

a designer is  
everything +

## AIGA | Aquent Survey of Design Salaries 2010



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In 2009, the design profession experienced the same devastating disruption that hit the economy as a whole. Designers were certainly among the more than eight million Americans to lose their jobs, and that, in turn, has influenced both the demand for labor and compensation patterns. However, by all indications, this downturn in employment for the design profession has been more selective than sweeping. >>

# Letter from the executive director

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Anecdotal evidence and industry data indicate that corporate design departments and advertising agencies suffered the most employment losses. At the same time, the broader discussions about adaptive strategies for corporations often hinged on innovation, design and design thinking. Hence, demand for design was not eliminated, and business at many independent studios remained active. Those studios were not necessarily hiring, but they were very busy picking up newly outsourced work from corporate departments and other clients seeking competitive differentiation for their products.

For recent graduates, the opportunities, where available, often consisted of low-paying or unpaid internships, without benefits. In some fields of design, “permalancers”—those freelancers who are retained indefinitely, with no security and little chance of becoming regular staff in the foreseeable future—had to simply appreciate having work when so many others did not.

Paul Krugman, the Nobel laureate in economics, has called the past decade the Big Zero. Between 1999 and 2009, looking only at the beginning and the end of the decade and not the vicissitudes in between, there has been zero job creation, zero gains in housing value, zero growth in stock values and zero economic growth for the typical family.

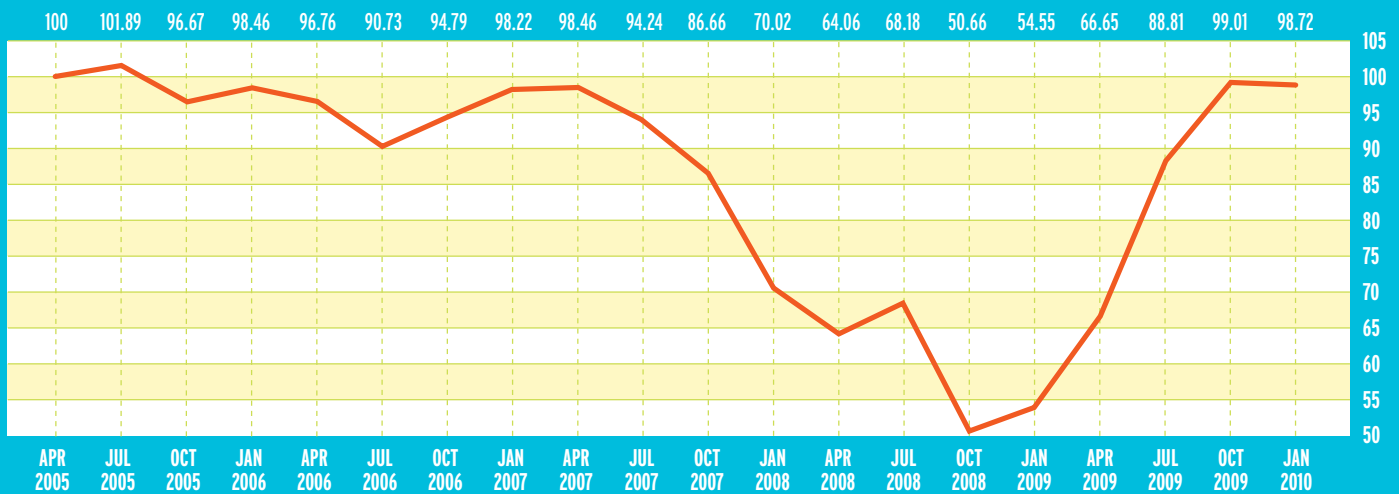
Salaries for designers remaining in the same position have generally done only slightly better than that—with median compensation in any category not exceeding a three-percent annual increase over the period—therefore limiting their purchasing power.

In the past year, the trend has largely continued, although median compensation for a number of positions has increased faster: entry-level designers, web designers, print production managers. Principals also experienced a relatively larger increase.

This finding is consistent with what we have heard from design-studio heads: They are working harder, but margins are smaller. Hence, the productivity gains that individual employees are contributing are not being rewarded because clients (internal or external) may not be paying for those gains.

The way for individual designers to increase their value and compensation is through consistent training and professional development that allows them to move up in the range of responsibilities they assume. This is not unique to design—for all professions, continuous learning is critical in our rapidly (and we mean *rapidly*) evolving business environment. It is also important to begin to apply design-thinking skills in solving clients’ more complex strategic problems as well as their fundamental communication problems in order to demonstrate the greater value that designers can create for clients—warranting greater compensation.

## AIGA Design Leaders Confidence Index



NOTE: AIGA began its quarterly survey of design leaders in April 2005.

### Design leaders' view of the future

The good news is that the Design Leaders Confidence Index for the third and fourth quarters of 2009 has shown that the profession's leading designers are confident that the design economy has hit bottom and will be recovering over the coming months. The index held at 98, up from 51 in October 2008 and consistent with designers' attitudes between 2005 and 2007.

Only six percent of the design leaders surveyed last month expected business over the next six months to be worse than current levels.

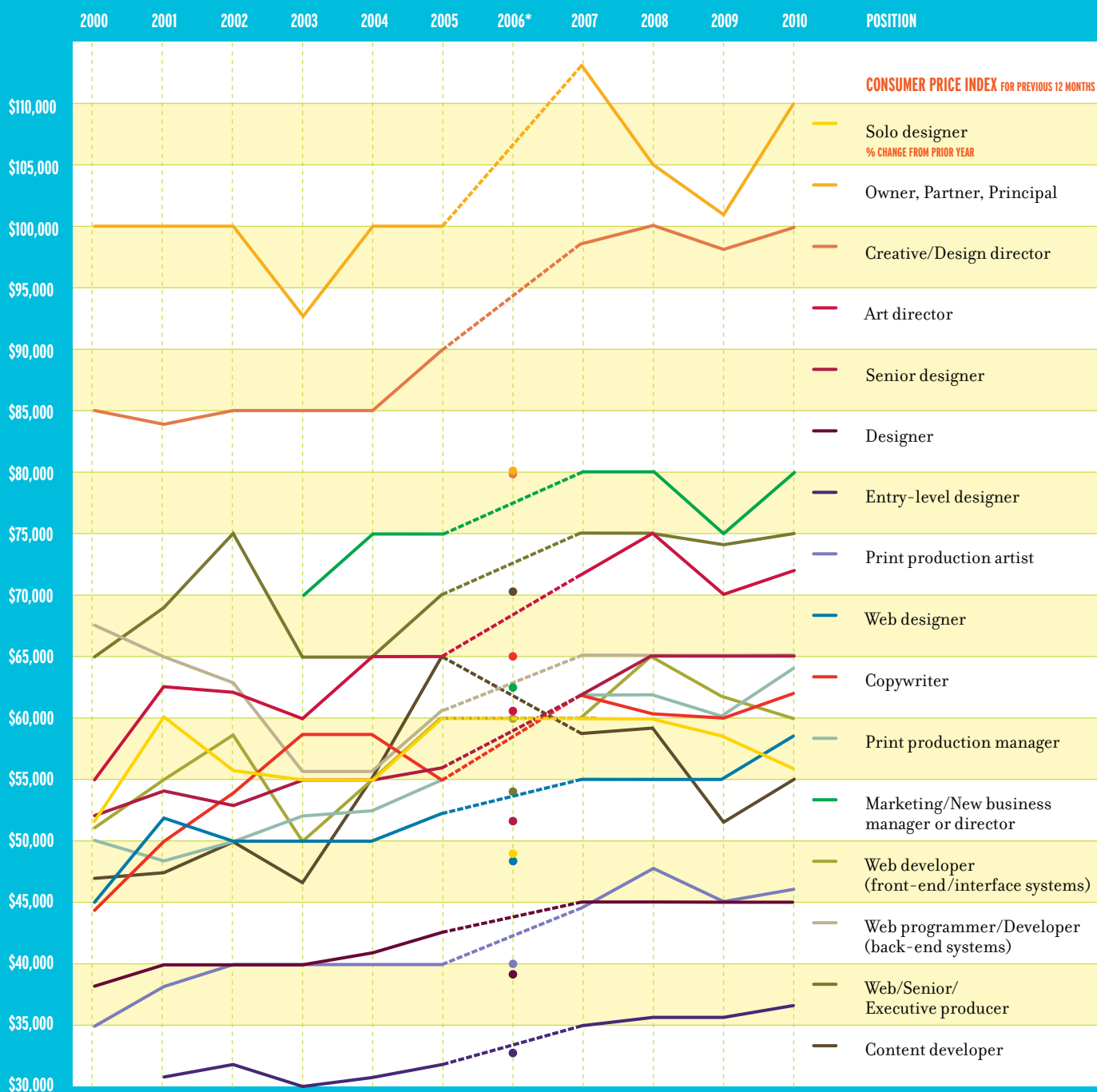
Nearly a third of respondents (29 percent) believe they will be more likely to hire new designers in this quarter than last; only 18 percent felt they were less likely to hire new designers.

Design leaders' confidence is consistent with the Conference Board measure of corporate-CEO confidence, which increased to 64 in the fourth quarter of 2009—the fourth consecutive increase and a significant increase from 24 one year ago.

In this year's report on designers' salaries, we have asked a number of prominent design professionals to offer the following advice: If you could recommend a skill (or skills) that a designer today should develop for success within the next three years, what would that be? We hope their insights will be useful to designers at all stages of their careers.

Richard Grefé  
Executive director

# Median total cash compensation 2000-2010



## A note on the 2006 methodology

In 2006, a different research methodology was used that may have underestimated income. The 2006 data are reflected by dots and excluded from the trend line; the trend line from 2005 through the most recent data is reflected by a dotted line. The 2007 data are based on the same methodology as all previous years except 2006.

**NOTE:** Results not shown if fewer than 5 valid cases or 10 valid values.

\* Change in 2006 survey methodology may have affected measurements. 2006 data unavailable for Print production manager and Web programmer/Developer (back-end systems).

	2000	2001	2002	2003	2004	2005	2006*	2007	2008	2009	2010	ANNUAL RATE
	2.2%	3.4%	2.8%	1.6%	2.3%	2.7%	3.4%	3.2%	2.8%	3.8%	-0.4%	
	\$52,000	\$60,000 +15.4%	\$56,000 -6.7%	\$55,000 -1.8%	\$55,000 0.0%	\$60,000 +9.1%	\$49,000 -18.3%	\$60,000 +22.4%	\$60,000 0.0%	\$58,000 -3.3%	\$56,000 -3.4%	+0.7%
	\$100,000	\$100,000 0.0%	\$100,000 0.0%	\$93,000 -7.0%	\$100,000 +7.5%	\$100,000 0.0%	\$80,000 -20.0%	\$113,000 +41.3%	\$105,000 -7.1%	\$101,500 -3.3%	\$110,000 +8.4%	+1.0%
	\$85,000	\$84,000 -1.2%	\$85,000 +1.2%	\$85,000 0.0%	\$85,000 0.0%	\$90,000 +5.9%	\$80,000 -11.1%	\$98,600 +23.3%	\$100,000 +1.4%	\$97,400 -2.6%	\$100,000 +2.7%	+1.6%
	\$55,000	\$62,500 +13.6%	\$62,000 -0.8%	\$60,000 -3.2%	\$65,000 +8.3%	\$65,000 0.0%	\$60,900 -6.3%	\$72,000 +18.2%	\$75,000 +4.2%	\$70,000 -6.7%	\$72,000 +2.9%	+2.7%
	\$52,300	\$54,000 +3.3%	\$53,000 -1.9%	\$55,000 +3.8%	\$55,000 0.0%	\$56,000 +1.8%	\$52,000 -7.1%	\$62,000 +19.2%	\$65,000 +4.8%	\$65,000 0.0%	\$65,000 0.0%	+2.2%
	\$38,000	\$40,000 +5.3%	\$40,000 0.0%	\$40,000 0.0%	\$41,200 +3.0%	\$42,500 +3.2%	\$39,800 -6.4%	\$45,000 +13.1%	\$45,000 0.0%	\$45,000 0.0%	\$45,000 0.0%	+1.7%
		\$31,000	\$32,000 +3.2%	\$30,000 -6.3%	\$31,000 +3.3%	\$32,000 +3.2%	\$33,000 +3.1%	\$35,000 +6.1%	\$36,000 +2.9%	\$36,000 0.0%	\$37,500 +4.2%	+2.1%
	\$35,000	\$38,000 +8.6%	\$40,000 +5.3%	\$40,000 0.0%	\$40,000 0.0%	\$40,000 0.0%	\$40,000 0.0%	\$44,800 +12.0%	\$47,500 +6.0%	\$45,000 -5.3%	\$46,000 +2.2%	+2.8%
	\$45,000	\$52,000 +15.6%	\$50,000 -3.8%	\$50,000 0.0%	\$50,000 0.0%	\$52,000 +4.0%	\$48,000 -7.7%	\$55,000 +14.6%	\$55,000 0.0%	\$55,000 0.0%	\$58,500 +6.4%	+2.7%
	\$44,800	\$50,000 +11.6%	\$54,000 +8.0%	\$58,000 +7.4%	\$58,000 0.0%	\$55,000 -5.2%	\$65,000 +18.2%	\$62,000 -4.6%	\$60,500 -2.4%	\$60,000 -0.8%	\$62,000 +3.3%	+3.3%
	\$50,000	\$48,000 -4.0%	\$50,000 +4.2%	\$52,000 +4.0%	\$52,500 +1.0%	\$55,000 +4.8%		\$62,000	\$62,000 0.0%	\$60,000 -3.2%	\$64,000 +6.7%	+2.5%
				\$70,000	\$75,000 +7.1%	\$75,000 0.0%	\$62,500 -16.7%	\$80,000 +28.0%	\$80,000 0.0%	\$75,000 -6.3%	\$80,000 +6.7%	+1.9%
	\$51,400	\$55,000 +7.0%	\$58,200 +5.8%	\$50,000 -14.1%	\$55,000 +10.0%	\$60,000 +9.1%	\$60,000 0.0%	\$60,000 0.0%	\$65,000 +8.3%	\$62,000 -4.6%	\$60,000 -3.2%	+1.6%
	\$67,500	\$65,000 -3.7%	\$62,900 -3.2%	\$56,000 -11.0%	\$56,000 0.0%	\$60,600 +8.2%		\$65,000	\$65,000 0.0%	\$65,000 0.0%	\$65,000 0.0%	-0.4%
	\$65,000	\$69,000 +6.2%	\$75,000 +8.7%	\$65,000 -13.3%	\$65,000 0.0%	\$70,000 +7.7%	\$54,100 -22.7%	\$75,000 +38.6%	\$75,000 0.0%	\$74,500 -0.7%	\$75,000 +0.7%	+1.4%
	\$47,000	\$47,500 +1.1%	\$50,000 +5.3%	\$46,500 -7.0%	\$55,000 +18.3%	\$65,000 +18.2%	\$70,500 +8.5%	\$58,800 -16.6%	\$59,000 +0.3%	\$52,000 -11.9%	\$55,000 +5.8%	+1.6%

The image features a solid magenta background. Overlaid on this are three semi-transparent squares of varying shades of purple and magenta. The squares are arranged in a staggered, overlapping pattern. The central square is the darkest shade and contains the text 'Careers in design' in a light pink, sans-serif font. The other two squares are lighter shades and are positioned above and to the left, and below and to the right of the central square, creating a sense of depth and movement.

Careers in design



# What can designers do to improve their prospects?

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## Prepare for the new normal

The most frustrating aspect of the current climate is that designers who want to advance their prospects are having a hard time maintaining control of their fate. The issue is less about the competitive advantage of one designer over another and more a result of the overall economy. Still, AIGA believes that we must all take advantage of the shift in the economy to prepare for the new normal—which will not be anything like the old normal.

When we emerge from the Great Recession there will be opportunities for designers, although the opportunities will be much more substantial for those designers who are prepared to create noticeable value for clients.

AIGA believes that one characteristic of the future will be an acceleration in the growth and speed of information flows. The only way to play a role in communicating in that environment will be for adept professionals to develop the form in which messaging takes place. It will also be crucial to quicken the pace of personal learning, to always remain ahead of changes in technology and information.

## Trends that will influence the practice of design

In 2008, AIGA and Adobe partnered on a research project to define the characteristics that a designer would require to be effective in 2015, so that both organizations could begin to prepare designers and their tools for the demands of the future. This moment, when the economy is undergoing massive change, may be the most opportune time for designers to consider the trends and competencies that emerged from that research, so that they can ready themselves for the competitive challenges ahead.

Six major trends, and the challenges they pose for the profession, emerged from our research. These trends define design's role in a much broader, more strategic context than its roots, which involved the creation of striking, engaging visualizations of messages. Although visualization and excellence remain important, they will be only one manifestation of a solution that may involve many different forms, including intangibles such as strategy and experiences.

The trends that will influence the role of designers include the following, in the order of importance identified in our surveys of designers:

### Wide and deep: meta-disciplinary study and practice

Designers must be able to draw on experience and knowledge from a broad range of disciplines, including the social sciences and humanities, in order to solve problems in a global, competitive market of products and ideas.

