Roundtable Human Resources Group participants, its “firm leaders,” and respondents to the 2005 Compensation Survey. In addition, open invitations to complete the survey were published/broadcast by the AIA and its component organizations through a variety of means, resulting in additional participation.

Data Collection

Survey instrument content was developed collaboratively by the AIA and Readex Research, working from the instrument used in 2005 and incorporating suggestions solicited from the HR Large Firm Roundtable and other leaders in the profession. Development of the survey Web site, data collection, data processing, and tabulation were handled by Readex Research.

On January 28, 2008, Readex broadcast initial e-mail requests (in the name of the AIA’s president) to all sample members, inviting them to participate in the survey by visiting the access-controlled Web site hosted by Readex Research. Of those e-mail addresses, 858 (7 percent of the total) bounced back undeliverable.

On February 7, reminder e-mails were sent to the 11,386 sample members who had not responded. Four additional reminders to nonrespondents were sent between February 19 and March 17.

The leaders of the AIA’s various component organizations (local and regional chapters) also assisted in prompting local members to participate, as did the leadership of the HR Large Firm Roundtable.

The survey was closed for processing and tabulation on March 24, 2008. A total of 1,722 unique firms responded, reporting on a total of 2,050 establishments. Survey data were edited and cleaned; compensation data were screened for outliers and trimmed (top and bottom 1 percent of distribution) to enhance reliability.

EXHIBIT A.1 Size Distribution of Responding Offices by Region

Firm Size	All Offices	New England	Middle Atlantic	East North Central	West North Central	South Atlantic	East South Atlantic	West South Central	Pacific Northwest	Pacific Southwest
Fewer than 5 employees	11%	15%	13%	9%	4%	11%	4%	10%	9%	13%
5–9	32	41	36	30	28	29	37	35	38	27
10–19	26	21	20	26	30	26	30	28	30	27
20–49	19	11	18	19	22	20	26	16	13	21
50–99	7	7	7	9	9	8	3	5	5	7
100–249	4	4	4	5	6	5	0	4	2	4
250+	1	1	3	2	1	1	0	1	2	0
Total offices (establishments)	2,050	118	245	222	191	388	73	226	168	405

EXHIBIT A.2 Firm Type Distribution of Responding Offices by Office Size

Firm Type	Number of employees							
	All Offices	Fewer than 5	5–9	10–19	20–49	50–99	100–249	250+
Architecture only	40%	63%	53%	43%	22%	6%	2%	4%
Architecture with interior design	29	21	28	32	35	30	19	17
Architecture with other design disciplines	11	6	7	9	15	16	32	21
Architecture with engineering	6	3	3	5	11	13	5	4
Engineering with architecture	2	0	0	1	3	6	16	4
Other multidisciplinary design firms	12	7	8	10	13	28	26	50
Total offices (establishments)	2,050	219	657	537	382	143	88	24

REGIONS

① New England

Connecticut
Maine
Massachusetts
New Hampshire
Rhode Island
Vermont

② Middle Atlantic

New Jersey
New York
Pennsylvania

③ East North Central

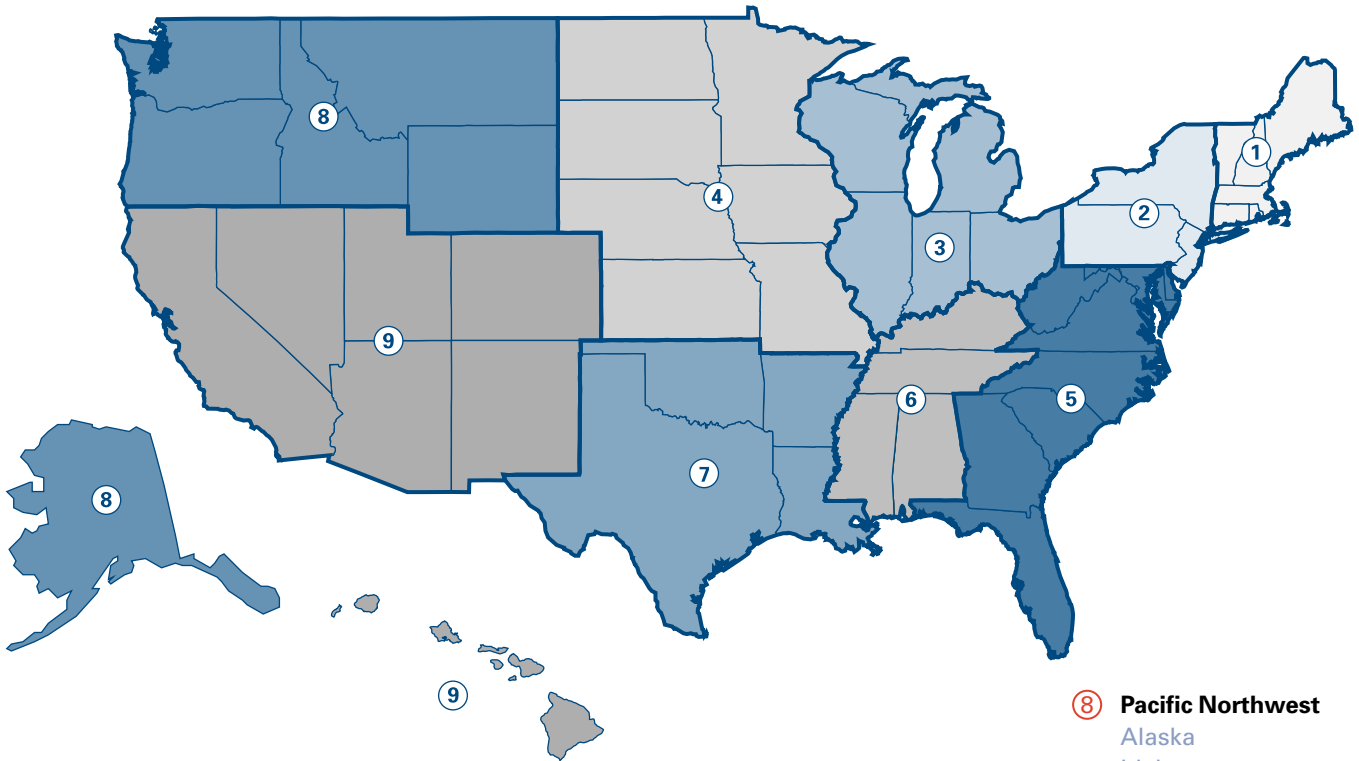
Illinois
Indiana
Michigan
Ohio
Wisconsin

④ West North Central

Iowa
Kansas
Minnesota
Missouri
Nebraska
North Dakota
South Dakota

⑤ South Atlantic

Delaware
District of Columbia
Florida
Georgia
Maryland
North Carolina
South Carolina
Virginia
West Virginia



⑧ Pacific Northwest

Alaska
Idaho
Montana
Oregon
Washington
Wyoming

⑥ East South Central

Alabama
Kentucky
Mississippi
Tennessee

⑦ West South Central

Arkansas
Louisiana
Oklahoma
Texas

⑨ Pacific Southwest

Arizona
California
Colorado
Hawaii
Nevada
New Mexico
Utah