

# RECRUITING TRENDS 1978-79

**A Study of Businesses, Industries,  
Governmental Agencies, and  
Educational Institutions Employing  
New College Graduates**

by

**John D. Shingleton**

Director of Placement

and

**L. Patrick Scheetz, Ph.D.**

Assistant Director of Placement

**MICHIGAN STATE UNIVERSITY**

**Placement Services**

East Lansing, Michigan 48824



RECRUITING TRENDS 1978-79

A Study of 482 Businesses, Industries,  
Governmental Agencies, and  
Educational Institutions Employing  
New College Graduates

by

John D. Shingleton  
Director of Placement

and

L. Patrick Scheetz, Ph.D.  
Assistant Director of Placement

Michigan State University  
Placement Services  
East Lansing, Michigan 48824



### ACKNOWLEDGEMENTS

Our thanks are extended to all the employers who were kind enough to complete and return this year's recruiting trends questionnaire. Their efforts are greatly appreciated by us in Placement Services, and we are sure many high school and college students and their career counselors will also be thankful for the information provided by these employers.

A special thanks is accorded Bob Barbato, our graduate research assistant, for his suggestions on the design and development of this questionnaire. Our thanks are also extended to the several Michigan State University Placement Services staff members, who worked closely on tallying and production of this survey, especially Pam Carlson, Jan Sprey, Cathey Frazier, Ann Beyerlein and Angie Horstman; and Dan Alvarez and Jim Hamilton, students who helped Jan with tallying. We wish to thank too the assistant directors of Placement Services who offered their suggestions during development of this year's survey: Ed Fitzpatrick, Carl Brautigam, Gail Braverman, Tony Rogalski and Clare Duncan.

December 1, 1978

Copyright: 1978  
Michigan State University

Price: \$3.00



December 1, 1978

Summary of  
RECRUITING TRENDS 1978-79

A Study of 482 Businesses, Industries,  
Governmental Agencies, and  
Educational Institutions Employing  
New College Graduates

This is a summary of the Eighth Annual Recruiting Trends Survey conducted by Michigan State University Placement Services for 1978-79. This survey represents a cross-section of employers from business, industry, government and education. It includes information pertaining to trends in hiring of college graduates, salaries college graduates can anticipate, and suggestions for bridging the gap between education and the world of work.

A summary of the report follows:

1. Campus Recruiting

If a recession is around the corner, it is not indicated by the optimism shown by employers establishing college graduate employment quotas for the 1978-79 graduating class. Again this year employers expect to visit more campuses in search of their new college hires. Of the employers surveyed this year, 34 percent expect to increase their campus visits (22 percent expect to increase their campus visits by 9 to 10 percent or more), 44% will visit the same number of campuses and remember that last year was an excellent year for recruitment of college graduates, and only 12% expect to reduce the number of campuses visited. Organizational growth and favorable economic conditions were cited as the primary factors for increased campus recruiting. Some increased campus recruiting was reflected in almost every employer group. On the average this year, hiring quotas in business and industry are up 9 to 10 percent. Accounting, aerospace, automotive, banking, chemicals, electronics, merchandising, metals, and petroleum lead the field. Government administration and educational institutions are continuing their decline in employment opportunities. (Pages 2, 3, and 7)

## 2. Outlook for Class of 1978-79

Good, excellent, better, and improving were most often used to describe the job outlook for new college graduates next year in business and industry. Competitive was most often used by government agencies to describe opportunities in their organizations. Some business, industry, government, and educational employers used guarded optimism to describe next year's outlook. In education, the overall outlook was described as rather bleak, with employers using the following additional terms to describe the outlook: remain the same, better, improving, and competitive. In this year's results, for the first time in several years, the outlook for some educational institutions seemed to be improving. (Page 3 and 24)

## 3. Next Three Years

Recognizing that it is difficult to predict the job market for the next three years, employers in business and industry generally expect the employment picture for new college graduates to improve 9 to 10 percent in the next three years. Government jobs will decline slightly. For educational institutions, the employment picture is a mixed bag, depending upon academic disciplines and geographical locations of jobs. For educational institutions, declining enrollments are still the significant problem. For new college graduates seeking employment in educational institutions, competition will remain very keen. (Pages 5 and 6)