As the contexts in which communication occurs become more diverse, designers need to experience meta-disciplinary study as well as train deeply in specific disciplines. They must understand the social sciences and humanities in order to understand the content they are asked to communicate, and they must understand how to work collaboratively with other specialists.

# What can designers do to improve their prospects?

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## Expanded scope: scale and complexity of design problems

Designers must address scale and complexity at the systems level, even when designing individual components, and anticipate problems and solutions rather than solving known problems.

Design problems are nested within increasingly complex social, technological and economic systems and address people who vary in their cognitive, physical and cultural behaviors and experiences. The role of the designer is to manage this complexity, to construct clear messages that reveal to people the diverse relationships that make up information contexts and to deliver sustainable communication products and practices to clients.

## Targeted messages: a narrow definition of audiences

Messaging will shift from mass communication to more narrow definitions of audiences, requiring designers to understand both differences and likenesses in audiences and the growing need for reconciliation of tension between globalization and cultural identity.

The most effective means of communicating has shifted from broad messages for large audiences to narrowly targeted messages for specific audiences. This is the result of both media capabilities (in terms of narrow-casting and mass customization of messages) and also global dynamics. This trend demands a better understanding of a variety of cultures, the value of ethnographic research, sensitivity toward cultural perspectives and empathy.

## Break through: an attention economy

Attention is a scarce resource in the information age, and the attention economy involves communication design, information design, experience design and service design.

The trend toward an “attention economy” encourages discussion of what is currently driving clients’ conception of form, the attraction of business to design and the problems of designing for a market that values the short-term “grab.”

## Sharing experiences: a co-creation model

Designers must change their idea of customers/users to co-creators (mass customization) to coincide with the rise in transparency of personal and professional lives (social networking, blogging, etc.).

This trend focuses on user-centered issues through a filter that identifies appropriate methods for understanding people (for example, the current movement toward ethnographic research, rather than focus groups). It brings communication design closer to the work of product designers (who really have the attention of business) and the emerging area of service design. Social-advocacy issues both emerge from this phenomenon and are empowered by it.

## Responsible outcomes: focusing on sustainability

Designers must recognize that the pursuit of excellence involves focusing clearly on human-centered design in an era of increasingly limited resources, in which appropriateness is defined by careful and necessary use of resources, simplicity, avoidance of the extraneous and sensitivity to human conditions.

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Popular, political and business forces are all coming to grips with the challenges of working in a world of limited resources. Designers, as those who use creativity to defeat habit in the solutions they propose, must assume a leadership role in proposing responsible uses of resources. This involves both the traditional concept of sustainability and also an understanding of appropriate technology and resources for the uses proposed. Responsible outcomes embody ethical issues, social need, global imperatives and the unique contribution of design thinking.

#### The competencies that designers will need in this newly defined world

Designers should begin to develop their own abilities in a variety of ways, most of which deal not with the techniques of design, but in the ability to bring context to the solving of clients' problems. Among the competencies identified by thought leaders in the profession and among educators are the following:

- A broad understanding of issues related to the cognitive, social, cultural, technological and economic contexts for design
- An understanding of how systems behave and aspects that contribute to sustainable products, strategies and practices
- Management and communication skills necessary to function productively in large interdisciplinary teams and "flat" organizational structures
- Ability to solve communication problems including identifying the problem, researching, analysis, solution generating, prototyping, user testing and outcome evaluation

- Ability to respond to audience contexts, recognizing physical, cognitive, cultural and social human factors that shape design decisions
- Ability to work in a global environment with an understanding of cultural preservation
- Ability to create and develop visual responses to communication problems, including understanding of hierarchy, typography, aesthetics, composition and construction of meaningful images
- Ability to construct verbal arguments for solutions that address diverse users/audiences, lifespan issues and business/organizational operations
- Understanding of nested items including cause and effect; ability to develop project-evaluation criteria that account for audience and context
- Understanding of and ability to utilize tools and technology
- Ability to collaborate productively in large interdisciplinary teams
- Ability to be flexible, nimble and dynamic in practice
- Understanding of ethics in practice

AIGA is convinced that designing will become one of the most critical and valued contributions to the new economy and that the future of design, the profession and appropriate compensation for designers is bright. Yet the designers who benefit will be those who can master the trends transforming the role of communication design and can become part of the next cycle of innovation and the design of experiences.

# Follow your passion and be the best at your craft

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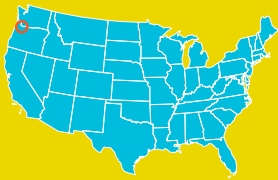
The design field is ever changing and expanding, with the role of designers rapidly evolving, providing opportunities for a myriad of distinct disciplines to exist.

The designers of the future will play a significant role in communicating complex information because more and more organizations are looking to designers to communicate, visualize, educate and engage their audiences.

As you prepare to enter the field of design, take the time to explore all the various specialties within design and find the one that is a natural fit with your talents and passion. It is important to focus on a design discipline that you can excel at and master, such as typography, motion, user interface or information architecture.

**Demonstrating true proficiency in your design craft will empower you to become a valuable member of a multi-disciplinary team.** I have seen a lot of young designers who are generalists and want to be big thinkers without having ever mastered any individual design craft. The more successful designers are ones who have honed their design skills and evolved their strategic thinking and problem solving across disciplines.

Making things beautiful is important, and applying this to solving complex design challenges is a valuable skill. The designers of the future will be responsible for not just making beautiful things but also making smart things—solutions that communicate, clarify, distill and crystallize complex information.



**JULIE BEELER** is a principal at Second Story Interactive Studios in Portland, Oregon.

# Be determined to succeed

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When I started out, I worked for a designer who told me that there was a little regret in every job. At the time, I thought this was a negative outlook. But now I realize that if you don't see that there are things that you could do differently or better, you won't keep striving to improve. The designers who aren't afraid to question themselves and their work are the ones who ultimately get better and succeed.

## Technical ability brings the idea to life

A creative director I visited in college told us, "Don't lie to me, because I will find out what you can and can't do within one week. And if you can't do what you said you could, I will fire you." That terrified me at the time, but he was right. An employer needs to know what you're skilled in and what you still need to learn. If you misrepresent yourself, it puts everyone in a bad situation. While you can learn on the job (and will), most firms don't have time to teach you the software you should have learned in school. Bad execution can kill a great idea. But learning how to execute well will make your work sing.

## Stay ahead of the curve

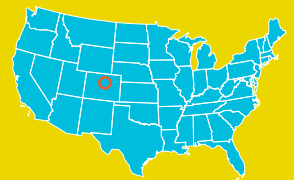
You need to know how to design for print and digital media, period. An understanding of both allows you to express ideas in any application and helps you to be a better resource for your clients.

## Communicate what you do best

Don't, however, try to be everything to everyone. Know what your strengths are and develop them. If you're a web designer, excel at that. And when you're looking for a job, look at firms that you think fit well with your skills. Don't try to say that you're a great fit for the job if your skills aren't a match for what they're seeking. Neither of you will be happy.

## Do design because you love design

It shouldn't be work; it should truly be your passion. Abraham Lincoln said, "Always bear in mind that your own resolution to succeed is more important than any one thing."



**ELLEN BRUSS** is owner and creative director of EBD Ellen Bruss Design, a design, marketing and brand consultancy in Denver.

# See no boundaries

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**LIZ DANZICO** is chair of the MFA in Interaction Design program at the School of Visual Arts in New York.

To create patterns is natural. In fact, not only as designers, but also as humans, we make sense of a wild environment by taking haphazard shapes and concepts and giving them form and meaning. We categorize them: poster, website, building, typography, interactive, stone, and so on. Creating categories, then, gives our experiences boundaries.

For designers in this era, however, seeing boundaries can be a disadvantage. At a time when websites are spilling off desktops onto sidewalks and computing in public spaces is dissolving into behavior, technology itself has shown boundary blindness. And humans are following suit. We carry our televisions in our pockets. We pay with our phones. And we read more than ever before on an unpredictable number of screens. It is possible to see beyond the small fences of the familiar, but first you must see no boundaries.

Yet even this is not enough. As you become comfortable in this open field—no matter the discipline—what is common is that you design for people. And an understanding of where design intersects with human behavior is critical to raising both the meaning and value of products and services. The studies of how people think (cognitive psychology), how people interact (interaction design), how people behave (behavioral economics), and the design of services for them (service design) can complement and enhance your understanding of your pursuit.

So, start by reimagining your design studio. It's not just the place where you have a desk, a chair and some tools—it is also the place beyond those walls. It is there, in your design studio at large, that you'll find those who will inspire and instruct you that seeing no boundaries is one of the greatest lessons for a young designer. Going beyond yourself, then, can become a natural extension of your every day.

# Work smart and prepare for a changing practice

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My advice to young designers is to build a deep understanding of the systems that define contemporary experience. The goal of today's audiences is to interact cognitively, socially and physically with complex cultural, technological and economic contexts. Under these conditions, our role as designers often shifts from the design of discrete, freestanding artifacts to the design of tools and systems through which audiences and users construct their own experiences. In meeting those challenges, great form and strategy mediate the interactions between people and their environment; design must be useful, usable, desirable, viable and sustainable in accomplishing the goals people have for such interactions.

Designers, therefore, need to know about more than software and visual invention. We need to understand how people perceive and process information; how they behave in social ways; what they value culturally; how they use technology and what they think it means as a way of doing something. We need to understand how what people want to do with information fits into the rest of their lives and how such goals change over time. We need to work collaboratively with experts in other fields, value research and identify new places where design can have positive influence.

Young designers have greater opportunities to make a difference than previous generations—the field is less hierarchical and more diverse in its applications. Great opportunity, however, carries with it great responsibility. We need to work smart and to prepare for a changing practice.



**MEREDITH DAVIS** is director of graduate programs in graphic design at NC State University in Raleigh, North Carolina.

# To be a great designer, understand business

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I was lucky enough to spend some time recently with a friend who plays in a band, a pretty brilliant and successful one. Like all the greats, they make amazing work look easy. After the show, we started to talk about process: song making and making design.

We both shared stories about how hard it is to make good work, and how *nearly impossible* it is to make great work. And how terrifying it can be to share that work with the world. It gave me comfort to hear that I wasn't the only one who really needed to get a lot of bad work out of my system before getting to anything good. My friend talked about the 20 songs that need to be written to get to the one that makes the album. I talked about the hundreds of sketches and work sessions that lead to the final piece.

It reminded me that in all worthwhile endeavors—creative ones, especially—you need to grind it out. And you need to be scared to death that the work won't be good enough, isn't better than anything you've done before. I find that it helps to set the bar high. And yes, at times that leads to some anxiety, but it's all worth it when you create something that makes you proud.

Sadly though, in the world that we find ourselves in today, hard work isn't enough. As a matter of fact, beautiful, award-winning design skills aren't even enough—they are the cost of entry.

For a young designer to succeed years from now, you had better have some serious design chops—so start working hard. But in addition to this, you'd better understand how to deploy those design skills in a way that helps solve business problems for your clients. So you've got to understand business, as well as how to tell that client's story across a wide variety of media. Print may not be dead, but the tools that we have to tell stories these days are dramatically different from those of even just a few years ago. In other words, there are plenty of designers out in the world who know how to make a nice poster, but the select few who are going to thrive in the months and years to come are going to be the ones who can tell a complex story across a range of media in a simple, clear and elegant way. So learn from the great storytellers—watch tons of films and read lots of books. And while you're at it, read the business section every day and start to pay attention to the analytical studies that your strategic planners keep talking about. It will pay off.

*And of course*—keep working your ass off at the job of making great work.



ALAN DYE is creative director at Apple in Cupertino, California.



# Be a designer, plus

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**A designer has no boundaries.** I write this while on an airplane. Which is an apt metaphor for where design has gone (and is going). Design is now a world without defined disciplines, boundaries or restrictions. It is a world with endless points, all interconnecting and leading to a greater destination. Each one of these connection points is a chance to build pieces of a greater story. You are the architect of your own flight path: Create your personal journey by taking advantage of every opportunity that arises.

**A designer is everything, plus.** Think like an anthropologist, a lawyer, a marketer and a business owner. The design part is what you're taught in school. It is a trade you will learn and grow along the way. But the way you think is what will set you apart as an employee and as a partner to a client. Think strategically and be a student of life. Look at each design problem you're presented with as an opportunity to solve a problem with every tool, experience and bit of stored knowledge you have in that amazing brain of yours.

**A designer is a student of the world.** Look at the world around you as a personal palette that you can draw from at any time. Design books, annuals and catalogs are all great, but the most valuable resource you have is your own experience and how you uniquely view and resource your surroundings. The personal insights and experiences you bring to your work will set you apart. They will lend a passion to your projects that will result in creating the emotional connections we strive for as designers.



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**STANLEY HAINSWORTH** is founder and chief creative officer of Tether in Seattle.

# Experience the world beyond your computer

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It has never been easier to think that the world is your oyster simply because you sit, day after day, staring at a computer screen. And there's never been a more misguided way to think about design in the 21st century.

Like music, design is an international language, and it's evident in everything from text to textiles, shelter to shopping. How we communicate in foreign places stems from the ways in which we engage material culture—not popular culture, but the real, tangible, material *worlds* inhabited by millions of people you've never met.

Ignore them at your peril, because they're going to be your next audience. As a student, your job is to learn how to learn; this means training your eye, your hands, your mind. Yet as you hone your craft, you must keep your eye on a much more distant goal, but a much more relevant one—and that is *need*.

What do people actually need? How can a designer meet that need? How can you actually observe what people need—and where and when and how they need it? Finally, how might you begin to think about design as a combination of the known (read: your education) and the unknown (read: the real world) and approach it as a kind of robust international language?

You can begin by contemplating a departure from your comfort zone and going out into the world to see for yourself. Apply for every travel grant you can. Get out there and look. Be strong and listen. Be brave and ask tough questions. Be humble and participate in that which seems so other. Be bold and immerse yourself in a culture that is not your own. This is what it will mean to be a designer in the next 50 years. Start now.



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**JESSICA HELFAND** is a partner at Winterhouse in Falls Village, Connecticut, and a founding editor of Design Observer.

# Be a super-designer-renaissance person

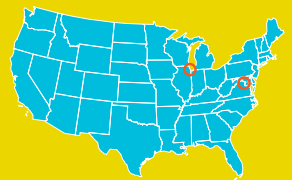
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AIGA's 2009 national conference was entitled "Make/Think." Important skills or abilities, to be sure, and to those two words I would add: "Explain."

Assuming commitment, creativity, deep and broad visual literacy, and an understanding of design processes (oh, is that all!), you will need to be able to articulate your (design) thinking in a way that will be meaningful to analytical and political thinkers, not just intuitive thinkers. You will need to be able to do this both verbally and in writing. Additionally, you will need to be able to collaborate with others, including those who live and work well outside design-related fields, and process the information and experience they provide. You will also need expertise in a particular design area—preferably an area that you love—that will allow you to give form to ideas.

As this was being written, Steve Jobs debuted the iPad. Game changer or overgrown iPod Touch? We'll certainly know in three years. Regardless of its success, it is clear that having the skills to be a media-independent designer is essential. That suggests, for example, that the necessary area of expertise may be in coding languages and how they can enable interface design. Three years from now, expectations for flexibility and customization on the part of a user—no matter the interaction—will be even greater than they are today.

Design will continue to be about broad thinking, about the *what* and the *how*, about making connections between seemingly disparate activities or experiences. How else to make the unfamiliar familiar? To be successful at that, you will need to be able to think, make and explain.



**MICHAEL KONETZKA** is principal at Dennis | Konetzka | Design Group, with offices in Washington, D.C., and Chicago.

# Keep learning, keep giving

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**TIM LARSEN** is president and founder of Larsen, a design, branding, marketing and interactive agency in Minneapolis and San Francisco.

## Be broad-minded

Study an array of subjects in addition to design and be involved in current affairs. Throughout your career, you'll work with multiple audiences: A broad understanding of business, the arts, the sciences and technology will be essential for wise leadership.

In the future, design courses should ideally be treated like pre-med, pre-law, or pre-MBA classes—as preparation for an advanced degree. Think about it: If leaders in medicine, law and business had been trained first as designers, their views today might be richer, broader, more innovative. Steve Jobs is an inspirational example of bringing a designer's perspective to the technology of computers. In his case, it changed the face of business. How and what can you learn now that will prepare you to learn about design later?

## Be detail-oriented

Big ideas are made up of details. Your intelligence is demonstrated in those details. Put design elements together in a deliberate way. Be aware of how your notes and files are organized, how your thoughts are layered, how you present yourself and how you take care of others. All of those details are part of craftsmanship and will help you succeed.

## Be a student for life

College is only the beginning. Use your college years to learn broadly and build a portfolio that opens minds and doors. Ask your professors to challenge your work; go beyond what's required. Attend design conferences. Study industrial, product, architecture, fashion, theater, film/video and interactive design. After college, stay involved; keep learning, questioning, growing. Knowing how much there is to know will keep you humble, and creativity and humility make a good pair.

