AIASF Equity by Design
Equity in Architecture Survey 2016

Early Findings Report

Analysis and report by
Kendall A. Nicholson, Ed.D.
ACSA Director of Research and Information
and Annelise Pitts, Associate AIA
Bohlin Cywinski Jackson

10.26.16

EQIA 2016 Early Findings Report - Table of Contents

Introduction

Building on findings from the preliminary data analysis, this report provides a more thorough investigation of survey respondents' answers to the 2016 Equity in Architecture Survey. The survey set out with three primary research objectives.

● Compare the current positions and career experiences of female and male architecture school graduates nationwide, including both current architectural professionals and those who no longer practice architecture.

● Identify career pinch points associated with these experiences, highlighting ways in which women experience these career pinch points differently from their male counterparts.

● Highlight individual attitudes and behaviors, as well as employer provided benefits and practices, that contribute to success in navigating these pinch points. Conversely, identify behaviors and practices that correlate with negative outcomes.

In an effort to address these goals, five career dynamics and five career pinch points emerged as areas of exploration. The five career dynamics cover key issues that architecture professionals face in regards to firm culture and best practices across the nation. These topics are more general and could be used as a point of comparison between architecture and other professions. The five career pinch points follow the sequence of stages an architecture professional may encounter in his or her career. These topics look specifically at how one's place in the profession corresponds to one's place in life and what obstacles are found at that junction.

Career Dynamics	Career Pinch Points
Finding the Right Fit	*Education/Studio*
Professional Development	*Paying Dues*
Work-Life Integration	*Licensure*
Pay Equity	*Working Caregivers*
Beyond Architecture	*Glass Ceiling*

Another important metric embedded in the survey is the Measure of Success (MoS). Measure of Success (MoS) scores were determined for each respondent based on their answers to a subset of 14 questions. Answers to questions surrounding job satisfaction, career optimism, work-life flexibility, burnout and engagement, and job-person fit allowed the research team to develop scaled scores based on a combined average for each participant. This score assesses one's perceived success in their career and is used as a benchmark from which other metrics can be examined.

This report has been organized by the career dynamics and pinch points previously mentioned. Each of the topics will be discussed in further detail in the sections to follow.

Methodology

In January of 2016, the Equity by Design Research Committee and ACSA held the Survey Design Kickoff conference call with the hope of building on the success of the survey's 2014 iteration. It is with this charge that the Equity by Design Research Committee and ACSA held the Survey Design Kickoff conference call. The survey questions were written by the Equity by Design Research Committee, which consisted of Annelise Pitts, Rosa Sheng, Lillian Asperin-Clyman, Julia Mandell and Saskia Dennis van Dijl, and reviewed by Drs. Kendall Nicholson and Michael Monti. Topics for that initial call covered reviewing progress made in the 2014 Equity in Architecture survey, sampling strategies, survey design options and the conversion of research goals to research questions (i.e. What are the current positions and career experiences of architecture school graduates across genders? What are the career pinch points associated with experiences across genders? What are the individual attitudes, behaviors, and employer practices that contribute to success across genders?)

Following the conference call the ACSA research team guided the development of the survey design led by AIASF EQxD and based on conference call discussions and key objectives/goals. The survey was created with the hopes of exploring the following topics: job satisfaction, engagement, work/life flexibility, licensure, mentorship, promotion and advancement process, negotiation, leave of absence, definitions of success and reasons for leaving. Final approval of survey design was conducted by the ACSA Research Team Lead, Kendall Nicholson, and Annelise Pitts, Chair of the Equity by Design Research Committee.

In an effort to confirm construct validity, a small pilot group of participants were asked to take the survey and provide feedback regarding the survey's face and content validity as well as the overall survey experience. Concurrent with the pilot survey, ACSA and AIASF EQxD drafted letters, emails and associated press release content for outreach to collateral organizations, ACSA schools, and other groups (such as the Large and Small Firm Roundtables).

ACSA coordinated mailing lists from the past Equity by Design survey and well as those from supporting schools and organizations. The 2016 Equity in Architecture Survey launched the week of February 29, in an effort to coordinate with the AIA Grassroots Conference. The survey remained open for approximately six weeks closing on April 1st, 2016. Throughout survey distribution, the ACSA research team provided weekly updates on survey completions and monitored the survey account.

Following closure of the survey, the ACSA research team reviewed and cleaned the data, removing incomplete or erroneous responses and tabulated basic information about respondents which ACSA provided to AIASF EQxD in the form of a Raw Data Set in Excel format (and tables for all questions) for reference and collaboration on findings topics/symposium content planning.

At the conclusion of the six-week data collection period, both research teams attended the Preliminary Analysis Kickoff call discussing basic participant descriptive statistics.

Following the Kickoff call ACSA continued to clean the data, run the appropriate preliminary statistical analysis for the agreed-upon research questions, and assembled a preliminary report. All questions in the survey were then cross tabulated by gender and evaluated for additional analysis.