## 4. Factors Affecting New Hire Quotas

In business, industry, government, and education, organizational growth or reduction in workforce was cited as the single most important factor influencing the number of new college graduates being hired by these organizations each year. Rate of turnover was cited as the next most important factor. Third on the employers' list of factors was economic conditions external to these organizations. The number of employees retiring and reorganization were cited as having "some" importance. (Page 7)

## 5. Starting Salaries

Starting salaries for college graduates in most disciplines are not keeping pace with the consumer price index, which is one indicator that the dollar value of a college degree is eroding. This year, starting salaries for new college graduates will increase approximately 5 to 9 percent, with substantial differences between starting salaries for various disciplines. Expected increases will be greatest for engineering and business majors. Chemical, electrical, and mechanical engineers will increase most significantly, approximately 9 percent. Monthly starting salaries for engineering graduates will be approximately \$1,490, for business \$1,175, and for liberal arts graduates \$845 at the bachelor's level. The difference between the average starting salary for a chemical engineer and a liberal arts graduate, as an example, is approximately 88 percent. This is a substantial difference when considering that students in both areas spent the same



time in college. Monthly starting salaries for master's degree candidates will probably be between \$1,155 and \$1,675, depending on academic major. In government and education, starting salaries are expected to increase 5 to 8 percent and are determined by salary schedules established according to government salary committees and teacher contracts. (Pages 8, 9, 10, and 11)

#### 6. Turnover of New Hires

Employers state that they expect 9-10 percent of their new hires (all categories) to leave during the first year of employment. Somewhat fewer women college graduates are expected to leave during the first year, and more minority college graduates are expected to find employment elsewhere during their first year of employment. (Pages 12, 13 and 14)

#### 7. On-the-job Success Factors

Hard work and common sense were listed by employers as the most important factors for determining an individual's success on the job. These factors were followed closely by interpersonal communication skills, well-balanced personality, aggressiveness, and specific technical knowledge. For educational institutions, interpersonal communication skills was cited as the most important factor. (Page 15)

#### 8. Importance of Proper Academic Training

Business, industry, and government employers continued to list engineering and business administration as the most demanded academic preparation for college graduates who are seeking employment in their organizations. Additionally, they said that skills and knowledge acquired by students in these fields would be useful for professionals in their organizations. They indicated that a liberal arts education would have some usefulness for professionals in their organizations. As expected, educational institutions wanted mostly education majors for their job opportunities. Business and industry employers believe that the college education received by their new hires was definitely not or probably not as useful as the training their organizations would provide after college (as it applies to the job). Educational institutions and governmental agencies felt differently. They expected the college education received by their new hires to be possibly or to some extent more useful than the training received in their organizations after college. Employers of all types expected recent college graduates hired by their organizations from any field would be underemployed to some extent. (Pages 16 and 17)

#### 9. Training of New Hires

Most business, industry, and government employers expect to provide 21 or more hours per week of training during the first six months on the job when new college hires enter their organizations. Educational institutions provide as little as 1 to 2 hours of training per week during the first six months. Only a few, 21 of the surveyed organizations, provided no formalized training whatsoever. (Page 18)

#### 10. Content and Effectiveness of Campus or Preliminary Interviews

During campus or preliminary interviews, business, industry, and government employers usually or always expected to obtain information about the new college graduate's ability to communicate, ability to think, interpersonal communication skills, career aspirations, and appearance. To a lesser extent, they expected to obtain information about the candidate's knowledge of their organization and background. Educational institutions wanted to know as much as possible about the candidate's appearance, personality, ability to communicate and interpersonal communication skills in the initial interview. For all types of employers, unsatisfactory personality and poor verbal communication skills were almost always reasons for rejection. These reasons were followed closely by unwillingness to relocate, unsatisfactory appearance, and lack of enthusiasm. Employers said that sometimes inability to articulate career plans, unsatisfactory resume, few or no questions, and no attempt to "sell" good qualities were reasons for rejection. By implication employers said that they expected applicants to ask questions about compensation, and they rarely rejected individuals who already had other job offers. Most employers indicated that as many as 75 percent of the individuals interviewed during campus or preliminary interviews were rejected at that point in the selection process. (Pages 18, 19 and 20)