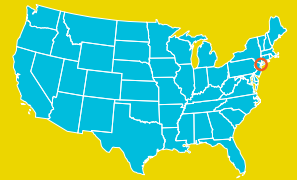
## Be generous

Volunteer for your professional design association. Mentor, write articles, teach. Use design to change minds about critical or controversial topics. By giving, you will get much back.

# Five steps to living a remarkable life

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- 1 Work harder than anybody else you know.
- 2 Don't rest on your laurels. Don't rest on any laurels.
- 3 Constantly try to find out and learn about the things that you don't know. It's really easy to learn about things that you know. And it's pretty easy to learn about things that you know that you don't know. I would suggest that people learn about all the things that they don't realize that they don't know.
- 4 Many people start out by thinking about all the things that they can't do; once you take that path, it's very hard to get off of it. Try not to take that path. The only person who can make your dreams come true is you. If you start out with limited dreams, you'll achieve only limited dreams. This is not a good way to start.
- 5 Do not compromise! Consider what you would do if you knew you would never fail, and pursue that as if your life depended on it—because it does! Only you can create a remarkable life for yourself. Only you. Start right now!



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**DEBBIE MILLMAN** is a managing partner and president of the design division at Sterling Brands in New York. She is currently serving as president of AIGA.



Compensation

# Compensation overview

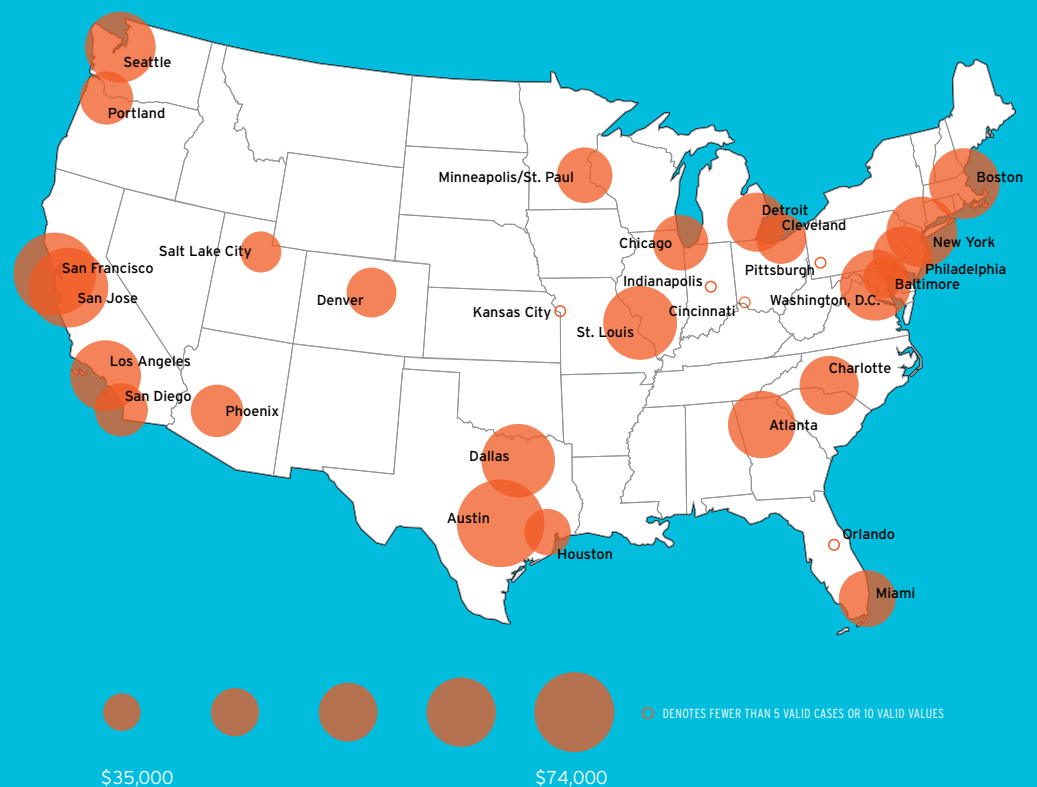
	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
Solo designer	\$36,500	\$52,000	\$75,000		\$40,000	\$56,000	\$80,000	1,341
Owner, Partner, Principal	\$65,000	\$95,000	\$145,500		\$75,000	\$110,000	\$160,000	803
Creative/Design director	\$70,000	\$91,000	\$120,000		\$74,300	\$100,000	\$130,000	1,270
Art director	\$55,000	\$70,000	\$85,000		\$56,000	\$72,000	\$90,000	1,290
Senior designer	\$50,000	\$61,500	\$72,000		\$53,000	\$65,000	\$76,000	1,860
Designer	\$38,000	\$45,000	\$52,000		\$39,000	\$45,000	\$55,000	2,132
Entry-level designer	\$32,000	\$36,000	\$41,000		\$32,800	\$37,500	\$45,000	705
Print production artist	\$35,000	\$43,000	\$55,000		\$35,000	\$46,000	\$60,000	400
Web designer	\$44,000	\$55,000	\$65,000		\$45,000	\$58,500	\$70,000	499
Copywriter	\$45,000	\$60,000	\$70,000		\$50,000	\$62,000	\$77,400	367
Print production manager	\$49,000	\$60,000	\$75,000		\$50,000	\$64,000	\$80,000	400
Marketing/New business manager or director	\$60,000	\$75,000	\$91,600		\$60,000	\$80,000	\$100,000	335
Web developer (front-end/interface systems)	\$45,000	\$60,000	\$75,000		\$50,000	\$60,000	\$75,000	331
Web programmer/Developer (back-end systems)	\$50,000	\$65,000	\$83,000		\$55,000	\$65,000	\$85,000	188
Web/Senior/Executive producer	\$59,000	\$69,500	\$89,500		\$60,000	\$75,000	\$90,000	144
Content developer	\$40,000	\$52,000	\$65,800		\$40,000	\$55,000	\$75,000	122

NOTE: The Salary/Wage Comparison graphically depicts the three salaries indicated in the table. The black horizontal bar represents the range from 25th to 75th percentile, and the red vertical bar indicates the median.

# Solo designer

A solo designer is a freelance or self-employed design professional who works independently of a company and has no employees.

2010 Median total cash compensation comparison by metro area





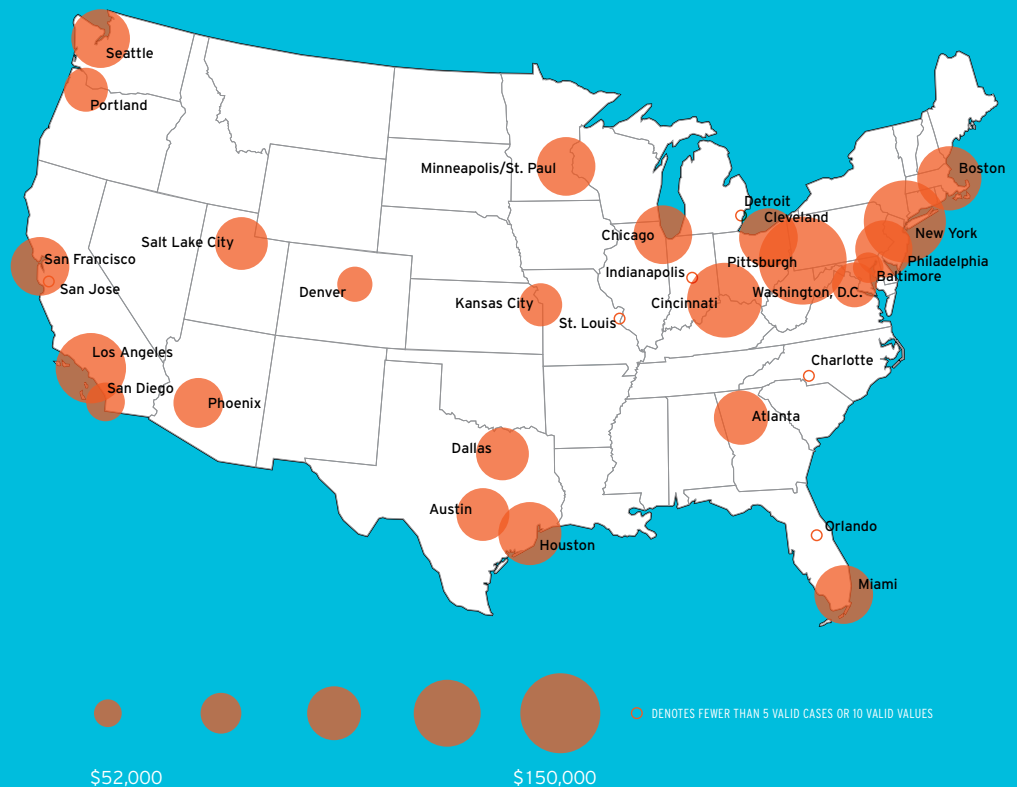
	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$36,500	\$52,000	\$75,000		\$40,000	\$56,000	\$80,000	1,341
<b>Region</b>								
New England	\$40,000	\$60,000	\$80,000		\$42,000	\$60,000	\$85,000	99
Middle Atlantic	\$38,000	\$58,000	\$80,500		\$40,000	\$60,000	\$85,000	203
South Atlantic	\$38,000	\$50,000	\$70,000		\$40,000	\$54,500	\$70,500	190
East North Central	\$35,000	\$49,900	\$69,100		\$35,000	\$50,000	\$72,000	177
East South Central	\$33,800	\$55,300	\$72,800		\$33,800	\$55,300	\$75,300	34
West North Central	\$30,000	\$48,500	\$75,000		\$34,000	\$55,000	\$78,000	91
West South Central	\$30,000	\$51,000	\$75,000		\$33,000	\$55,000	\$81,300	78
Mountain	\$32,900	\$45,000	\$65,800		\$35,000	\$46,000	\$77,300	104
Pacific	\$40,000	\$60,000	\$83,500		\$41,300	\$60,000	\$85,000	364
<b>Metro area</b>								
Atlanta	\$35,000	\$57,000	\$70,000		\$35,800	\$60,000	\$70,000	28
Austin	\$40,300	\$74,000	\$83,800		\$42,800	\$74,000	\$88,800	12
Baltimore	\$27,500	\$35,000	\$70,000		\$27,500	\$35,000	\$79,000	17
Boston	\$40,800	\$60,000	\$80,000		\$45,700	\$67,500	\$90,000	52
Charlotte	\$40,500	\$50,000	\$63,300		\$43,500	\$52,500	\$72,500	12
Chicago	\$35,000	\$47,000	\$69,600		\$35,000	\$50,000	\$70,000	76
Cincinnati	N/A	N/A	N/A		N/A	N/A	N/A	9
Cleveland	\$27,500	\$42,500	\$64,300		\$36,000	\$55,000	\$66,300	10
Dallas	\$50,000	\$62,400	\$80,000		\$52,300	\$65,000	\$80,000	27
Denver	\$33,800	\$42,500	\$88,800		\$34,300	\$42,500	\$88,800	22
Detroit	\$30,000	\$50,000	\$62,000		\$30,000	\$57,500	\$70,000	11
Houston	\$25,000	\$39,500	\$85,000		\$25,000	\$42,000	\$90,000	12
Indianapolis	N/A	N/A	N/A		N/A	N/A	N/A	8
Kansas City	N/A	N/A	N/A		N/A	N/A	N/A	7
Los Angeles	\$42,000	\$60,000	\$80,000		\$43,500	\$60,000	\$85,000	105
Miami	\$40,000	\$48,000	\$61,300		\$40,800	\$50,000	\$65,000	21
Minneapolis	\$31,500	\$47,000	\$73,000		\$31,500	\$50,000	\$80,300	50
New York	\$40,000	\$60,000	\$89,500		\$40,000	\$70,000	\$90,000	137
Orlando	N/A	N/A	N/A		N/A	N/A	N/A	7
Philadelphia	\$33,300	\$50,500	\$67,500		\$33,500	\$50,500	\$67,500	28
Phoenix	\$35,800	\$44,500	\$64,000		\$35,800	\$44,500	\$76,500	16
Pittsburgh	N/A	N/A	N/A		N/A	N/A	N/A	6
Portland	\$30,000	\$50,000	\$85,000		\$35,000	\$50,000	\$85,000	19
St. Louis	\$40,000	\$62,500	\$78,800		\$41,000	\$65,000	\$98,300	12
Salt Lake City	\$26,300	\$35,000	\$77,500		\$27,300	\$35,000	\$77,500	10
San Diego	\$35,000	\$45,000	\$68,800		\$35,000	\$47,500	\$77,500	28
San Francisco	\$48,000	\$70,000	\$95,000		\$50,000	\$72,000	\$96,000	91
San Jose	\$40,000	\$67,500	\$91,800		\$40,000	\$70,000	\$93,300	20
Seattle	\$45,000	\$60,000	\$69,500		\$45,000	\$60,000	\$80,000	43
Washington, D.C.	\$40,000	\$60,000	\$70,000		\$40,700	\$60,000	\$75,000	56
<b>Organizational overview*</b>								
NET: Corporate department	\$38,500	\$50,000	\$70,000		\$40,000	\$52,000	\$74,000	131
NET: Design studio	\$36,000	\$55,000	\$75,000		\$40,000	\$58,000	\$80,000	1,148
<b>Type of organization</b>								
Design studio or consultancy	\$41,500	\$60,000	\$85,000		\$49,500	\$67,500	\$86,300	74
Advertising agency	\$35,000	\$52,000	\$81,000		\$38,000	\$52,000	\$81,000	29
Publishing house	\$37,500	\$60,000	\$72,500		\$37,500	\$60,000	\$72,500	13
Web development firm	N/A	N/A	N/A		N/A	N/A	N/A	7
In-house design department	\$39,800	\$48,000	\$69,300		\$40,000	\$50,000	\$75,000	86
Other	\$36,000	\$52,100	\$75,000		\$39,000	\$56,000	\$80,000	1,126
<b>Size of organization</b>								
2-9	\$35,000	\$50,000	\$80,000		\$38,000	\$60,000	\$90,000	127
10-99	\$34,800	\$45,000	\$61,300		\$35,000	\$45,700	\$70,000	74
100-999	\$40,000	\$55,000	\$75,000		\$40,000	\$55,000	\$75,000	59
1,000+	\$44,500	\$52,500	\$70,000		\$46,800	\$57,500	\$74,300	62
<b>Client base</b>								
Local/regional only	\$31,200	\$48,000	\$70,000		\$35,000	\$50,000	\$75,000	554
National	\$40,000	\$56,100	\$77,500		\$42,000	\$60,000	\$85,000	476
International	\$40,000	\$60,000	\$80,000		\$41,500	\$60,000	\$85,000	273

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

# Owner, Partner, Principal

An owner, partner or principal holds an equity position and has major business responsibility for a firm with employees.