Based on the review of the research goals listed in the Request for Proposal (RFP), the ACSA Research Team decided to use the IBM Statistical Package for the Social Sciences (SPSS) to conduct an empirical data analysis. Equity by Design's stated objectives require a comparison between males and females to a sample that does not meet all of the parametric assumptions. Consequently, Chi-square and Mann-Whitney U test were used throughout the analysis.

Additionally, this year's survey questions boasted over 600 variables. Having reviewed the questions, the ACSA research team conducted a principal component analysis (PCA) to verify the alignment of underlying constructs within the architectural profession. Moreover, a canonical correlation was conducted to investigate any correlations between variables with respect to career dynamics and career pinch points for men and women across a variety of experience levels, professional position, and personal responsibilities. All statistical analysis accounted for parametric assumptions. If parametric assumptions were not met, the appropriate non-parametric test was used in its place.

Limitations

1. The cross-sectional design of this research constrains the study from concluding that gender differences cause career experiences. However, the research design is one segment of a longitudinal study in the making and can collectively demonstrate trends in the current positions and career experiences of both men and women.

2. While the sample size suggests external validity generalization of this study is limited by the lack of verifiable data for the demographic make-up of the discipline of architecture.

3. The sample selection was comprised of a volunteer, purposive sample. As in most nationwide surveys, participants may not be representative of their own groups with respect to experience, did not provide much ethnic diversity, and rendered uneven age groups. However, on the whole, the survey was far reaching in that the range of metrics collected was comprehensive.

4. Lastly, the overall number of questions may have lowered the number of complete responses. While this did not affect the ability to collect more than 5000 participants, the amount of thought and time required to complete the survey could increase the likelihood that participants do not finish the survey.

Assumptions

1. The survey created provides an adequate evaluation of the topics reported.

Equity in Architecture Survey 2016 – Early Findings Report
Analysis and report by Kendall A. Nicholson, Ed.D. and Annelise Pitts, Associate. AIA

2. The survey respondents are answering questions with honesty and full consideration.
3. The findings of the study are descriptive and exploratory in nature and do not reflect a cause and effect relationship.
   a. The findings of the study can only be generalized to the population described (i.e. architecture graduates).

Demographics

A total of 9,975 respondents participated in the survey, resulting in 8,664 complete and viable responses. Respondents who completed the survey in one sitting spent an average of 29 minutes and 25 seconds taking it, with men and women finishing within seconds of each other. Of the 8,791 respondents 50.7% identified as women, 49.2% identified as men, and seven participants identified as neither or both genders. Overall the majority of participants fell into the 25 to 34 years old age group with men comprising the majority of the age groups 45 years old and greater, and women carrying the majority of respondents between 18 and 44 years old. Race and ethnicity showed a vast majority of respondents identifying as White or Caucasian followed by Asian/Pacific Islander, Hispanic, Latino or Spanish origin, Two or more races, Black of African American, Middle Eastern or North African, and American Indian or Alaskan Native; The gender make-up of each respective minority group when compared to the total number of respondents fell within 0.3% of each other in all cases except for the Asian/Pacific Islander group where women respondents outnumbered men almost 10 to 6, making up an additional 2.1% of the total sample. The large majority of respondents – 89.0 % – were heterosexual, 4.8% identifying as gay or lesbian (with a higher percentage of men), 1.6% identifying as bisexual (with a higher percentage of women), and .2% identifying as other/none of the above.

When reporting degree obtainment most respondents selected having received a Bachelor of Architecture (Accredited Professional Degree) or a Master of Architecture I (accredited Professional Degree). However, gender breakdowns within these groups showed a slight majority of men reporting B.Archs and women reporting M.Archs. PhD holders made up just under 2% of total respondents and 26.5% of respondents reported having a BA or BS in Architecture (Pre-Professional Degree).

The large majority of respondents—89.2%—are still practicing architecture, 6.9%, of whom, are sole practitioners, 10.8% are no longer working in architecture, and less than 1.0% of total respondents are unemployed. The respondents have an average of 14 years of experience in architecture, and have been with their current employer for an average of 7 years. The data showed an average years of experience gap of 7 years between men (x= 17 years) and women (x= 10 years), and a work week averaging 46 hours and 44 hours, respectively. Slightly more than half of the respondents are licensed (53.3%), 15.5% (n= 1,015) of them are principals or partners, and 23.8% (n=1,560) hold other titled leadership positions. Comparatively, senior positions (i.e. principal, partner, other titled leadership positions) made up 49.5% of male respondents working in architecture and 29.8% of female respondents working in the profession. Respondents most frequently reported an annual salary range of $46K to $55K range, followed by the $56K to $65K range. Aligned with the years of experience and leadership positions, men outnumbered women in all categories above $75K with an even greater disparity in salary ranges from $96K to $325K+.