#### 11. Underemployment of College Graduates

Most employers in business, industry, government, and education indicated that some, a few, or several underemployed college graduates were working for their organizations. Of those business, industry, and government employers who responded to our survey, 62 thought that the number of underemployed college graduates working for their organization would increase by 1-10 percent or more during the next few years. Forty indicated that underemployment would decrease. Of those educational institutions who responded to our survey, most thought underemployment of college graduates would remain the same or increase as much as 9 to 10 percent. Business, industry, and government employers usually or sometimes expand responsibilities of a position to accommodate the education of a college graduate filling a position which was previously handled by a person without a college degree. In educational institutions this was seldom or never done. (Page 20)

#### 12. Importance of a College Degree

According to the surveyed employers, a college degree generally insures employers that the college graduate has the technical expertise which their job requires. Most employers believed that a degree told them a student had received a broad educational background and was well rounded. Additionally, the degree, according to most employers, was an indicator of achievement. They believed that a degree was of some importance to assure that an individual had had the time to mature. A college degree is still necessary for entry into many jobs and the degree is still used as a preliminary screening device for certain jobs. (Page 21)

13. Writing Skills as a Determinant of Success on the Job

When measuring the writing skills of new college graduates, employers in business, industry, and government placed some importance on writing style, spelling, punctuation and grammar, vocabulary, and research skills. They placed a great deal of importance on the ability of a college graduate to organize ideas and to state and defend a position in writing. Educational institutions indicated that writing style, research skills, and ability to state and defend a position in writing were of some importance. They placed a great deal of importance on spelling, punctuation and grammar, vocabulary, and the ability to organize ideas. (Page 22)

14. Policy Toward Hiring Women and Minorities

A majority of the employers (54%) stated that their organizations take affirmative action by actively recruiting as many qualified candidates as possible and then hiring women and minorities only if they are the best qualified. Of the business, industry, and government employers who responded, 37 percent said they take affirmative action by taking into consideration the applicant's background and choosing a female or minority candidate if all other things are roughly equal. Of the educational institutions who responded, 44 percent chose this same statement to describe their organization's policy on hiring women and minorities. A majority of the surveyed employers indicated that their organizations were experiencing some difficulty with implementing their equal employment opportunity programs. According to the employers surveyed, their biggest problem was the lack of enough qualified women and minorities. (Page 23)

15. Summer Employment

During the summer of 1979, summer employment opportunities are expected to increase by 5 to 10 percent. Few, if any, summer employment opportunities are expected to be available with educational institutions. (Page 24)

16. Moving Expenses Paid

Most business and industry employers usually or always pay moving expenses of their new hires. Only 22 percent of these employers seldom or never pay moving expenses. Educational institutions seldom or never pay moving expenses as a general rule. Only 7 percent sometimes, usually, or always pay these expenses. (Page 24)

17. Photographs on Resumes

On the point about detachable photographs on resumes, employers provided a mixed response. Employers from business, industry, and government were split (35% yes to 58% no) for photographs on resumes. Educational institutions were also split (49% yes to 46% no). Some employers were concerned that pictures might influence their hiring decision too much, or it was illegal in their state to accept pictures on resumes. (Page 24)

18. Pre-screening Candidates before Campus Interviewing

Answers to the question about pre-screening candidates before arriving on college campuses indicated that pre-screening is becoming more prevalent. Business, industry, and government organizations indicated that 29% pre-screen and 67% do not. Educational institutions indicated that 20% pre-screen and 69% do not. Since pre-screening was seldom used by prospective employers in the past, these answers indicate that pre-screening will probably be a more prevalent service provided by placement services on college campuses in the future. (Page 24)