2010 Median total cash compensation comparison by metro area



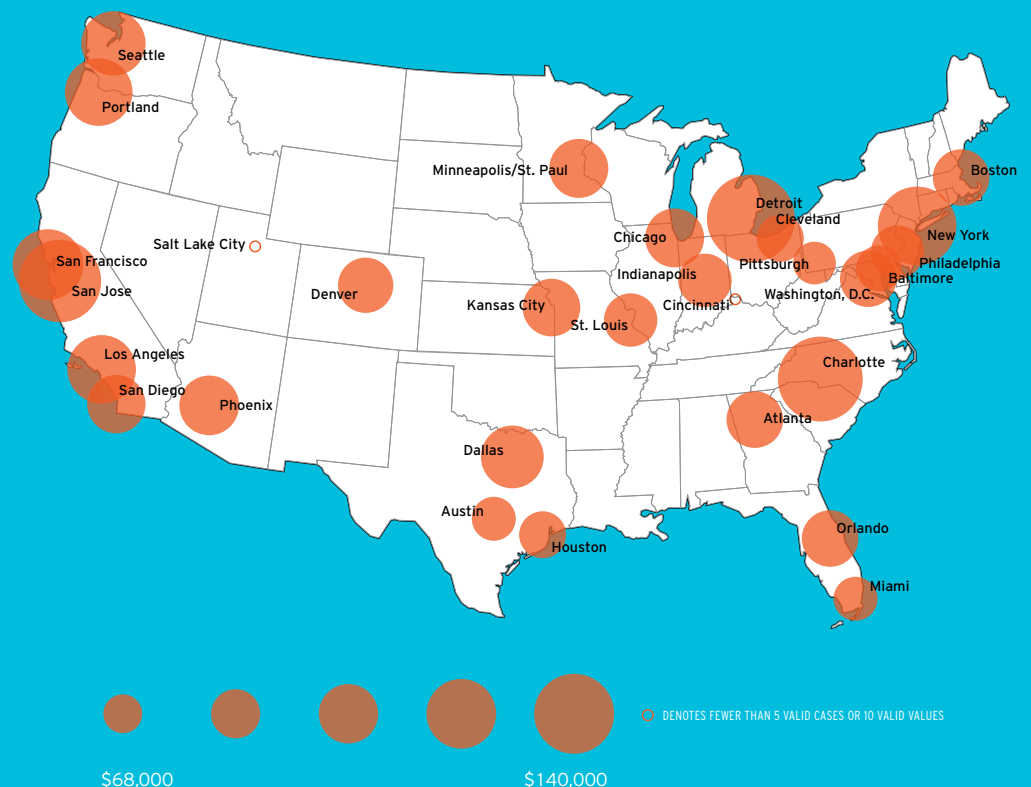
	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$65,000	\$95,000	\$145,500		\$75,000	\$110,000	\$160,000	803
<b>Region</b>								
New England	\$65,000	\$100,000	\$125,000		\$75,000	\$120,000	\$150,000	55
Middle Atlantic	\$80,000	\$125,000	\$175,000		\$90,000	\$135,000	\$200,000	142
South Atlantic	\$53,800	\$87,500	\$125,000		\$65,000	\$110,000	\$150,000	106
East North Central	\$67,500	\$92,500	\$150,000		\$80,000	\$100,000	\$150,000	121
East South Central	\$65,000	\$87,500	\$120,000		\$85,000	\$110,000	\$161,300	20
West North Central	\$60,000	\$80,000	\$125,000		\$67,500	\$100,000	\$150,000	55
West South Central	\$70,000	\$100,000	\$160,000		\$75,000	\$135,000	\$178,000	56
Mountain	\$50,000	\$75,000	\$100,000		\$60,000	\$85,000	\$140,000	67
Pacific	\$60,000	\$90,000	\$137,000		\$68,000	\$100,000	\$155,000	181
<b>Metro area</b>								
Atlanta	\$71,500	\$92,500	\$126,300		\$95,300	\$115,000	\$152,500	20
Austin	\$88,000	\$90,000	\$150,300		\$100,000	\$150,000	\$179,000	9
Baltimore	\$45,000	\$52,000	\$65,000		\$53,900	\$70,000	\$75,000	7
Boston	\$86,300	\$110,000	\$125,000		\$95,300	\$122,500	\$150,000	26
Charlotte	N/A	N/A	N/A		N/A	N/A	N/A	3
Chicago	\$75,000	\$100,000	\$161,300		\$88,500	\$120,000	\$175,000	51
Cincinnati	\$90,000	\$127,500	\$155,000		\$102,500	\$132,500	\$155,000	6
Cleveland	\$80,000	\$100,000	\$110,000		\$85,000	\$100,000	\$133,500	10
Dallas	\$57,000	\$90,000	\$181,300		\$57,000	\$102,000	\$242,500	14
Denver	\$60,000	\$60,000	\$90,000		\$60,000	\$65,000	\$90,000	17
Detroit	N/A	N/A	N/A		N/A	N/A	N/A	5
Houston	\$97,500	\$107,600	\$180,000		\$100,000	\$150,000	\$190,000	15
Indianapolis	N/A	N/A	N/A		N/A	N/A	N/A	5
Kansas City	\$60,000	\$73,500	\$150,000		\$70,000	\$120,000	\$150,000	8
Los Angeles	\$71,300	\$120,000	\$200,000		\$80,000	\$131,000	\$240,000	53
Miami	\$54,000	\$100,000	\$140,000		\$87,800	\$151,500	\$170,800	7
Minneapolis	\$50,400	\$100,000	\$150,000		\$75,000	\$110,000	\$187,500	25
New York	\$90,000	\$140,000	\$200,000		\$100,000	\$150,000	\$300,000	99
Orlando	N/A	N/A	N/A		N/A	N/A	N/A	6
Philadelphia	\$69,000	\$97,500	\$150,000		\$69,000	\$105,500	\$150,000	18
Phoenix	\$70,000	\$85,000	\$120,000		\$71,500	\$85,000	\$157,500	14
Pittsburgh	\$65,000	\$150,000	\$175,000		\$65,000	\$150,000	\$190,000	8
Portland	\$48,000	\$75,000	\$92,000		\$55,000	\$80,000	\$100,000	12
St. Louis	N/A	N/A	N/A		N/A	N/A	N/A	6
Salt Lake City	\$67,500	\$90,000	\$150,000		\$100,000	\$120,000	\$201,300	8
San Diego	\$45,000	\$66,000	\$88,500		\$60,000	\$78,800	\$103,500	13
San Francisco	\$60,000	\$100,000	\$150,000		\$65,000	\$108,300	\$167,500	50
San Jose	N/A	N/A	N/A		N/A	N/A	N/A	5
Seattle	\$80,000	\$100,000	\$122,500		\$80,000	\$120,000	\$150,000	21
Washington, D.C.	\$53,800	\$76,500	\$112,500		\$55,000	\$95,000	\$131,300	30
<b>Organizational overview*</b>								
NET: Corporate department	\$80,000	\$120,000	\$175,000		\$83,800	\$125,000	\$200,000	136
NET: Design studio	\$60,000	\$90,000	\$140,000		\$70,000	\$105,300	\$150,000	601
<b>Type of organization</b>								
Design studio or consultancy	\$60,000	\$90,000	\$131,000		\$70,000	\$102,000	\$150,000	527
Advertising agency	\$80,000	\$100,000	\$175,000		\$80,000	\$125,000	\$190,000	101
Publishing house	N/A	N/A	N/A		N/A	N/A	N/A	2
Web development firm	\$37,000	\$72,000	\$80,000		\$40,000	\$80,000	\$100,000	27
In-house design department	\$100,000	\$145,000	\$237,500		\$100,000	\$160,000	\$282,500	29
Other	\$75,000	\$100,000	\$150,000		\$90,000	\$120,000	\$160,000	117
<b>Size of organization</b>								
2-9	\$60,000	\$80,000	\$115,000		\$65,000	\$93,700	\$130,000	555
10-99	\$97,300	\$140,000	\$200,000		\$115,000	\$150,000	\$225,000	179
100-999	\$147,500	\$200,000	\$300,000		\$152,500	\$250,000	\$450,000	25
1,000+	\$100,000	\$145,000	\$187,500		\$100,000	\$160,000	\$187,500	12
<b>Client base</b>								
Local/regional only	\$55,000	\$80,000	\$120,000		\$60,000	\$90,000	\$135,000	213
National	\$60,000	\$90,000	\$150,000		\$75,000	\$110,000	\$165,000	345
International	\$75,000	\$120,000	\$165,000		\$94,800	\$130,000	\$200,000	225

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## Creative/Design director

A creative director or design director is the creative head of a design firm, advertising agency or an in-house corporate design department. In all of these positions, key responsibilities can include the development of graphic design, advertising, communications and industrial design publications.

2010 Median total cash compensation comparison by metro area



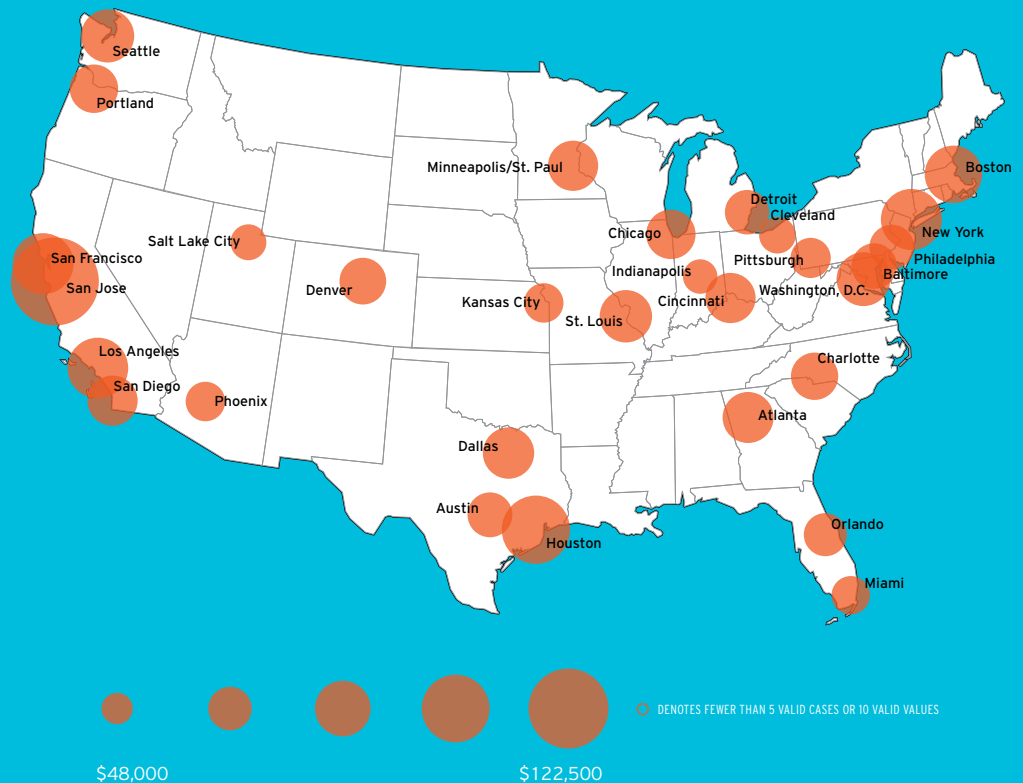
	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$70,000	\$91,000	\$120,000		\$74,300	\$100,000	\$130,000	1,270
<b>Region</b>								
New England	\$80,000	\$95,000	\$125,000		\$83,500	\$99,000	\$130,000	88
Middle Atlantic	\$80,000	\$110,000	\$140,000		\$85,000	\$125,000	\$152,500	208
South Atlantic	\$70,000	\$85,000	\$110,000		\$70,000	\$90,000	\$115,000	229
East North Central	\$70,000	\$90,000	\$112,000		\$72,500	\$100,000	\$125,000	186
East South Central	\$60,000	\$71,000	\$105,000		\$63,800	\$79,000	\$110,000	39
West North Central	\$73,000	\$87,000	\$104,500		\$75,000	\$90,000	\$120,000	95
West South Central	\$55,500	\$72,000	\$100,000		\$57,000	\$80,000	\$109,000	67
Mountain	\$55,000	\$85,000	\$100,000		\$56,600	\$85,500	\$120,000	91
Pacific	\$80,000	\$105,000	\$140,000		\$81,600	\$110,000	\$150,000	267
<b>Metro area</b>								
Atlanta	\$81,300	\$90,500	\$110,000		\$81,300	\$110,000	\$120,000	35
Austin	\$40,000	\$70,000	\$87,500		\$40,000	\$70,000	\$92,500	16
Baltimore	\$63,500	\$73,000	\$85,500		\$63,500	\$75,000	\$93,000	21
Boston	\$80,000	\$90,000	\$125,000		\$83,900	\$100,000	\$125,000	52
Charlotte	\$80,000	\$135,000	\$140,000		\$90,000	\$135,000	\$165,000	6
Chicago	\$83,200	\$94,000	\$112,500		\$85,000	\$108,000	\$127,000	85
Cincinnati	N/A	N/A	N/A		N/A	N/A	N/A	6
Cleveland	\$62,500	\$75,000	\$94,000		\$62,500	\$85,000	\$109,300	14
Dallas	\$57,000	\$100,000	\$120,000		\$59,500	\$100,000	\$128,000	19
Denver	\$50,300	\$88,000	\$94,500		\$50,300	\$90,500	\$120,000	24
Detroit	\$75,000	\$140,000	\$150,000		\$75,000	\$140,000	\$165,000	10
Houston	\$47,800	\$74,800	\$100,000		\$50,800	\$79,000	\$125,000	13
Indianapolis	\$62,500	\$85,000	\$90,000		\$67,500	\$85,000	\$90,000	9
Kansas City	\$80,000	\$91,800	\$108,800		\$80,000	\$96,000	\$118,800	17
Los Angeles	\$79,800	\$109,000	\$150,000		\$83,800	\$115,000	\$150,000	76
Miami	\$45,000	\$70,000	\$86,000		\$45,000	\$75,000	\$91,000	18
Minneapolis	\$80,000	\$94,000	\$120,000		\$80,000	\$95,000	\$130,000	44
New York	\$100,000	\$125,000	\$155,000		\$100,000	\$140,000	\$180,000	144
Orlando	\$80,000	\$90,000	\$101,800		\$80,000	\$105,000	\$113,500	11
Philadelphia	\$64,500	\$85,000	\$111,000		\$65,000	\$85,000	\$127,000	35
Phoenix	\$78,900	\$95,000	\$125,000		\$82,000	\$100,000	\$125,000	14
Pittsburgh	\$42,500	\$68,000	\$98,800		\$42,700	\$69,000	\$105,000	15
Portland	\$84,900	\$107,500	\$133,800		\$84,900	\$122,500	\$136,300	12
St. Louis	\$70,000	\$85,000	\$100,000		\$72,000	\$85,000	\$130,000	11
Salt Lake City	N/A	N/A	N/A		N/A	N/A	N/A	8
San Diego	\$55,400	\$93,000	\$110,000		\$55,400	\$95,000	\$110,300	32
San Francisco	\$96,000	\$112,500	\$147,000		\$100,000	\$120,000	\$155,000	76
San Jose	\$95,000	\$131,000	\$160,000		\$110,000	\$157,000	\$240,000	11
Seattle	\$89,000	\$102,500	\$140,000		\$90,000	\$107,000	\$165,000	29
Washington, D.C.	\$75,000	\$90,000	\$120,000		\$75,000	\$96,000	\$120,000	69
<b>Organizational overview*</b>								
NET: Corporate department	\$72,000	\$92,500	\$120,000		\$75,000	\$100,000	\$135,000	744
NET: Design studio	\$71,500	\$98,800	\$125,000		\$75,000	\$100,000	\$140,000	321
<b>Type of organization</b>								
Design studio or consultancy	\$70,000	\$100,000	\$125,000		\$75,000	\$100,000	\$140,000	260
Advertising agency	\$80,000	\$100,000	\$140,000		\$80,300	\$110,000	\$140,500	151
Publishing house	\$62,500	\$95,000	\$114,000		\$65,000	\$97,000	\$121,000	58
Web development firm	\$70,000	\$90,000	\$100,000		\$70,000	\$95,000	\$112,500	37
In-house design department	\$70,000	\$90,000	\$120,000		\$73,800	\$98,000	\$130,000	526
Other	\$68,000	\$87,500	\$106,000		\$68,500	\$90,000	\$120,000	234
<b>Size of organization</b>								
2-9	\$55,000	\$70,000	\$90,000		\$55,000	\$72,500	\$96,300	208
10-99	\$70,000	\$90,000	\$110,000		\$75,000	\$96,000	\$120,000	439
100-999	\$76,300	\$100,000	\$131,400		\$80,000	\$110,000	\$140,000	305
1,000+	\$83,000	\$100,000	\$136,000		\$87,000	\$115,000	\$150,000	309
<b>Client base</b>								
Local/regional only	\$55,000	\$70,000	\$94,000		\$55,000	\$72,000	\$100,000	220
National	\$70,000	\$90,000	\$120,000		\$75,000	\$98,000	\$127,000	395
International	\$80,000	\$100,000	\$131,900		\$85,000	\$110,000	\$149,300	486

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

# Art director

The art director establishes the conceptual and stylistic direction for design staff and orchestrates their work, as well as the work of production artists, photographers, illustrators, prepress technicians, printers and anyone else who is involved in the development of a project. The art director generally selects vendors and, if there isn't a creative director on staff, has final creative authority.