Among the respondents who supplied the following information 49.8% are their household's primary earner and just over half (55.2%) of those respondents do not have children. Because of the strategic dissemination of the survey through specific profession-

oriented channels, the survey link was disseminated widely and randomly enough that, participants responded from all 50 states, the District of Columbia, Puerto Rico, Guam and from almost two dozen countries to include all six of the seven inhabited continents.

Finding the Right Fit

Finding the Right Fit investigates the relationship between a person and his/her firm size and culture. This section covers the general characteristics of various firm types, how individuals choose where to work, to what extent they remain engaged and the impacts that these decisions have on their careers. In regards to firm size, men and women most frequently reported working in similar environments, with local office sizes of 100 or more people. Similar numbers arose from total office size with a staff of less than 20 (26.09%) where women were more likely to work and a staff of over 500 (26.26%) where men were more likely to work. Additionally, both men and women reported a gender balance of mostly men working in firm leadership at their respective firms.

In an effort to understand how people decide where to work, respondents were asked to provide the most influential factors when evaluating job offers. While both men and women highly ranked opportunities for learning and quality of projects women were more likely to consider work-life flexibility as well as opportunities for professional development, men were more likely to consider future opportunities for advancement and quality of projects.

More specifically, questions of job-person fit showed that the majority of respondents agreed that they a) had enough time to complete their work, b) had enough control to make necessary decisions, c) found their work to be meaningful and rewarding, and d) held values that are similar to their company's. However, in all four cases women were more likely to have a harder time deciding than their male counterparts who were more likely to be certain or mark "strongly agree" in all cases. When asked about workplace satisfaction women showed a stronger likelihood to be unsatisfied than men, who showed a greater likelihood to "strongly agree" when asked if they were satisfied with the culture of their workplace.

Inquiry about the most effective ways to enhance workplace culture identified organized social events as the best way to do that garnering over 50% of respondent selection. Second to that, women found communal spaces for lunches and breaks, employee participation in strategic decision making, and regular all-team meetings to be effective for workplace culture. Men also valued the aforementioned strategies but placed a higher emphasis on sharing company goals and achievements with employees. Our research shows that most respondents reported having some form of a personal relationship at work, noting that they take breaks or eat meals with colleagues. Additionally, approximately 1/4th of men and women reported having met up with colleagues outside of working hours.

On the topic of professional mentoring and sponsorship the majority of women reported a member of senior management advocates for them whereas almost half of men reported that they do not have a sponsor or champion within their firm. Our research study shows that the majority of participants have employee reviews regularly but interestingly when asked to evaluate their office's promotion process most found it hard to decide. For those who were able to decide, women were more likely to state that their offices promotion process was not effective and men were more likely to identify office

promotion as being effective. The majority of respondents reported being satisfied with their current job but remain open to new opportunities. The ratio of men to women wanting to start their own business was 2:3.

Furthermore, our study uncovered retention rates within firms to show a significant difference of 4.9 years for women and 8.7 years for men. Some of this is accounted for by the population difference in age between men and women in our sample. On average men reported having held three positions within the field and women report having held two. Overall, both men and women most frequently reported they were very unlikely to leave their current job in the next year with men having a higher likelihood of staying.

For those who are likely to leave, women were least likely to not work and men were least likely to become a caregiver. Both men and women were most likely to obtain another job in architecture. When asked why respondents leave jobs in architecture the most popular answer is for a better opportunity elsewhere. Other top reasons cited for leaving included the lack of advancement opportunities and low pay. Overall, men were less likely than women to leave within the next year.

Similarities emerged between men and women when questioned on the topics of burnout and engagement. Generally, respondents agreed that they felt energized by and completely involved in their work. Most also felt they did not doubt their own ability to meet their peers', supervisors', or clients' expectations. Moreover, men and women reported feeling that they had enough time and energy to pursue their interests outside of work and were optimistic about the future of their careers.

Professional Development

The Professional Development section was intended to explore strategies for personal assessment and goal setting. This section takes an in-depth look at the most effective ways that firms are preparing employees for career success. When analyzing an individual's probability of holding a firm leadership position by years of experience both men and women seem to follow a similar trajectory. Investigating office training and preparation for new roles showed respondents who participated in external training sessions proved to feel most effective at their jobs. Additionally, this same group of individuals was also found to feel completely involved in their work, most energized by their work and very unlikely to leave their current position. Interestingly, methods of preparing employees for news roles had minimal effect on respondents' optimism about the future of their careers.

When asked if they doubted their ability to meet their peers', supervisors' or clients' expectations women were much more likely to agree that they were in fact doubtful. Further inquiry about their professional strengths showed both men and women were most likely to cite collaboration and teamwork, drive or work ethic, and creativity and/or design, as strengths from greatest to least.

Delving deeper into professional strengths, participants with strengths in presentation/public speaking and business or financial management felt most optimistic about their careers' future. Business or financial management, along with negotiation skills, proved to correlate to feeling engaged in decision making and encouraged to share ideas at work as well as finding one's work meaningful and rewarding. Men with negotiation skills and women with creativity and/or design skills were found to most likely to aspire to be a firm partner, principal or owner. While most men and women reported aspiration to become a partner, principal or owner, women showed a greater likelihood to aspire to titled leadership other than principal, partner, or owner.

On the topic of professional guidance, both men and women noted one or more peers as whom they ask for professional guidance. Men were slightly more likely to turn to a partner or principal in their office and women were more likely to turn to family and friends or people of the same gender. Overall, seeking professional guidance shows a decrease as years of experience increase which would be expected as individuals become more seasoned. This research study also displayed a relationship between career optimism and mentor seniority. A more senior mentor produced a greater likelihood that respondents were optimistic about their careers and satisfied with the workplace culture than those who didn't turn to anyone for guidance. Those not seeking guidance were least likely to express career optimism, satisfaction with workplace culture and subsequently a greater likelihood to leave their current position.

Work-Life Integration

Research shows that respondents of both genders, and in all stages of their careers, are more likely to let work take a toll on personal relationships or their own health, than they are to scale back their responsibilities at work or to say "no" to a professional opportunity. The Work-Life Integration section investigates how men and women working in architecture balance professional demands taking place at work with the more personal demands happening throughout their life. When comparing the workload of men and women, men reported working slightly more hours than their female counterparts.

Both men and women reported a joint expectation to work as much as necessary to meet deadlines as well as having a minimum number of working hours requirement.
Given the prevalence of work-life conflict, it was interesting to learn that the majority of the respondents worked between 40 and 50 hours a week. This suggests that the average number of hours worked per week may not be the best indicator of whether work-life flexibility is the issue. When asked about overtime compensation, both men and women reported not being compensated in any way for overtime work, with men showing a significantly stronger likelihood. However, as previously mentioned, both men and women felt they have enough time to complete their work.

On the topic of work-life flexibility, women were more likely to identify work-life flexibility as being either very important or extremely important whereas men were far more likely than women to identify the metric as not too important or not important at all.

As previously mentioned, the majority of men and women agreed that they had enough time and energy to pursue their interests outside of work. When comparing benefits offered to encourage work-life flexibility, men and women marked the following benefits/initiatives as the most popular from greatest to least: flexible start and end times in office, technology to support working remotely, telecommuting/work from home, time-off in exchange for overtime hours worked, and a part-time schedule option. The most popular time-off benefits offered to respondents were paid vacation, paid personal time off and paid sick leave, in order from greatest to least.

While respondents were most likely to utilize the 3 most popular benefits listed, women were more likely than men to report using time off in exchange for overtime hours worked and a part-time schedule. When correlated to respondents Measure of Success (MoS) score the research showed that the highest MoS was found in women who utilized job sharing and men who utilized reimbursement for home office expenses. Both men and women who utilized in-house or subsidized external childcare saw the largest drop in MoS. From a slightly different vantage point, when asked what the most effective benefit was to encourage work-life flexibility a similar pattern emerged with the substitute of a full-time compressed work schedule in place of a part-time schedule. Investigating work-life flexibility challenges show drastically different results for men and women. Men reported a higher likelihood to experience conflicts in personal relationships and personal schedule conflicts whereas women reported a higher likelihood to have experienced poor physical or emotional health and/or falling short on personal responsibilities.

Equity in Architecture Survey 2016 – Early Findings Report
Analysis and report by Kendall A. Nicholson, Ed.D. and Annelise Pitts, Associate. AIA

Women were also most likely to report that firm leadership encourages the utilization of work-life flexible policies by using the benefit options themselves and men were more likely than women to report firm leadership distributing written information on policies.

When asked the reason why some employees reported an alternative schedule most reported overall flexibility. Women were more likely to cite the reason "care for my child" and men were more likely to cite the reason to "increase productivity." While both men and women were most likely to report that the did not believe working an alternative schedule had any effect on career advancement, women were more likely in every case to mark a negative impact of the alternative schedule.

The majority of respondents identified themselves as being married with men having a greater likelihood. Women were more likely to report being single than their male counterparts. When corresponded to MoS, men who were separated saw a sharp decline in MoS and men and women who were single and not living with a significant other saw little to no difference in MoS. Women reported a significantly higher likelihood for having spouses that were either working full-time in architecture or working fulltime in another profession. Conversely, men showed a strong likelihood for having a significant other who is working part-time in architecture, part-time in another profession or not currently employed. When asked who was the primary wage earner men were more likely to report earning more than their significant others and women were more likely to earn either the same or less than their significant others. When correlating one's perceived ability to have enough time and energy to pursue interests outside of work with MoS, our study showed a strong positive direct correlation, i.e. the more likely someone was to say they had enough time to pursue their interest the higher their MoS score was and vice versa. When asked about the nature of their relationship with their co-workers men and women showed minimal discrepancy in answering with the most popular response being I take breaks or eat meals with colleagues, as previously mentioned.