2010 Median total cash compensation comparison by metro area



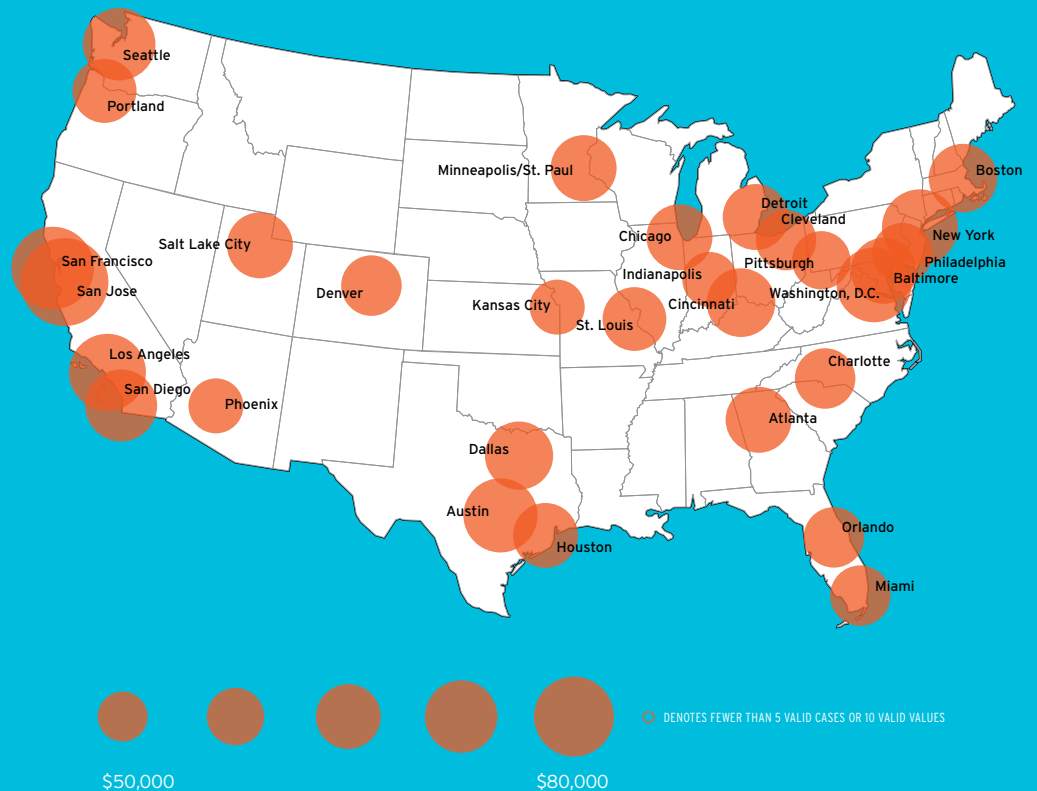
	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$55,000	\$70,000	\$85,000		\$56,000	\$72,000	\$90,000	1,290
<b>Region</b>								
New England	\$60,500	\$80,000	\$90,000		\$62,400	\$83,000	\$90,000	86
Middle Atlantic	\$65,000	\$80,000	\$95,000		\$65,000	\$85,000	\$100,000	255
South Atlantic	\$50,000	\$65,000	\$76,000		\$53,800	\$68,600	\$80,500	206
East North Central	\$50,000	\$62,000	\$75,000		\$51,800	\$65,000	\$82,000	197
East South Central	\$40,000	\$48,000	\$62,500		\$40,000	\$52,000	\$70,000	41
West North Central	\$52,000	\$67,500	\$75,300		\$55,000	\$70,000	\$81,000	101
West South Central	\$50,000	\$65,000	\$79,800		\$52,800	\$70,000	\$85,600	64
Mountain	\$48,000	\$60,000	\$70,000		\$48,000	\$60,000	\$72,000	86
Pacific	\$65,000	\$80,000	\$100,000		\$68,000	\$83,000	\$105,000	254
<b>Metro area</b>								
Atlanta	\$62,000	\$71,000	\$83,000		\$65,000	\$75,000	\$83,800	26
Austin	\$55,000	\$62,500	\$70,000		\$63,000	\$68,500	\$70,000	11
Baltimore	\$46,800	\$63,500	\$69,600		\$46,800	\$64,200	\$77,500	17
Boston	\$62,700	\$80,000	\$92,000		\$64,000	\$84,000	\$94,000	41
Charlotte	\$52,000	\$65,900	\$120,000		\$55,000	\$67,900	\$150,000	9
Chicago	\$52,900	\$68,800	\$85,400		\$55,000	\$72,000	\$95,000	83
Cincinnati	\$54,000	\$70,000	\$80,000		\$54,000	\$70,000	\$82,000	10
Cleveland	\$50,000	\$51,000	\$63,000		\$50,000	\$55,000	\$66,500	16
Dallas	\$50,000	\$71,500	\$79,500		\$51,000	\$72,500	\$83,000	25
Denver	\$52,000	\$65,000	\$80,000		\$52,000	\$66,000	\$90,000	26
Detroit	\$45,000	\$62,000	\$73,000		\$48,000	\$62,000	\$76,000	13
Houston	\$70,000	\$95,000	\$116,000		\$72,000	\$100,000	\$116,000	9
Indianapolis	\$37,000	\$48,000	\$53,500		\$41,000	\$48,000	\$55,000	9
Kansas City	\$47,000	\$55,000	\$68,500		\$47,800	\$58,000	\$72,000	18
Los Angeles	\$71,800	\$84,500	\$105,000		\$73,600	\$90,000	\$110,000	81
Miami	\$48,000	\$53,500	\$80,000		\$48,000	\$55,500	\$85,000	14
Minneapolis	\$55,000	\$70,000	\$85,000		\$55,300	\$70,000	\$90,000	45
New York	\$71,000	\$85,000	\$100,000		\$75,000	\$90,000	\$104,800	183
Orlando	\$45,000	\$60,000	\$60,000		\$45,000	\$60,000	\$60,000	7
Philadelphia	\$47,000	\$62,500	\$77,300		\$47,000	\$64,300	\$77,800	31
Phoenix	\$48,000	\$55,000	\$65,000		\$48,000	\$55,000	\$65,000	14
Pittsburgh	\$53,000	\$56,000	\$68,000		\$53,000	\$57,000	\$68,000	18
Portland	\$63,000	\$67,500	\$70,000		\$63,000	\$70,000	\$75,000	17
St. Louis	\$65,000	\$73,000	\$80,000		\$70,000	\$73,000	\$100,000	10
Salt Lake City	\$44,000	\$50,000	\$55,000		\$48,000	\$55,000	\$62,000	6
San Diego	\$60,000	\$70,000	\$85,000		\$62,100	\$70,000	\$85,300	28
San Francisco	\$70,000	\$85,000	\$103,000		\$70,000	\$85,000	\$107,000	59
San Jose	\$113,500	\$122,500	\$135,000		\$130,000	\$150,000	\$160,000	10
Seattle	\$57,300	\$74,000	\$88,800		\$59,500	\$78,500	\$97,500	24
Washington, D.C.	\$65,000	\$75,000	\$85,000		\$68,000	\$80,000	\$93,000	63
<b>Organizational overview*</b>								
NET: Corporate department	\$55,000	\$70,000	\$85,000		\$55,000	\$72,000	\$90,000	856
NET: Design studio	\$60,000	\$72,000	\$95,000		\$61,000	\$75,000	\$100,000	274
<b>Type of organization</b>								
Design studio or consultancy	\$55,000	\$71,500	\$95,000		\$60,000	\$75,000	\$100,000	211
Advertising agency	\$50,000	\$63,300	\$75,500		\$50,000	\$65,000	\$80,000	253
Publishing house	\$50,000	\$65,000	\$85,000		\$50,000	\$65,000	\$85,000	81
Web development firm	\$53,800	\$75,000	\$80,000		\$53,800	\$80,000	\$84,500	20
In-house design department	\$60,000	\$75,000	\$90,000		\$62,000	\$78,000	\$97,000	508
Other	\$55,000	\$70,000	\$85,000		\$56,000	\$70,000	\$90,000	214
<b>Size of organization</b>								
2-9	\$48,000	\$58,500	\$70,000		\$50,000	\$60,000	\$75,000	188
10-99	\$50,000	\$65,000	\$80,000		\$52,000	\$70,000	\$85,000	449
100-999	\$56,000	\$72,000	\$85,000		\$58,000	\$75,000	\$90,000	319
1,000+	\$65,000	\$80,000	\$95,000		\$66,600	\$85,000	\$102,500	325
<b>Client base</b>								
Local/regional only	\$45,000	\$56,000	\$72,000		\$48,000	\$58,000	\$73,300	217
National	\$50,000	\$65,000	\$79,800		\$52,000	\$70,000	\$85,000	397
International	\$60,000	\$76,000	\$95,000		\$63,500	\$81,000	\$100,000	505

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

# Senior designer

The senior designer is responsible for conceptualization and design of solutions to their completion. In some firms, a senior designer directs the work of one or more junior designers, who generate comps and create layouts and final art. In some cases, senior designers do not manage staff but are designated “senior” because of their authority in design decision making.

2010 Median total cash compensation comparison by metro area





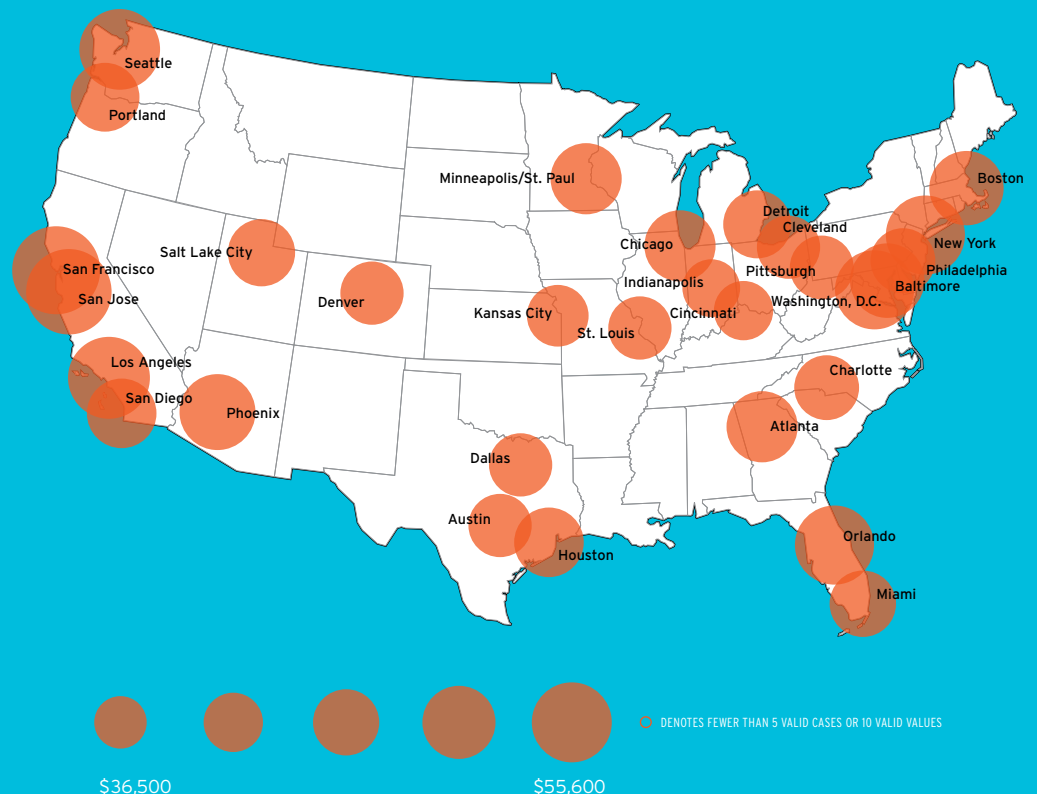
	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$50,000	\$61,500	\$72,000		\$53,000	\$65,000	\$76,000	1,860
<b>Region</b>								
New England	\$56,000	\$65,000	\$75,000		\$60,000	\$67,000	\$76,400	160
Middle Atlantic	\$55,000	\$65,000	\$75,000		\$55,000	\$68,000	\$80,000	298
South Atlantic	\$50,000	\$60,000	\$70,000		\$51,000	\$62,000	\$75,000	332
East North Central	\$48,900	\$58,000	\$65,000		\$50,000	\$60,000	\$70,000	285
East South Central	\$42,800	\$54,000	\$62,000		\$46,500	\$58,000	\$65,000	37
West North Central	\$45,000	\$55,000	\$66,000		\$49,000	\$57,000	\$70,000	142
West South Central	\$45,000	\$60,000	\$68,000		\$45,500	\$60,000	\$70,000	95
Mountain	\$45,000	\$52,500	\$66,000		\$45,800	\$55,000	\$69,000	117
Pacific	\$58,000	\$68,000	\$80,000		\$60,000	\$70,000	\$85,000	394
<b>Metro area</b>								
Atlanta	\$50,000	\$60,000	\$70,000		\$53,000	\$62,000	\$78,000	60
Austin	\$50,000	\$67,400	\$77,000		\$53,300	\$67,900	\$80,000	27
Baltimore	\$47,300	\$60,000	\$65,000		\$50,000	\$62,000	\$71,300	28
Boston	\$56,000	\$62,300	\$72,500		\$59,800	\$66,000	\$75,500	101
Charlotte	\$53,000	\$55,000	\$75,000		\$53,000	\$55,000	\$77,000	12
Chicago	\$55,000	\$60,000	\$70,000		\$55,000	\$65,000	\$75,000	128
Cincinnati	\$54,000	\$62,500	\$68,000		\$56,500	\$63,300	\$80,000	22
Cleveland	\$36,000	\$55,000	\$55,000		\$45,000	\$58,000	\$60,000	16
Dallas	\$50,000	\$62,000	\$65,000		\$53,000	\$64,000	\$65,000	24
Denver	\$45,000	\$55,000	\$68,000		\$45,800	\$58,000	\$72,300	36
Detroit	\$51,000	\$60,000	\$70,000		\$51,000	\$60,000	\$70,000	18
Houston	\$52,000	\$59,000	\$68,000		\$55,000	\$62,000	\$80,000	21
Indianapolis	\$42,000	\$50,000	\$54,400		\$43,000	\$51,000	\$60,400	22
Kansas City	\$40,000	\$50,000	\$60,000		\$46,000	\$55,000	\$63,000	22
Los Angeles	\$60,000	\$70,000	\$80,000		\$60,000	\$70,000	\$85,000	121
Miami	\$50,000	\$55,000	\$70,000		\$50,000	\$55,000	\$70,000	17
Minneapolis	\$51,000	\$60,000	\$71,500		\$52,000	\$60,800	\$74,300	71
New York	\$60,000	\$69,000	\$80,000		\$60,000	\$72,000	\$85,000	215
Orlando	\$42,500	\$55,000	\$76,000		\$42,500	\$55,000	\$76,000	14
Philadelphia	\$50,000	\$55,000	\$67,900		\$50,000	\$58,000	\$69,500	43
Phoenix	\$45,000	\$50,000	\$69,300		\$45,000	\$55,000	\$69,300	24
Pittsburgh	\$45,000	\$53,000	\$64,000		\$47,000	\$55,000	\$73,000	13
Portland	\$46,400	\$58,200	\$68,500		\$46,800	\$58,200	\$71,000	22
St. Louis	\$42,000	\$58,000	\$65,000		\$43,500	\$58,000	\$75,000	19
Salt Lake City	\$50,900	\$60,000	\$63,600		\$53,700	\$63,000	\$70,000	12
San Diego	\$50,000	\$57,500	\$70,000		\$52,000	\$60,000	\$70,000	37
San Francisco	\$65,000	\$75,000	\$85,000		\$65,000	\$80,000	\$89,000	101
San Jose	\$66,500	\$80,000	\$100,000		\$71,000	\$95,000	\$110,000	16
Seattle	\$60,000	\$66,000	\$77,500		\$60,000	\$70,000	\$80,000	56
Washington, D.C.	\$59,800	\$68,000	\$80,000		\$60,000	\$68,000	\$81,000	113
<b>Organizational overview*</b>								
NET: Corporate department	\$52,000	\$62,000	\$71,000		\$54,000	\$65,000	\$75,000	1,124
NET: Design studio	\$50,600	\$63,000	\$75,000		\$55,000	\$65,000	\$80,000	506
<b>Type of organization</b>								
Design studio or consultancy	\$50,000	\$62,500	\$75,000		\$54,000	\$65,000	\$78,000	439
Advertising agency	\$48,000	\$60,000	\$75,000		\$50,000	\$62,500	\$75,000	146
Publishing house	\$50,000	\$60,000	\$70,000		\$50,000	\$60,000	\$80,000	87
Web development firm	\$52,000	\$65,000	\$70,000		\$53,500	\$65,000	\$70,000	30
In-house design department	\$52,000	\$62,000	\$71,000		\$55,000	\$65,000	\$75,600	866
Other	\$48,000	\$60,000	\$70,000		\$50,000	\$62,000	\$76,000	289
<b>Size of organization</b>								
2-9	\$45,000	\$55,000	\$65,000		\$46,500	\$55,000	\$65,500	327
10-99	\$50,000	\$60,000	\$70,000		\$52,000	\$63,000	\$75,000	502
100-999	\$52,000	\$60,000	\$75,000		\$53,000	\$63,000	\$80,000	461
1,000+	\$55,000	\$65,000	\$75,000		\$58,000	\$70,000	\$80,000	562
<b>Client base</b>								
Local/regional only	\$45,600	\$55,000	\$62,700		\$47,000	\$55,000	\$65,300	321
National	\$50,000	\$60,000	\$70,000		\$52,000	\$62,300	\$75,000	544
International	\$55,000	\$65,000	\$75,000		\$57,000	\$68,000	\$80,000	729

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

# Designer

A designer is responsible for the conceptualization and design of graphic applications such as collateral material, environmental graphics, books and magazines, corporate identity, film titling and multimedia interfaces, to their completion.