Pay Equity

Pay Equity is intended to measure the equitable distribution of salary and other compensation-related metrics between genders. When asked total salary, men averaged $94,212/year and women averaged approx. $71,319/year. When controlled for years of experience men averaged higher salary ranges 100% of the time.

As expected, greater years of experience also yielded greater salary. When examined by firm position, male partners, principals and other titled leadership averaged more annual income than their female counterparts. When correlated to firm size, salary showed a fairly steady increase as local office size increased and similar increases as overall firm size increased. When looking at firm ownership, women who owned any share under 25% grossed the highest income in the $166,000 to $185,000 range and men who owned 11-24% grossed an average salary range of $196,000 to $205,000. Salaries for both men and women were the highest when they were not compensated in any way for overtime work. Additionally, pay structures varied among respondents with most men and women being salaried employees, however the smaller amounts of self-employed individuals reported the highest average salary (M: $126K-$145K, W: $86K-$95K).

One of the most important ways of looking at the wage gap is to assess whether respondents are receiving equal pay for equal work. Our data showed a gender-based wage gap for every project role, with the largest gap between male and female design principals

Expanding the perspective of respondents' overall compensation package, not only did men report higher salaries they also reported higher numbers of individuals working at firms offering paid time off benefits. On the topic of negotiation, men were most likely to report that their salary increases and bonuses have met or exceeded their expectations whereas women were most likely to report accepting salary increases and bonuses without negotiating.

Women are also less likely than men to cite an unsuccessful attempt at negotiating raises. Interestingly, the highest salary range reported among men were those whose salary has always met or exceeded their expectations. For women, the highest salary range, and the only one that saw a change was for women who negotiated and were successful.

Equity in Architecture Survey 2016 – Early Findings Report
Analysis and report by Kendall A. Nicholson, Ed.D. and Annelise Pitts, Associate. AIA

Beyond Architecture

The Beyond Architecture section takes a look at respondents that either have taken time away from architecture in the past, or are interested in doing so in the future. Whether changing careers or taking a career break, Beyond Architecture compares the lived experiences of those who no longer work at an architectural firm. We start this section by examining the reasons for leaving architectural practice and find that most men and women leave to pursue a better opportunity elsewhere though men are far more likely to cite this as a reason.

Men are also more likely to retire in architectural practice or have their job terminated involuntarily. On the contrary, women are more likely than men to report lack of diversity and inclusion, lack of positive role models in leadership, lack of professional development, bullying and unprofessional behavior, and long hours as reasons for leaving. Women who left architecture are more likely to be students, fulltime caregivers or currently unemployed but most men and women reported being currently employed. Women who left architecture also reported leaving approximately 4-6 years sooner than men. Of those who left, men were much less likely to return to the field than women and neither men nor women were likely to set a specific return date.

Honing in on a subset of those beyond architecture, female full-time caregivers were extremely likely to return to the profession. While male fulltime caregivers were most likely to leave their last job in architectural practice because of a lack of promotion or advancement opportunities, women most frequently cited financial challenges in hiring a caregiver and working fulltime. Results for an exact timeline for when fill-time caregivers would return to work were inconclusive. Female fulltime caregivers reported having left their last job in architecture anywhere from under a year to 20 years ago whereas the range for men was from 4-8 years. When asked which measures would be most effective for a smooth transition back to work women we far more likely than men to place value on an interim part time work schedule and men were more likely than women to value work hours at home being acknowledged as part of a fulltime schedule. Overall fulltime caregivers cited a reduced rate of compensation as a perceived impact on their career after returning to the field but men were also more likely to note a delay in advancement and women were more likely to note a perceived lack of commitment.

Another subset of those categorized as beyond architecture are those working outside of architecture. When compared, the MoS of people working outside of architecture (M: 3.79, W: 3.71) was higher than those working inside of architecture (M: 3.75, W: 3.59). As shown, women reported a more drastic discrepancy than men. The most common occupations fields reported for those beyond architecture, in descending order, are architectural education, construction, and real estate and development. Most respondents reported currently influencing the built environment by working for an architecture related organization, teaching future architects, and hiring architects for professional reasons. Women were more likely to volunteer or write about architecture and men were more likely to work in construction, real estate or a public agency dealing with the built environment.

Equity in Architecture Survey 2016 – Early Findings Report
Analysis and report by Kendall A. Nicholson, Ed.D. and Annelise Pitts, Associate. AIA

When asked how they define success most respondents noted a high level of engagement/involvement in work. Additionally, men were more likely to mark earnings and having fun at work and women were more likely to mark work-life flexibility, having a social impact, and working with a positive talented collaborative team. Of those currently employed outside of architecture, least likely to return to the architecture profession are women working in architecture related law and men working in building ground and maintenance. Conversely, most likely to return to the profession are men working in architecture related writing and women working in architecture related community and social services.

For those presently unemployed, most were looking for employment within the architectural industry. Men showed a stronger likelihood to be currently seeking employment and conversely women showed a stronger likelihood to not be currently looking for work. Of those looking for employment, women were most likely to be looking in real estate and development and men were most likely to be looking in construction.

On the topic of career breaks, women were most likely to spend more than a month away from work for childbirth and men most frequently cited being laid off/fired or taking a personal sabbatical. Length of time away from architecture ranged from one month to 26 years and 8 months, however the majority of respondents noted a break of somewhere between 1 month and 12 months. Much like those working alternative schedules, both men and women were most likely to report that they did not believe taking time away from architecture had any effect on career advancement. However, for those citing an impact, women were slightly more likely in every case to mark a perceived negative impact resulting from a career break.

When surveyed, those who had not taken time away from architecture stated they had wanted to but have never requested the extended time. Both men and women in this group acknowledged the thought that it would negatively impact their career advancement by delaying promotion or leading others to believe they were not committed to their career.

Education/Studio

Education/Studio explores the benefits and hindrances of architectural education, and ask what we can do to better prepare the next generation of architecture students for careers in the field. When asked about their architectural education most felt that they were, in fact, prepared for their career. Though they were more likely to agree that their education had prepared them they were also likely to have a hard time deciding. When investigating degrees awarded, women were slightly more likely to have a Master of Architecture (M.Arch) professional degree and men were slightly more likely to have a Bachelor of Architecture (B.Arch) degree. The likelihood that either men or women would have a PhD in or outside of architecture were almost the same.

Moreover, most respondents cited design thinking and construction materials and methods as the areas that were most instrumental in preparing them for their career. However, women working also frequently cited graphics and digital representation whereas men cited building systems. When the question was flipped and respondents were asked which areas of their architectural curriculum was not address fully enough to prepare them for their career, both men and women noted professional practice, construction materials and methods, and building systems. It is also worth noting that men were more likely to feel their education prepared them.

Paying Dues

As the 2014 survey showed, the Paying Dues period is commonly characterized by low levels of satisfaction, low pay, a disconnect between one's day-to-day work and one's long-term goals, and an increased likelihood of leaving architecture for another field. In this section, we'll explore new findings, and ask how we can rethink this crucial career stage to promote engagement and long-term commitment to the profession. Looking specifically at the beginning of one's career in architecture, 0-5 years of experience, this research study indicates that men and women are most likely to carry similar positions as production staff. Women are noticeably more likely to be an interior designer and men are two times more likely to be a Design Principal and also more likely to be a technical lead. Additionally, men and women were also most likely to share the same responsibility level characterized as the day-to-day design and technical development of projects and the responsibility for particular parts of a project within parameters. Men were more likely to have project design leadership and review responsibilities at this point in their career. In the area of office management, men were more likely to have management over BIM or design technology and strategic planning and women were more likely to manage office events than their male counterparts.

When compared by current title within their respective firms, most men and women identified themselves as Designers or Emerging Professionals and mostly working in local offices with either 20-49 employees or 100 or more employees. Most often, employees in the early stages of their career work on the following building typologies: office, retail, single family residential and higher education.

Similarities also emerged in the area of compensation, with both men and women most frequently reported total compensations between $46K-$55K. Overall, respondents answered similarly when asked if their day-to-day work was relevant towards helping them achieve their long-term goals. Most of them felt their tasks we in fact relevant. The study also identified the most common way that employees at this point in their careers are prepared to take on a new role or responsibility is by having a more senior staff member provide them with one-on-one feedback/coaching. Additionally, most respondents reported that their firm did make an effort to prepare them whether it is through digital resources, job shadowing, or more formal training to name a few.

On a similar note, most men and women agreed that they were able to make the decision necessary to complete their work effectively, had enough time to complete their work and are engaged in the decision making and encouraged to share ideas at work. While distributions of men and women were similar for their autonomy and time management, women were more likely to disagree and men were more likely to strongly agree on their ability to make decisions and share ideas at work. Moreover, both genders agreed that they were energized by their work, found their work meaningful and rewarding, and felt completely involved in their work. When asked, neither gender doubted their ability to meet the expectations of stakeholders, i.e. colleagues, supervisors, or clients. However, women were more likely to disagree when asked about being energized by their work and subsequently experienced higher levels of burnout.

Licensure

In the work of a professional architect, licensure is integral to a successful career. Licensure as a career goal is commonly seen as a commitment to the profession. This section explores the value of licensure, and what individuals and firms are doing to promote it. When comparing licensure percentiles among men and women, men were 15% more likely to be licensed (M: 61%, W: 46%). The Average time from graduation to licensure for both men and women fell between 6 and 7 years.

When looking at those same percentiles by employment type and graduation year, men consistently showed a greater likelihood than women and the rate at which survey respondents were licensed increased as graduation year decreased.