2010 Median total cash compensation comparison by metro area



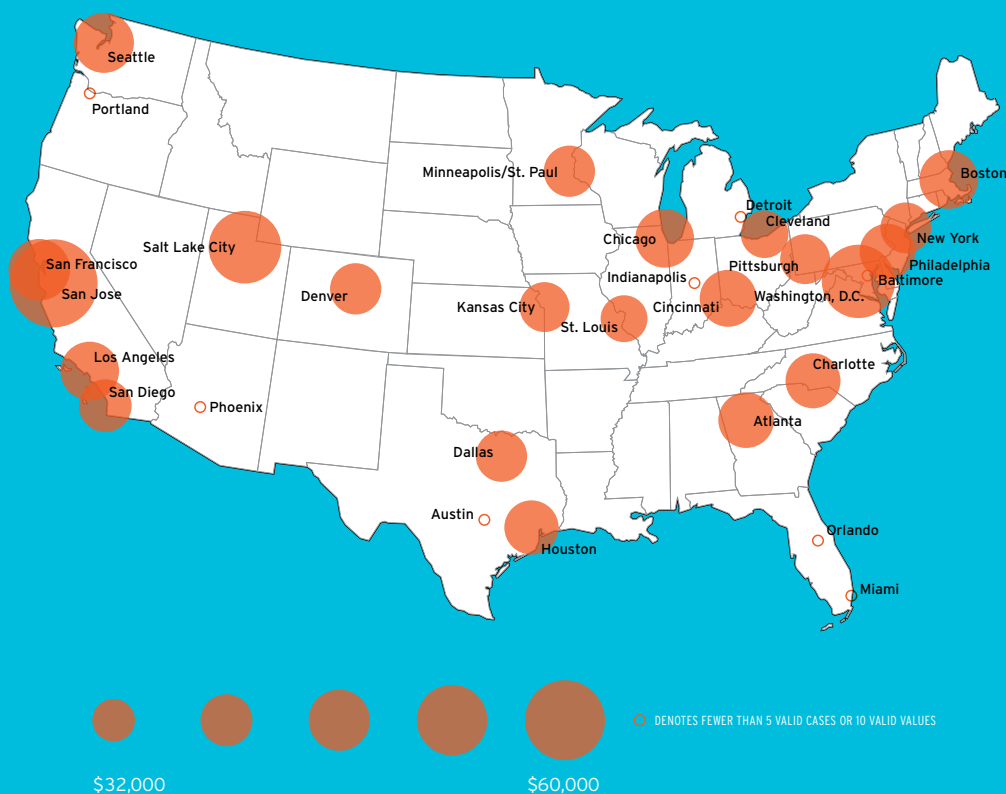
	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$38,000	\$45,000	\$52,000		\$39,000	\$45,000	\$55,000	2,132
<b>Region</b>								
New England	\$41,000	\$46,500	\$53,800		\$42,000	\$49,000	\$58,000	143
Middle Atlantic	\$40,000	\$47,000	\$55,000		\$40,000	\$48,000	\$60,000	310
South Atlantic	\$38,000	\$45,000	\$52,000		\$38,500	\$45,000	\$55,000	341
East North Central	\$35,000	\$41,000	\$50,000		\$36,000	\$43,300	\$52,000	364
East South Central	\$34,000	\$38,000	\$43,000		\$35,000	\$39,500	\$44,700	56
West North Central	\$35,000	\$42,000	\$50,000		\$36,000	\$42,500	\$50,500	193
West South Central	\$35,000	\$40,000	\$47,000		\$35,000	\$40,000	\$49,000	130
Mountain	\$37,000	\$42,000	\$48,000		\$37,000	\$43,500	\$50,000	176
Pacific	\$43,000	\$50,000	\$60,000		\$45,000	\$52,000	\$62,000	419
<b>Metro area</b>								
Atlanta	\$38,000	\$45,000	\$50,000		\$38,600	\$45,000	\$54,000	53
Austin	\$36,800	\$40,000	\$50,000		\$37,000	\$40,500	\$50,000	28
Baltimore	\$40,000	\$47,100	\$56,000		\$40,000	\$50,000	\$63,800	24
Boston	\$40,500	\$47,000	\$55,000		\$42,000	\$49,500	\$58,000	86
Charlotte	\$38,500	\$41,000	\$48,500		\$38,500	\$41,000	\$49,500	14
Chicago	\$39,500	\$45,000	\$55,000		\$40,000	\$47,000	\$55,300	151
Cincinnati	\$33,000	\$37,500	\$40,600		\$35,000	\$40,000	\$43,000	21
Cleveland	\$37,500	\$40,000	\$50,000		\$37,500	\$45,000	\$50,000	25
Dallas	\$35,000	\$40,000	\$49,000		\$38,500	\$42,000	\$55,300	32
Denver	\$36,800	\$40,000	\$50,500		\$36,800	\$44,500	\$52,300	57
Detroit	\$38,800	\$43,000	\$48,000		\$40,100	\$44,500	\$50,000	22
Houston	\$38,000	\$44,000	\$50,000		\$38,000	\$45,000	\$60,000	23
Indianapolis	\$33,300	\$36,500	\$40,800		\$34,500	\$39,000	\$47,600	28
Kansas City	\$35,000	\$39,000	\$45,000		\$35,000	\$40,000	\$46,300	24
Los Angeles	\$43,000	\$51,800	\$65,000		\$45,000	\$54,400	\$66,500	121
Miami	\$38,000	\$42,000	\$50,000		\$38,000	\$42,000	\$50,000	27
Minneapolis	\$40,000	\$45,000	\$55,000		\$40,000	\$46,000	\$55,000	91
New York	\$45,000	\$50,000	\$60,000		\$45,000	\$50,000	\$61,000	201
Orlando	\$42,000	\$50,000	\$58,000		\$42,000	\$55,000	\$63,000	9
Philadelphia	\$36,600	\$41,000	\$48,000		\$37,700	\$43,000	\$48,000	46
Phoenix	\$42,200	\$48,000	\$52,800		\$42,200	\$48,000	\$57,000	25
Pittsburgh	\$36,000	\$40,000	\$40,000		\$37,000	\$40,000	\$45,000	16
Portland	\$38,000	\$43,500	\$55,000		\$38,000	\$45,000	\$58,900	31
St. Louis	\$35,000	\$40,000	\$48,500		\$35,000	\$40,000	\$50,100	25
Salt Lake City	\$35,300	\$42,500	\$45,800		\$37,000	\$43,300	\$48,000	16
San Diego	\$38,300	\$44,000	\$51,600		\$38,300	\$44,500	\$52,000	33
San Francisco	\$47,000	\$55,600	\$65,000		\$47,700	\$58,000	\$70,000	96
San Jose	\$50,000	\$54,000	\$56,000		\$50,000	\$54,000	\$61,000	11
Seattle	\$46,000	\$51,000	\$60,000		\$49,000	\$55,000	\$63,500	66
Washington, D.C.	\$42,000	\$50,000	\$56,000		\$42,000	\$50,000	\$59,000	114
<b>Organizational overview*</b>								
NET: Corporate department	\$38,000	\$45,000	\$52,500		\$39,500	\$45,500	\$55,000	1,283
NET: Design studio	\$38,000	\$45,000	\$51,300		\$39,000	\$45,500	\$55,000	582
<b>Type of organization</b>								
Design studio or consultancy	\$38,000	\$45,000	\$50,000		\$39,000	\$45,000	\$55,000	508
Advertising agency	\$38,000	\$45,000	\$53,000		\$38,000	\$45,000	\$55,000	178
Publishing house	\$35,000	\$40,000	\$50,000		\$36,000	\$41,200	\$50,000	100
Web development firm	\$35,000	\$42,500	\$45,000		\$35,000	\$43,500	\$50,000	22
In-house design department	\$39,000	\$45,000	\$54,000		\$40,000	\$47,000	\$55,000	969
Other	\$37,000	\$45,000	\$55,000		\$38,000	\$45,000	\$56,000	344
<b>Size of organization</b>								
2-9	\$35,000	\$40,000	\$46,000		\$35,300	\$42,000	\$48,000	408
10-99	\$36,000	\$42,000	\$50,000		\$37,000	\$44,000	\$52,000	643
100-999	\$40,000	\$45,000	\$55,000		\$40,000	\$47,000	\$56,500	527
1,000+	\$41,000	\$48,500	\$56,000		\$42,000	\$50,000	\$60,000	532
<b>Client base</b>								
Local/regional only	\$35,000	\$40,000	\$46,000		\$35,400	\$40,200	\$47,000	427
National	\$37,000	\$43,300	\$50,000		\$38,000	\$45,000	\$52,000	638
International	\$40,000	\$46,000	\$55,000		\$40,000	\$49,000	\$60,000	757

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

# Entry-level designer

An entry-level designer is one to two years out of school and requires mentoring in all aspects of design conception and implementation.

2010 Median total cash compensation comparison by metro area



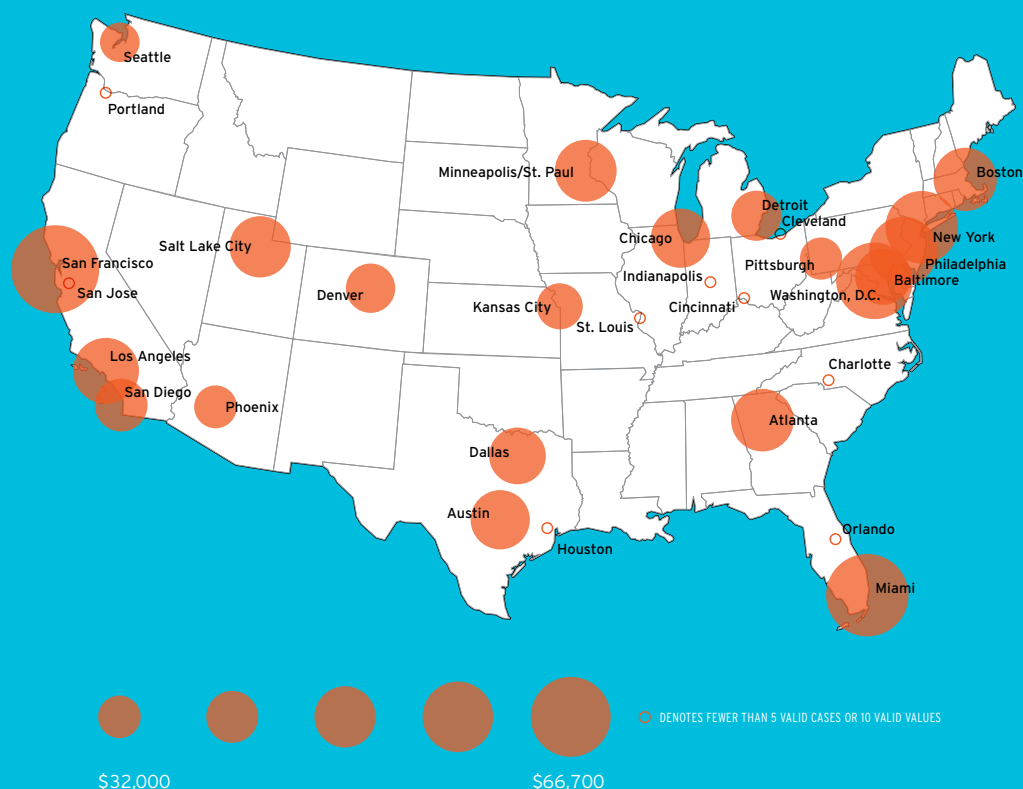
	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$32,000	\$36,000	\$41,000		\$32,800	\$37,500	\$45,000	705
<b>Region</b>								
New England	\$35,000	\$39,200	\$45,000		\$36,900	\$40,000	\$45,000	42
Middle Atlantic	\$34,000	\$38,000	\$45,000		\$35,000	\$40,000	\$45,000	139
South Atlantic	\$33,000	\$38,000	\$40,000		\$34,000	\$40,000	\$45,000	100
East North Central	\$31,500	\$35,000	\$40,000		\$32,000	\$35,300	\$42,000	121
East South Central	\$30,000	\$31,000	\$34,600		\$30,000	\$31,000	\$35,200	25
West North Central	\$31,200	\$34,000	\$37,600		\$32,000	\$34,000	\$38,000	67
West South Central	\$30,000	\$33,000	\$37,000		\$30,000	\$35,000	\$38,000	42
Mountain	\$30,000	\$35,000	\$37,500		\$30,000	\$35,000	\$39,600	47
Pacific	\$35,000	\$40,000	\$48,000		\$35,000	\$40,000	\$50,000	122
<b>Metro area</b>								
Atlanta	\$35,000	\$38,000	\$40,000		\$35,800	\$40,000	\$45,000	20
Austin	N/A	N/A	N/A		N/A	N/A	N/A	7
Baltimore	N/A	N/A	N/A		N/A	N/A	N/A	7
Boston	\$36,000	\$40,000	\$45,000		\$36,800	\$40,000	\$45,000	23
Charlotte	\$34,800	\$37,500	\$48,700		\$35,800	\$40,500	\$48,700	6
Chicago	\$35,000	\$40,000	\$43,000		\$35,000	\$40,000	\$45,000	56
Cincinnati	\$32,400	\$38,800	\$70,000		\$33,700	\$41,000	\$70,000	7
Cleveland	\$30,000	\$32,500	\$36,500		\$31,000	\$33,800	\$36,500	9
Dallas	\$32,000	\$35,000	\$37,300		\$32,500	\$35,000	\$40,500	11
Denver	\$29,300	\$35,000	\$37,000		\$30,000	\$35,500	\$40,300	10
Detroit	N/A	N/A	N/A		N/A	N/A	N/A	6
Houston	\$32,300	\$37,000	\$40,000		\$35,800	\$38,000	\$45,000	13
Indianapolis	N/A	N/A	N/A		N/A	N/A	N/A	4
Kansas City	\$32,000	\$34,000	\$36,100		\$32,000	\$34,000	\$36,100	13
Los Angeles	\$35,000	\$40,000	\$45,000		\$35,300	\$40,000	\$45,000	47
Miami	N/A	N/A	N/A		N/A	N/A	N/A	3
Minneapolis	\$34,000	\$35,000	\$40,000		\$34,000	\$35,000	\$42,000	26
New York	\$35,000	\$40,000	\$45,000		\$35,000	\$40,000	\$45,000	93
Orlando	N/A	N/A	N/A		N/A	N/A	N/A	4
Philadelphia	\$34,000	\$38,000	\$40,000		\$35,000	\$40,000	\$42,000	20
Phoenix	N/A	N/A	N/A		N/A	N/A	N/A	6
Pittsburgh	\$31,300	\$34,000	\$36,500		\$32,000	\$34,000	\$36,700	10
Portland	N/A	N/A	N/A		N/A	N/A	N/A	7
St. Louis	\$31,800	\$33,000	\$35,200		\$32,000	\$34,000	\$37,600	15
Salt Lake City	\$29,800	\$32,000	\$35,000		\$29,800	\$33,200	\$35,000	8
San Diego	\$30,500	\$36,000	\$39,500		\$30,500	\$36,000	\$39,900	9
San Francisco	\$38,000	\$42,000	\$55,000		\$40,000	\$42,000	\$55,500	27
San Jose	\$43,000	\$60,000	\$70,000		\$48,500	\$70,000	\$75,000	6
Seattle	\$36,000	\$41,000	\$45,000		\$36,000	\$41,000	\$46,000	13
Washington, D.C.	\$35,000	\$39,500	\$44,600		\$36,000	\$41,300	\$48,000	32
<b>Organizational overview*</b>								
NET: Corporate department	\$32,000	\$36,000	\$43,000		\$33,000	\$38,000	\$45,000	375
NET: Design studio	\$32,000	\$35,000	\$40,000		\$33,000	\$37,000	\$42,000	253
<b>Type of organization</b>								
Design studio or consultancy	\$32,000	\$35,000	\$40,000		\$33,000	\$37,000	\$42,000	225
Advertising agency	\$30,000	\$35,000	\$40,000		\$32,000	\$36,500	\$42,000	85
Publishing house	\$30,000	\$33,000	\$35,000		\$30,000	\$33,000	\$37,000	37
Web development firm	\$30,000	\$35,000	\$42,000		\$30,000	\$36,000	\$45,000	13
In-house design department	\$34,000	\$38,000	\$45,000		\$34,000	\$38,500	\$45,000	239
Other	\$30,500	\$38,000	\$45,000		\$32,400	\$40,000	\$45,000	106
<b>Size of organization</b>								
2-9	\$30,000	\$32,500	\$37,900		\$30,000	\$35,000	\$40,000	152
10-99	\$32,000	\$35,000	\$40,000		\$32,000	\$36,800	\$42,000	239
100-999	\$32,000	\$35,000	\$43,000		\$32,000	\$38,000	\$45,000	157
1,000+	\$35,000	\$40,000	\$45,000		\$35,000	\$40,000	\$48,000	156
<b>Client base</b>								
Local/regional only	\$28,000	\$33,000	\$37,600		\$29,600	\$33,800	\$38,000	120
National	\$30,000	\$35,000	\$40,000		\$32,000	\$35,000	\$40,000	234
International	\$35,000	\$38,500	\$45,000		\$35,000	\$40,000	\$45,000	263

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

## Print production artist

A print production artist has a working understanding of layout, type and color and is able to take instructions from a designer and create a complete layout, working proficiently in InDesign, Quark, Photoshop and Illustrator. Responsibilities also include producing final files that image properly to printer specification.