Polling unlicensed individuals by graduation year, men and women were far more likely to have completed all IDP requirements than to have completed all ARE exams. Notably, men who have graduated in 2011 or later averaged a higher percentage of progress in both categories and women who graduated in 2004 or earlier averaged a higher percentage of progress. While men consistently reported fewer obstacles to licensure then women, both men and women identified the unpredictability of project demands and the high cost of ARE exams as the most prominent obstacles. Moreover, this research study portrays a drastic discrepancy in the number of survey respondents who did not report having any obstacles to licensure. Men were more likely to note the absence of obstacles and unlicensed men and women were significantly less likely to not encounter obstacles on their path to licensure.

While most respondents identified financial benefits such as a raise or bonus and eligibility for promotion or advancement as the most desirable benefits for licensure, most men and women reported working at firms that provided some study materials or a financial benefit.

When questioned about the value of licensure, respondents identified the ability to call oneself an architect, the ability to practice independently or lead a practice and the heightened professional standing with women showing a greater likelihood to place value on the title of architect and men more likely to place value on independence and leadership. Additionally, licensed respondents were far more likely to note increased profitability and public and client trust as value benefits than their unlicensed counterparts.

Investigating the reason men and women decide not to pursue licensure, the most common reason cited was the lack of a need for a license to meet career goals. Men working in firms or as sole practitioners who have decided not to become licensed showed a much higher likelihood to note that 1) ARE material is not relevant to their careers or 2) uncertainty of remaining in the field of architecture as a primary reason.

Working Caregivers

The Working Caregivers section includes those working professionals who spend much of their time caring for children, a sick relative, or an elderly parent. Often times these familial responsibilities conflict with the traditional demands of a professional career. This section explores the ways in which caregiving impacts men's and women's careers in architecture, as well as successful strategies that individuals and firms are employing to facilitate caregiving. When evaluating caregivers working in the field of architecture percentiles of men and women were relatively similar with 13 percent of men and 12 percent of women either currently or formerly being a working caregiver.

When compared against those with no children, parents averaged a higher MoS score among both men and women. Parents were also much less likely to experience burnout than those who were previously caregivers and those without children.

Analyzing individual respondent's probability of becoming a principal or partner as determined by parent status, male parents generally had the greatest likelihood of firm leadership with a slight moment of contention for those who have 4-5 years of experience. However, despite female parents boasting higher MoS scores than males without children and women without children, they averaged the lowest salary across experience groups.

Top on the list of work-life conflicts for men and women were personal schedule conflicts, poor physical or emotional health and falling short on personal responsibilities. Women showed a stronger likelihood to experience a decline in physical or emotional health and personal responsibilities and men were more likely to experience conflict in personal relationships. Women without children who turned down a promotion as a result of work-life conflicts saw the largest disparity in MoS with a 10% decrease, alongside men who experienced poor physical or emotional health.

Unlike the similarity in number of caregivers among men and women, women reported being far more likely to either do more of the childcare or split it equally. When compared to those who do at least some of the childcare, respondents who cited neither them or their spouse were responsible for providing childcare saw a stark increase in MoS score. Moreover, the likelihood of burnout for both mothers and fathers decreased as respondents' involvement with childcare decreased. When survey participants identified their spouse/partner as doing more of the childcare, average hours worked per week went up as did the likelihood of aspiring to be a firm principal or partner.

Much like in other professions, men were more likely to be the primary earner regardless of who provided more childcare and took off less time after the birth of a child.

In regards to work-life flexibility, the most popular types of paid time off include paid vacation, paid sick leave, and paid personal time off. Furthermore, mothers and fathers placed the highest value on the following work-life flex policies: Flexible start and end times in office, technology to support working remotely, and telecommuting/working from home. These three policies not only hold the most value/desirability but they also prove to be what most firms are offering and what participants cited utilizing the most. Mothers

Equity in Architecture Survey 2016 – Early Findings Report
Analysis and report by Kendall A. Nicholson, Ed.D. and Annelise Pitts, Associate. AIA

and fathers utilize part time schedules, technology to support working remotely, flexible start and end times, and telecommuting/working from home significantly more than their counterparts who do not have children.

When compared to the average, MoS scores saw the most drastic decline for parents who utilized in-house or subsidized external childcare and the greatest increase when they were reimbursed for home office expenses or utilized job sharing as previously mentioned.

Glass Ceiling

Glass Ceiling is the title given to the segment of working professionals who have reached positions in firm, design, and thought leadership. This section will explore diversity (or the lack thereof) in multiple types of leadership, and question what can be done to promote the advancement of the industry's best talent. Analyzing career goals, men and women reported the aspiration of becoming a principal, partner, or owner most frequently as well as similar levels of interest in starting their own firm. When aggregating data with MoS women who aspired to become an unlicensed staff designer or an architect had higher success scores than men. Furthermore, MoS scores for both men and women who had aspirations of holding a titled leadership position, a principal/partner/owner, or to start their own firm exhibited virtually equal scores. However, when comparing years of experience prior to becoming a firm partner or principal our research revealed that on average women can achieve these titles 2 years earlier than their male counterparts.

Among the most popular responses men and women showed no discrepancy between ways in which employee reviews are given. Reviews most often, include at least one principal, occur on a regular schedule, and/or involve written evaluations. Those who expressed no review process for employees held, on average, the lowest MoS score. Conversely, those who are provided feedback on an ongoing basis held the highest MoS.

Performance evaluation criteria among men and women varied in likelihood with women citing quality of work, productivity, areas of future growth, professional/personal growth, and the evaluation of progress toward goals and men showing a stronger likelihood in new business development, leadership, client relationships, embodiment of firm values and contributions to firm management. While most men and women felt they could not decide if their office's promotion process was effective, men were more likely to mark "somewhat effective" and "Very effective" and women were more likely to mark "hard to decide" and "somewhat ineffective." When asked about the most important promotion criteria, most repsondents cited performance reviews and relationships with firm principals. Additionally, women cited a heightened likelihood for licensure and men cited a heightened likelihood on their relationships with clients. On average, those who thought their office's promotion process was the most effective also cited written statements of criteria for leadership positions as one of the most important criteria for promotion in their respective firms.

When compared by current title within their respective firms, most men and women identified themselves as Designers or Emerging Professionals. However, women were far more likely to hold that title and men were more than twice as likely to be a Principal/Partner.

Examining firm ownership, both men and women showed the greatest likelihood of owning a 1%-10% share of equity in their respective firms. Women showed a significantly greater likelihood to own 51%-74% or all of their firm. Much like those at the beginning of their careers in the Paying Dues section, most of the principals and partners in this section work in local offices with either 20-49 employees or 100 or more employees. Additionally, men and women identified their local offices firm leadership as mostly male

in approximately 50% of the cases and mostly female in less than 15% of the cases. Another 25%-30% identified a fairly even split of men and women in leadership in their offices.

Most often, employees in these more senior stages of their career work on the following building typologies: office, multi-family, higher education, healthcare and retail, with single family residential and cultural buildings as other strong typologies. In the area of thought leadership most individuals expressed belonging to the AIA and/or NCARB. Amongst principals and partners, there was also a salary gap that varied by building type. The smallest gap existed between male and female partners working on higher education projects, with male partners making $6,000 a year more, on average than their female counterparts. Meanwhile, male partners working in healthcare earned $17,000 more, those designing corporate offices earned $19,000 more, and those designing single family residential projects earned $20,000 more

Conclusions

Of the five career dynamics, Pay Equity seemed to show the most consistent stratification between men and women. Men's salaries were consistently higher than women with similar experience levels regardless of caregiver roles, project roles, firm size or negotiating ability. Themes of opportunities, advancement and learning emerged in Finding the Right Fit. Commonalities among men and women showed the importance of sharing company values, having enough autonomy to make decisions and feeling that one's work is meaningful. Professional Development made it evident that firm training and preparation for new roles is critical to men and women's measure of success. It also highlighted the role of a mentor or sponsor in the career of women. Burnout, engagement and time invested at work proved to be the statutes of Work-Life Integration. Our research showed that the negative effects of these metrics were often positively offset by having work-life policies in place, having knowledge of performance evaluation criteria, and being compensated for overtime. While most reported never spending a month of more away from their jobs in architecture, those who chose to leave the firm environment influence the built environment in myriad ways.

Education, the beginning of the five career pinch points showed alumni feeling well prepared in the area of design thinking and underprepared in professional practice. This section also showed an inverse relationship between the most popular degrees Bachelor of Architecture (B.Arch) and Masters of Architecture (M.Arch) across time. As B.Arch degrees have declined, M. Arch degrees have increased and regardless of degree most respondents felt well prepared for their careers. However, the first five years in the field, Paying Dues, is where the majority of those likely to leave do so. White men are identified as having the most longevity and women are far more likely to do office management tasks than men.

Licensure, the next pinch point, boasts similar trends in licensure between men and women despite men encountering fewer obstacles to become licensed. Most who pursue a license do so to achieve the title "architect" and the ability to practice independently, whereas those who choose not to pursue cite not needing a license to pursue career goals.

The Caregiving pinch point showed women taking an unparalleled amount of time off for the birth of a child and being responsible for most of the childcare. Firm principals and partners, in the Glass Ceiling pinch point, showed a larger pay gap between men and women in some of the most popular project typologies. This section also showed the perceived effectiveness of written promotion criteria and performance reviews with more men generally feeling that their firm's promotion process is effective. All things considered, the path to a more equitable discipline requires all vested stakeholders to push for closing the pay gap between men and women, investing in training and mentorship and adjusting the expectations of those in leadership to be conscious about the assignment of design roles and strategic planning.