2010 Median total cash compensation comparison by metro area



	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$35,000	\$43,000	\$55,000		\$35,000	\$46,000	\$60,000	400
<b>Region</b>								
New England	\$38,000	\$48,000	\$65,000		\$40,800	\$52,000	\$72,800	23
Middle Atlantic	\$39,000	\$55,000	\$65,000		\$40,000	\$55,000	\$67,000	62
South Atlantic	\$35,000	\$40,000	\$55,000		\$35,000	\$42,000	\$55,000	59
East North Central	\$35,000	\$41,600	\$50,000		\$35,000	\$43,500	\$55,000	71
East South Central	\$30,000	\$38,000	\$43,300		\$30,000	\$40,000	\$43,300	17
West North Central	\$35,000	\$44,000	\$55,000		\$35,000	\$44,000	\$60,000	37
West South Central	\$35,000	\$40,000	\$50,000		\$35,000	\$43,000	\$50,000	21
Mountain	\$32,000	\$38,000	\$45,000		\$33,800	\$40,000	\$48,400	41
Pacific	\$40,000	\$50,000	\$65,000		\$40,000	\$50,000	\$67,500	69
<b>Metro area</b>								
Atlanta	\$42,000	\$47,500	\$54,500		\$43,600	\$51,500	\$63,800	8
Austin	\$33,800	\$45,000	\$50,000		\$33,800	\$45,000	\$50,000	6
Baltimore	\$31,300	\$42,500	\$52,800		\$37,300	\$45,000	\$52,800	10
Boston	\$38,000	\$48,000	\$53,800		\$48,000	\$50,000	\$60,000	12
Charlotte	N/A	N/A	N/A		N/A	N/A	N/A	2
Chicago	\$40,000	\$45,000	\$50,000		\$42,000	\$50,000	\$58,300	34
Cincinnati	N/A	N/A	N/A		N/A	N/A	N/A	4
Cleveland	N/A	N/A	N/A		N/A	N/A	N/A	1
Dallas	\$35,000	\$43,000	\$55,000		\$35,000	\$43,000	\$63,000	9
Denver	\$31,600	\$37,400	\$41,100		\$31,600	\$38,000	\$49,800	16
Detroit	\$37,000	\$38,000	\$60,000		\$38,000	\$38,000	\$60,000	4
Houston	N/A	N/A	N/A		N/A	N/A	N/A	2
Indianapolis	N/A	N/A	N/A		N/A	N/A	N/A	3
Kansas City	\$34,000	\$35,000	\$41,300		\$34,000	\$35,000	\$43,800	5
Los Angeles	\$40,000	\$50,000	\$65,000		\$50,000	\$50,000	\$70,000	17
Miami	\$35,000	\$62,500	\$62,500		\$35,000	\$62,500	\$62,500	5
Minneapolis	\$40,000	\$46,900	\$60,000		\$40,000	\$50,000	\$60,000	23
New York	\$43,000	\$55,000	\$65,000		\$43,000	\$55,000	\$70,000	46
Orlando	N/A	N/A	N/A		N/A	N/A	N/A	6
Philadelphia	\$48,500	\$52,000	\$60,000		\$48,500	\$52,000	\$68,000	6
Phoenix	\$30,000	\$32,500	\$36,300		\$30,000	\$32,500	\$36,300	5
Pittsburgh	\$28,000	\$32,000	\$33,500		\$28,000	\$32,000	\$33,500	5
Portland	N/A	N/A	N/A		N/A	N/A	N/A	5
St. Louis	N/A	N/A	N/A		N/A	N/A	N/A	3
Salt Lake City	\$30,800	\$46,500	\$50,000		\$35,900	\$46,600	\$50,000	5
San Diego	\$35,000	\$40,000	\$55,000		\$35,200	\$40,000	\$55,000	11
San Francisco	\$48,000	\$66,700	\$75,000		\$48,000	\$70,000	\$77,000	11
San Jose	N/A	N/A	N/A		N/A	N/A	N/A	1
Seattle	\$40,000	\$60,000	\$65,000		\$40,000	\$60,000	\$65,000	13
Washington, D.C.	\$44,500	\$58,000	\$74,000		\$53,900	\$58,000	\$74,000	9
<b>Organizational overview*</b>								
NET: Corporate department	\$35,000	\$41,000	\$52,000		\$35,000	\$43,000	\$55,000	255
NET: Design studio	\$40,000	\$52,000	\$65,000		\$43,000	\$55,000	\$70,000	89
<b>Type of organization</b>								
Design studio or consultancy	\$40,000	\$55,000	\$65,000		\$44,000	\$55,000	\$70,000	77
Advertising agency	\$35,000	\$45,000	\$50,000		\$37,500	\$50,000	\$52,000	76
Publishing house	\$34,000	\$35,000	\$38,000		\$34,000	\$35,200	\$40,100	23
Web development firm	N/A	N/A	N/A		N/A	N/A	N/A	1
In-house design department	\$35,000	\$40,000	\$55,000		\$35,000	\$42,500	\$57,700	154
Other	\$35,000	\$45,000	\$55,000		\$35,000	\$46,000	\$60,000	67
<b>Size of organization</b>								
2-9	\$28,700	\$40,000	\$50,000		\$29,700	\$42,000	\$54,000	32
10-99	\$35,000	\$45,000	\$60,000		\$37,400	\$50,000	\$60,000	152
100-999	\$35,000	\$43,000	\$50,000		\$35,000	\$43,100	\$52,000	105
1,000+	\$35,000	\$43,300	\$57,700		\$35,000	\$47,000	\$60,300	107
<b>Client base</b>								
Local/regional only	\$29,000	\$35,000	\$47,500		\$30,000	\$35,200	\$48,800	65
National	\$35,000	\$41,600	\$55,000		\$35,000	\$43,000	\$59,500	139
International	\$40,000	\$50,000	\$62,500		\$41,300	\$50,400	\$65,000	137

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

A web designer determines and develops the look and feel of sites and is responsible for site-navigation design and visual execution.

	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$44,000	\$55,000	\$65,000		\$45,000	\$58,500	\$70,000	499
<b>Region</b>								
New England	\$48,000	\$52,500	\$70,000		\$48,000	\$54,000	\$70,000	39
Middle Atlantic	\$45,300	\$60,000	\$75,000		\$52,300	\$60,000	\$75,000	76
South Atlantic	\$45,000	\$55,000	\$64,000		\$45,000	\$55,000	\$65,000	72
East North Central	\$39,000	\$50,000	\$60,000		\$42,000	\$52,800	\$65,000	79
East South Central	\$39,500	\$42,500	\$47,000		\$40,000	\$42,500	\$47,500	20
West North Central	\$38,000	\$45,000	\$56,000		\$40,000	\$50,000	\$62,000	46
West South Central	\$38,100	\$45,000	\$56,000		\$41,700	\$45,000	\$62,300	33
Mountain	\$42,000	\$50,000	\$60,000		\$43,700	\$55,000	\$62,000	39
Pacific	\$55,000	\$65,000	\$75,000		\$60,000	\$67,000	\$80,000	95
<b>Organizational overview*</b>								
NET: Corporate department	\$45,000	\$55,500	\$65,000		\$45,000	\$60,000	\$70,000	277
NET: Design studio	\$42,500	\$55,000	\$65,000		\$43,000	\$56,000	\$65,000	115
<b>Type of organization</b>								
Design studio or consultancy	\$43,800	\$55,000	\$70,000		\$44,800	\$60,000	\$70,000	76
Advertising agency	\$45,000	\$56,000	\$65,000		\$45,000	\$60,000	\$67,900	62
Publishing house	\$53,500	\$60,000	\$70,000		\$55,000	\$60,000	\$75,000	25
Web development firm	\$38,000	\$45,000	\$55,000		\$40,000	\$45,000	\$60,000	40
In-house design department	\$45,000	\$55,000	\$65,000		\$45,000	\$60,000	\$70,000	188
Other	\$42,300	\$55,000	\$66,000		\$42,500	\$57,000	\$71,500	107
<b>Size of organization</b>								
2-9	\$39,000	\$48,000	\$60,000		\$40,000	\$50,000	\$65,000	67
10-99	\$40,000	\$50,000	\$65,000		\$42,000	\$53,500	\$65,300	166
100-999	\$45,000	\$55,000	\$60,000		\$45,000	\$55,500	\$65,000	129
1,000+	\$50,000	\$60,000	\$70,000		\$50,000	\$62,000	\$74,000	125
<b>Client base</b>								
Local/regional only	\$38,000	\$52,500	\$65,000		\$40,000	\$55,000	\$65,000	68
National	\$42,000	\$50,000	\$60,000		\$42,500	\$55,000	\$65,000	188
International	\$45,000	\$56,500	\$70,000		\$50,000	\$60,000	\$73,000	178

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.



A copywriter writes, edits and proofs promotional or publicity copy for print or electronic publications. At higher levels, copywriters are often responsible for strategic and conceptual development of messages and stories.

	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$45,000	\$60,000	\$70,000		\$50,000	\$62,000	\$77,400	367
<b>Region</b>								
New England	\$55,800	\$65,000	\$90,000		\$55,800	\$65,000	\$90,000	23
Middle Atlantic	\$50,300	\$60,000	\$82,500		\$55,000	\$65,000	\$85,000	55
South Atlantic	\$45,000	\$55,000	\$65,000		\$45,000	\$60,000	\$65,000	60
East North Central	\$45,000	\$60,000	\$66,200		\$50,000	\$62,000	\$75,000	56
East South Central	\$40,000	\$50,000	\$60,000		\$40,000	\$50,000	\$60,000	17
West North Central	\$45,000	\$65,000	\$70,000		\$46,500	\$66,000	\$80,000	41
West South Central	\$40,500	\$55,000	\$70,000		\$42,000	\$55,000	\$70,000	20
Mountain	\$45,000	\$57,000	\$60,000		\$45,000	\$63,000	\$67,000	28
Pacific	\$45,000	\$70,000	\$80,000		\$50,000	\$70,000	\$85,000	67
<b>Organizational overview*</b>								
NET: Corporate department	\$50,000	\$60,000	\$70,000		\$50,400	\$65,000	\$76,000	235
NET: Design studio	\$45,000	\$60,000	\$77,500		\$50,000	\$64,000	\$80,000	68
<b>Type of organization</b>								
Design studio or consultancy	\$45,000	\$65,000	\$80,000		\$50,000	\$65,000	\$84,000	50
Advertising agency	\$50,000	\$60,000	\$73,800		\$55,000	\$63,000	\$75,000	90
Publishing house	\$32,000	\$55,000	\$73,800		\$33,500	\$57,500	\$73,800	12
Web development firm	N/A	N/A	N/A		N/A	N/A	N/A	3
In-house design department	\$50,000	\$60,000	\$70,000		\$50,100	\$65,000	\$80,000	132
Other	\$40,300	\$53,000	\$65,000		\$40,300	\$55,000	\$68,000	78
<b>Size of organization</b>								
2-9	\$36,300	\$49,500	\$70,000		\$36,300	\$50,000	\$70,000	43
10-99	\$50,000	\$60,000	\$70,000		\$50,000	\$65,000	\$75,000	124
100-999	\$45,000	\$57,000	\$68,000		\$45,000	\$60,000	\$73,000	89
1,000+	\$45,500	\$60,000	\$80,000		\$50,000	\$65,000	\$85,000	103
<b>Client base</b>								
Local/regional only	\$41,000	\$52,000	\$60,000		\$41,500	\$55,000	\$63,000	58
National	\$45,000	\$60,000	\$70,000		\$46,000	\$62,000	\$75,000	115
International	\$50,000	\$60,000	\$75,000		\$55,000	\$65,000	\$84,000	140

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

## Print production manager

A print production manager is responsible for overseeing the publication process from concept through production, including bids, scheduling, photography, 4-color press work, digital production and delivery. Print production managers are strong project managers, handling multiple jobs simultaneously. In some cases, proficiency in InDesign, Quark, Photoshop and Illustrator is desirable in this role.

	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$49,000	\$60,000	\$75,000		\$50,000	\$64,000	\$80,000	400
<b>Region</b>								
New England	\$53,500	\$65,000	\$86,500		\$60,000	\$68,000	\$86,500	30
Middle Atlantic	\$55,800	\$66,500	\$80,000		\$60,000	\$70,000	\$86,500	68
South Atlantic	\$45,000	\$55,000	\$70,000		\$45,000	\$57,000	\$74,000	81
East North Central	\$43,500	\$59,000	\$70,000		\$45,000	\$59,000	\$72,000	62
East South Central	\$40,000	\$42,000	\$45,000		\$40,000	\$44,000	\$45,000	11
West North Central	\$44,300	\$60,000	\$75,000		\$49,000	\$65,000	\$75,000	30
West South Central	\$37,000	\$55,000	\$64,500		\$40,000	\$57,500	\$64,500	18
Mountain	\$45,000	\$55,000	\$70,000		\$45,000	\$60,000	\$70,000	29
Pacific	\$58,200	\$69,300	\$85,000		\$58,700	\$70,000	\$87,000	71
<b>Organizational overview*</b>								
NET: Corporate department	\$50,000	\$60,000	\$75,000		\$54,000	\$65,000	\$80,000	251
NET: Design studio	\$49,800	\$63,300	\$75,000		\$52,900	\$65,000	\$80,000	103
<b>Type of organization</b>								
Design studio or consultancy	\$54,000	\$64,000	\$75,000		\$55,000	\$65,000	\$80,000	96
Advertising agency	\$47,500	\$60,000	\$75,000		\$50,000	\$60,000	\$82,800	66
Publishing house	\$41,500	\$58,200	\$62,000		\$43,800	\$58,700	\$65,300	13
Web development firm	N/A	N/A	N/A		N/A	N/A	N/A	
In-house design department	\$51,000	\$62,000	\$75,000		\$55,000	\$66,000	\$80,000	171
Other	\$37,000	\$49,000	\$65,000		\$38,000	\$49,000	\$65,000	53
<b>Size of organization</b>								
2-9	\$43,100	\$55,000	\$65,000		\$44,600	\$55,000	\$68,500	72
10-99	\$46,500	\$60,000	\$75,000		\$48,800	\$60,000	\$75,500	132
100-999	\$50,000	\$60,000	\$75,000		\$53,100	\$65,000	\$78,000	100
1,000+	\$52,500	\$64,800	\$80,000		\$55,000	\$70,000	\$87,500	94
<b>Client base</b>								
Local/regional only	\$43,500	\$53,500	\$65,000		\$44,300	\$55,500	\$68,000	67
National	\$47,900	\$60,000	\$75,000		\$50,000	\$62,500	\$81,800	140
International	\$50,500	\$65,000	\$75,000		\$53,000	\$65,000	\$80,000	135

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

## Marketing/New business manager or director

A marketing or new business professional is responsible for seeking business opportunities, developing proposals and marketing the firm's practices.

	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$60,000	\$75,000	\$91,600		\$60,000	\$80,000	\$100,000	335
<b>Region</b>								
New England	\$86,900	\$94,600	\$108,800		\$89,400	\$105,500	\$130,000	24
Middle Atlantic	\$63,000	\$80,000	\$115,000		\$75,000	\$90,000	\$121,300	51
South Atlantic	\$50,000	\$70,000	\$80,000		\$50,000	\$70,500	\$80,000	45
East North Central	\$60,000	\$75,000	\$85,000		\$60,000	\$80,000	\$91,200	59
East South Central	\$50,000	\$55,500	\$80,100		\$50,000	\$66,000	\$95,400	10
West North Central	\$60,000	\$84,000	\$90,000		\$60,000	\$85,000	\$93,000	20
West South Central	\$35,000	\$65,000	\$80,000		\$39,500	\$66,000	\$80,000	28
Mountain	\$48,500	\$60,000	\$90,000		\$56,500	\$65,000	\$92,500	26
Pacific	\$61,200	\$75,000	\$100,000		\$67,800	\$80,000	\$104,000	72
<b>Organizational overview*</b>								
NET: Corporate department	\$59,500	\$80,000	\$95,000		\$60,000	\$80,000	\$100,000	155
NET: Design studio	\$60,000	\$75,000	\$90,000		\$66,000	\$80,000	\$110,000	104
<b>Type of organization</b>								
Design studio or consultancy	\$60,000	\$75,000	\$90,000		\$65,000	\$80,000	\$117,500	94
Advertising agency	\$50,000	\$80,000	\$100,000		\$60,000	\$90,000	\$110,000	45
Publishing house	N/A	N/A	N/A		N/A	N/A	N/A	4
Web development firm	N/A	N/A	N/A		N/A	N/A	N/A	3
In-house design department	\$60,000	\$77,300	\$90,000		\$62,300	\$80,000	\$100,000	96
Other	\$55,000	\$75,000	\$100,000		\$60,000	\$75,000	\$103,600	91
<b>Size of organization</b>								
2-9	\$40,000	\$60,000	\$75,000		\$42,800	\$60,000	\$80,000	64
10-99	\$60,000	\$75,000	\$98,000		\$65,000	\$80,000	\$110,000	136
100-999	\$60,000	\$80,000	\$100,000		\$66,300	\$85,400	\$110,000	66
1,000+	\$67,000	\$80,000	\$97,500		\$67,000	\$80,000	\$100,000	67
<b>Client base</b>								
Local/regional only	\$50,000	\$60,000	\$80,000		\$55,000	\$61,000	\$90,000	60
National	\$55,000	\$79,500	\$100,000		\$55,000	\$80,000	\$110,000	110
International	\$65,000	\$80,000	\$90,300		\$70,000	\$80,000	\$105,000	135

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## Web developer (front-end/interface systems)

A front-end developer uses HTML/JavaScript/ASP/ColdFusion and other tools to develop static and dynamic web pages.

	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$45,000	\$60,000	\$75,000		\$50,000	\$60,000	\$75,000	331
<b>Region</b>								
New England	\$55,000	\$60,000	\$78,800		\$55,100	\$60,500	\$80,000	25
Middle Atlantic	\$50,000	\$65,000	\$80,000		\$52,500	\$70,000	\$80,000	55
South Atlantic	\$51,000	\$60,000	\$80,000		\$51,500	\$62,000	\$80,000	47
East North Central	\$40,000	\$52,500	\$65,000		\$40,000	\$53,000	\$70,000	55
East South Central	\$40,900	\$45,000	\$50,000		\$40,900	\$45,000	\$50,500	13
West North Central	\$40,000	\$52,000	\$60,000		\$40,000	\$55,000	\$65,000	24
West South Central	\$42,000	\$50,000	\$70,000		\$42,000	\$50,000	\$72,000	19
Mountain	\$40,000	\$55,000	\$66,000		\$41,000	\$55,000	\$70,000	30
Pacific	\$59,000	\$70,000	\$85,000		\$60,000	\$70,000	\$90,000	63
<b>Organizational overview*</b>								
NET: Corporate department	\$52,000	\$65,000	\$75,000		\$53,000	\$65,000	\$80,000	135
NET: Design studio	\$45,000	\$56,000	\$70,000		\$50,000	\$60,000	\$75,000	112
<b>Type of organization</b>								
Design studio or consultancy	\$43,000	\$52,000	\$65,000		\$45,000	\$55,000	\$70,000	75
Advertising agency	\$42,000	\$55,000	\$70,000		\$42,000	\$60,000	\$70,000	41
Publishing house	\$64,000	\$85,000	\$110,000		\$66,000	\$85,000	\$110,000	8
Web development firm	\$40,000	\$46,900	\$65,000		\$40,000	\$48,000	\$69,000	26
In-house design department	\$55,000	\$66,000	\$80,000		\$55,000	\$70,000	\$82,000	86
Other	\$50,000	\$60,000	\$75,000		\$50,000	\$60,000	\$80,000	94
<b>Size of organization</b>								
2-9	\$42,000	\$51,300	\$70,000		\$43,000	\$55,000	\$70,000	65
10-99	\$42,000	\$52,000	\$70,000		\$44,000	\$55,000	\$70,000	122
100-999	\$50,000	\$60,000	\$75,000		\$50,000	\$65,000	\$75,000	74
1,000+	\$57,300	\$66,000	\$82,500		\$58,000	\$70,000	\$90,000	64
<b>Client base</b>								
Local/regional only	\$40,000	\$52,000	\$65,000		\$43,000	\$52,000	\$69,400	60
National	\$45,000	\$56,000	\$70,000		\$45,000	\$60,000	\$70,000	113
International	\$50,000	\$60,000	\$77,000		\$51,000	\$65,000	\$80,000	119

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

## Web programmer/Developer (back-end systems)

A back-end programmer works with web server systems and web databases, develops web queries to databases and programs web applications.

	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$50,000	\$65,000	\$83,000		\$55,000	\$65,000	\$85,000	188
<b>Region</b>								
New England	\$55,000	\$60,000	\$68,000		\$60,000	\$64,000	\$68,000	12
Middle Atlantic	\$51,300	\$60,000	\$95,000		\$52,800	\$60,000	\$95,000	25
South Atlantic	\$50,000	\$65,000	\$80,000		\$53,800	\$75,000	\$86,000	38
East North Central	\$48,800	\$68,000	\$75,000		\$48,800	\$70,000	\$85,000	20
East South Central	\$60,000	\$60,000	\$70,000		\$60,000	\$60,000	\$70,000	9
West North Central	\$42,500	\$55,000	\$62,500		\$43,000	\$58,000	\$62,500	15
West South Central	\$50,000	\$65,000	\$83,000		\$54,100	\$67,000	\$83,000	14
Mountain	\$50,000	\$65,000	\$75,000		\$50,000	\$65,000	\$75,000	21
Pacific	\$63,800	\$83,500	\$92,500		\$63,800	\$85,000	\$96,300	34
<b>Organizational overview*</b>								
NET: Corporate department	\$58,000	\$75,000	\$86,000		\$60,000	\$75,000	\$90,000	76
NET: Design studio	\$50,000	\$60,000	\$80,000		\$50,000	\$60,000	\$80,000	62
<b>Type of organization</b>								
Design studio or consultancy	\$40,000	\$60,000	\$82,000		\$40,000	\$60,000	\$85,000	41
Advertising agency	\$55,000	\$60,000	\$75,000		\$55,000	\$61,000	\$80,000	29
Publishing house	\$55,000	\$95,000	\$125,000		\$56,000	\$95,000	\$125,000	6
Web development firm	\$46,500	\$55,000	\$67,500		\$47,000	\$58,000	\$70,000	24
In-house design department	\$65,000	\$75,000	\$90,000		\$65,000	\$85,000	\$90,000	41
Other	\$50,000	\$65,000	\$74,000		\$55,000	\$65,000	\$83,000	47
<b>Size of organization</b>								
2-9	\$48,000	\$58,000	\$70,000		\$48,300	\$60,000	\$72,500	44
10-99	\$50,000	\$65,000	\$81,500		\$51,500	\$65,000	\$83,000	80
100-999	\$60,000	\$70,800	\$89,000		\$60,000	\$77,000	\$89,000	34
1,000+	\$60,000	\$68,000	\$83,800		\$60,000	\$75,000	\$93,800	27
<b>Client base</b>								
Local/regional only	\$42,500	\$50,000	\$60,000		\$43,500	\$55,000	\$62,000	30
National	\$50,000	\$65,000	\$75,000		\$50,000	\$65,000	\$80,000	67
International	\$55,000	\$70,000	\$90,000		\$58,000	\$75,000	\$90,000	70

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

## Web/Senior/Executive Producer

A web producer organizes web development teams and ensures adherence to budget, schedule and design of website development.

	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$59,000	\$69,500	\$89,500		\$60,000	\$75,000	\$90,000	144
<b>Region</b>								
New England	\$65,000	\$65,000	\$85,000		\$65,000	\$65,000	\$90,000	6
Middle Atlantic	\$58,800	\$80,000	\$95,000		\$59,300	\$90,000	\$95,000	20
South Atlantic	\$55,000	\$60,000	\$65,000		\$60,000	\$66,000	\$80,000	21
East North Central	\$59,500	\$61,000	\$85,000		\$60,000	\$75,000	\$85,000	24
East South Central	N/A	N/A	N/A		N/A	N/A	N/A	5
West North Central	\$55,000	\$64,000	\$76,000		\$55,000	\$70,500	\$81,300	13
West South Central	N/A	N/A	N/A		N/A	N/A	N/A	6
Mountain	\$56,500	\$69,000	\$80,000		\$56,500	\$69,000	\$87,500	16
Pacific	\$62,000	\$80,000	\$100,000		\$62,000	\$80,000	\$110,000	33
<b>Organizational overview*</b>								
NET: Corporate department	\$59,300	\$68,500	\$90,000		\$62,000	\$76,200	\$90,000	70
NET: Design studio	\$60,000	\$79,000	\$85,000		\$62,000	\$80,000	\$90,000	42
<b>Type of organization</b>								
Design studio or consultancy	\$72,000	\$80,000	\$90,000		\$72,000	\$90,000	\$95,000	20
Advertising agency	\$55,000	\$65,000	\$90,000		\$57,000	\$70,500	\$90,000	28
Publishing house	\$80,000	\$87,500	\$95,000		\$90,000	\$92,500	\$95,000	4
Web development firm	\$50,000	\$60,000	\$120,000		\$50,000	\$60,000	\$120,000	11
In-house design department	\$59,500	\$68,000	\$90,000		\$65,000	\$75,000	\$100,000	38
Other	\$59,800	\$62,000	\$80,000		\$60,000	\$66,000	\$80,500	43
<b>Size of organization</b>								
2-9	\$40,000	\$50,000	\$65,000		\$41,900	\$52,500	\$66,300	16
10-99	\$55,000	\$68,000	\$80,000		\$60,000	\$70,500	\$83,500	63
100-999	\$61,300	\$69,000	\$90,000		\$65,000	\$80,000	\$95,000	29
1,000+	\$60,000	\$80,000	\$90,000		\$68,300	\$80,000	\$93,000	35
<b>Client base</b>								
Local/regional only	\$45,000	\$55,000	\$75,000		\$45,000	\$55,000	\$81,000	20
National	\$60,000	\$62,500	\$79,000		\$60,000	\$66,000	\$80,000	43
International	\$60,000	\$76,300	\$90,000		\$63,000	\$80,500	\$95,000	63

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

A content developer, also known as a web writer or editor, is responsible for the production and repurposing of text/graphic/audio content on sites.

	SALARY/WAGES			SALARY/WAGE COMPARISON	TOTAL COMPENSATION			RESPONDENTS
	25% earn less	50% earn less	75% earn less		25% earn less	50% earn less	75% earn less	
<b>Overview</b>	\$40,000	\$52,000	\$65,800		\$40,000	\$55,000	\$75,000	122
<b>Region</b>								
New England	N/A	N/A	N/A		N/A	N/A	N/A	6
Middle Atlantic	\$49,800	\$70,000	\$90,000		\$53,800	\$76,000	\$90,000	16
South Atlantic	\$50,000	\$55,000	\$65,000		\$50,000	\$55,000	\$65,000	20
East North Central	\$38,100	\$42,000	\$66,300		\$40,000	\$45,000	\$68,800	21
East South Central	\$45,000	\$48,400	\$52,000		\$45,000	\$48,400	\$52,000	6
West North Central	\$35,000	\$35,000	\$51,000		\$36,000	\$37,000	\$51,000	11
West South Central	\$30,000	\$30,600	\$52,800		\$30,000	\$30,600	\$52,800	5
Mountain	\$37,000	\$65,000	\$65,000		\$37,000	\$65,000	\$65,000	13
Pacific	\$52,000	\$60,000	\$90,000		\$52,000	\$63,000	\$90,000	24
<b>Organizational overview*</b>								
NET: Corporate department	\$44,500	\$55,000	\$70,000		\$45,000	\$60,000	\$80,000	71
NET: Design studio	\$46,500	\$60,000	\$90,000		\$48,500	\$62,500	\$90,000	17
<b>Type of organization</b>								
Design studio or consultancy	N/A	N/A	N/A		N/A	N/A	N/A	6
Advertising agency	\$39,000	\$50,000	\$55,000		\$40,000	\$50,000	\$65,000	16
Publishing house	\$54,000	\$70,000	\$90,000		\$54,000	\$80,000	\$90,000	8
Web development firm	N/A	N/A	N/A		N/A	N/A	N/A	7
In-house design department	\$44,800	\$59,000	\$65,400		\$45,000	\$61,500	\$73,200	47
Other	\$40,000	\$52,000	\$58,500		\$40,000	\$52,000	\$63,200	38
<b>Size of organization</b>								
2-9	N/A	N/A	N/A		N/A	N/A	N/A	8
10-99	\$35,000	\$40,000	\$60,000		\$37,000	\$40,000	\$60,000	33
100-999	\$47,000	\$55,000	\$66,600		\$47,000	\$55,000	\$75,000	31
1,000+	\$48,400	\$57,000	\$70,000		\$50,000	\$60,000	\$80,000	46
<b>Client base</b>								
Local/regional only	\$40,000	\$55,000	\$64,000		\$40,000	\$55,000	\$65,000	21
National	\$45,000	\$50,000	\$65,000		\$45,000	\$55,000	\$65,000	29
International	\$40,000	\$52,000	\$70,000		\$40,000	\$52,000	\$80,000	52

N/A (not available) indicates that the results are not included because there were fewer than 5 valid cases or 10 valid values. \*The additional NET figures are included to further clarify the profiles of design-related businesses and corporate departments, which are typically within larger companies. NET Corporate department = in-house design department, advertising agency, publishing house, media or architectural firm. NET Design studio = design studio or consultancy, freelance or self-employed (solo designer) or interactive/multimedia agency.

# Benefits provided

All respondents				All respondents			
		7,253	100%			7,253	100%
<b>Time off</b>				<b>Insurance</b>			
NET: paid time off	5,527	76%		NET: insurance	3,941	54%	
Paid vacation/holidays	5,365	74%		Life insurance	3,541	49%	
Paid sick leave	4,711	65%		Long-term disability insurance	2,961	41%	
Paid personal time off	4,223	58%		Short-term disability insurance	2,869	40%	
Comp time	1,412	19%		<b>Retirement</b>			
<b>Medical and dental insurance</b>				NET: retirement plan	4,388	60%	
NET: medical/dental coverage	5,339	74%		Defined-contribution retirement plan, e.g., 401(k)	4,043	56%	
Medical insurance or group plan: individual coverage	4,796	66%		Defined-benefit (pension) retirement plan	1,100	15%	
Dental insurance or group plan	4,442	61%		Other retirement plan	466	6%	
Medical insurance or group plan: family coverage	4,247	59%		<b>Personal development and health</b>			
Medical savings account	2,816	39%		Education funding/professional development assistance	2,364	33%	
<b>Transportation and mobility</b>				Professional-society dues	1,614	22%	
Mileage reimbursement	2,991	41%		Employee assistance or wellness program	2,020	28%	
Parking	1,590	22%		<b>Financial benefits and family care</b>			
Car phone/cell phone	1,477	20%		Profit sharing	1,075	15%	
Company car or allowance	349	5%		Stock options	765	11%	
Commuting allowance, transit pass	93	1%		Paid parental leave	1,472	20%	
				Child or elder care	576	8%	



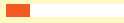
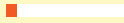






About this survey

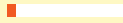
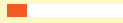

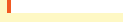


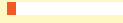
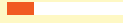
# Characteristics of survey respondents

## Results by type of organization, size of organization and geographic region

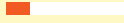
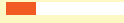
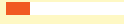
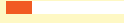
### Type of organization

Design studio or consultancy	1,320	18%	
Advertising agency	656	9%	
Publishing house	274	4%	
Web development firm	124	2%	
In-house design department	2,472	34%	
Other	2,376	33%	

### Geographic region

1 New England	522	7%	
2 Middle Atlantic	1,171	16%	
3 South Atlantic	1,155	16%	
4 East North Central	1,102	15%	
5 East South Central	199	3%	
6 West North Central	569	8%	
7 West South Central	426	6%	
8 Mountain	537	7%	
9 Pacific	1,571	22%	

### Size of organization

2-9 employees	1,363	19%	
10-99 employees	1,751	24%	
100-999 employees	1,349	19%	
1000+ employees	1,488	21%	

### Geographic regions U.S. Census divisions



**Methodology** For more information on methodology used for this survey, visit [www.designsalaries.org](http://www.designsalaries.org).

# About AIGA and Aquent

## About AIGA

AIGA, the professional association for design, is the oldest and largest membership association for design professionals engaged in the discipline, practice and culture of designing. Its mission is to advance designing as a professional craft, strategic tool and vital cultural force.

The organization was founded as the American Institute of Graphic Arts in 1914. Since then, it has become the preeminent professional association for communication designers, broadly defined. Designers have increasingly been involved in creating value for clients by applying design thinking to complex problems, even when the outcomes may be more strategic, multidimensional and conceptual than what most would consider traditional communication design. AIGA now represents more than 20,000 designers of all disciplines through national activities and local programs developed by 65 chapters and 240 student groups.

AIGA supports the interests of professionals, educators and students who are engaged in the process of designing. The association is committed to stimulating thinking about design, demonstrating the value of design, and empowering success for designers throughout the arc of their careers.

Through conferences, competitions, exhibitions, publications and websites, AIGA inspires, educates and informs designers, helping them to realize their talents and advocate the value of design among the media, the business community, governments and the public.

## About Aquent

Aquent is the Official AIGA Sponsor for Professional Development, serving as a source for creative and design talent, as well as providing access to great career opportunities for AIGA members nationwide.

Aquent partners with AIGA on national conferences, initiatives, exhibitions and events. As part of its ongoing support of AIGA members' career goals, Aquent underwrites the *AIGA | Aquent Survey of Design Salaries*. This resource establishes a common ground for discussing the costs and value of creative work. To find out more about the *AIGA | Aquent Survey of Design Salaries*, a print and online publication, visit [www.designsalaries.com](http://www.designsalaries.com).

Aquent also strives to support AIGA's effort to promote a lively and engaging exchange of ideas concerning the issues of greatest importance to the design community.

Aquent is the only global staffing company dedicated to marketing and creative services organizations and is the leader in helping companies increase marketing capacity by providing the right talent quickly. Its network of more than 400,000 marketing and creative services professionals provides access to a diverse field of talent that includes graphic designers, copywriters, brand managers and market researchers.

To learn more, visit Aquent's website at [aquent.com](http://aquent.com) or call 877 2 AQUENT.



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This survey is conducted by AIGA on behalf of its members and is sponsored by Aquent. To comment on how the survey can be improved in future years, please contact [salariesurvey@aiga.org](mailto:salariesurvey@aiga.org).

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### Survey research

Readex Research, Stillwater, MN  
[www.readexresearch.com](http://www.readexresearch.com)


### Design

KINETIK, Inc., Washington, DC  
[www.kinetikcom.com](http://www.kinetikcom.com)

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