19. Employer's Toughest Recruiting Problem

Business, industry, and government employers cited the lack of an adequate supply of qualified and interested candidates (including minorities and women) as their greatest recruiting problem. This was followed by the inability of candidates to go to the employer's location, too much competition for the best, and salary offers that are too steep for the most qualified. Educational institutions were concerned about the limited availability of qualified candidates, the inadequate supply of minorities and teachers in special areas, and the lack of qualified candidates when most hiring occurs in late summer. (Page 25)

20. Suggested College Curriculum Improvements

Better communication skills (writing, speaking, and interpersonal skills) were most often mentioned as an improvement needed in college curricula. Other suggestions included more on-the-job experiences (internships, co-op, summer, and student teaching), and more courses on career counseling and job campaign planning. Business, industry, and government employers recommended more business and engineering courses. Educational institutions wanted more methods courses, double majors, and reading and math courses. (Page 25)

21. Advice for Graduating Seniors

When advising seniors who might be seeking employment in their organizations, employers said know yourself, be yourself, clearly define your goals and strong points, aggressively pursue the employers of your choice and sell yourself, be enthusiastic, be persistent, obtain experience, take job hunting seriously and properly prepare, be patient, be willing to work hard (give 100%), be flexible, and seek opportunity and growth. Evidently student appreciation of the work ethic will reap dividends with most of the surveyed employers. (Page 26)

22. Salary Compression Problem

The salary compression problem between fresh college graduates and older workers seems to be diminishing. In previous studies, this was a serious problem for many employers. The responses from this survey indicate a mixed reaction and suggest that the problem is not as great as it once was, although it still exists in some organizations. (Page 27)

What category best describes your organization and how many salaried employees are on the payroll?

COMPANY CATEGORY	Number of Employees			
	1 - 99	100 - 999	1,000 - 9,999	10,000 or more
ACCOUNTING	13	5	4	1
AEROSPACE & COMPONENTS		4	6	5
AGRIBUSINESS	2	5	4	
AUTOMOTIVE & MECHANICAL EQUIPMENT	1	9	7	5
BANKING, FINANCE & INSURANCE	9	15	11	7
CHEMICALS, DRUGS & ALLIED PRODUCTS	1	4	13	6
COMMUNICATION	1			3
CONSTRUCTION & BUILDING MATERIALS	3	4	5	2
EDUCATIONAL INSTITUTIONS	6	39	19	7
ELECTRICAL MACHINERY & EQUIPMENT	1	2	3	8
ELECTRONICS & INSTRUMENTS	2	8	7	4
FOOD & BEVERAGE PROCESSING	3	5	5	1
GLASS, PAPER & PACKAGING	2	4	5	7
GOVERNMENTAL ADMINISTRATION	1	2	6	4
HOSPITALS & HEALTH SERVICES	3	1	1	
HOTELS, MOTELS, RESORTS AND CAMPS	6	8	8	1
MERCHANDISING & RELATED SERVICES	3	18	17	6
METALS & METAL PRODUCTS	2	13	13	3
MILITARY		1		1
PETROLEUM & ALLIED PRODUCTS	1	2	4	8
PRINTING, PUBLISHING, & INFORMATION SERVICES	1	2	5	
PUBLIC UTILITIES		4	12	1
RESEARCH AND/OR CONSULTING SERVICES		13	9	1
SERVICE ORGANIZATION	1			
TIRE & RUBBER			1	4
VOLUNTEER ORGANIZATION	1			1
TOTALS	63	168	165	86

Approximately what percentage of these employees hold at least a bachelor's degree?

FIELD	10% & under	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	91-100%
Business, Industry & Government	25	60	70	71	33	37	43	36	14	7
Education			1		2	11	13	11	6	26

What change, if any, do you foresee in the number of campuses visited for recruiting by your organization?

EMPLOYER CATEGORIES	INCREASE									REMAIN THE SAME	DECREASE									NONE VISITED
	50% or more	25-49%	11-24%	9-10%	7-8%	5-6%	3-4%	1-2%	1-2%		3-4%	5-6%	7-8%	9-10%	11-24%	25-49%	50% or more			
ACCOUNTING	2		1	2			1		15	2			2							
AEROSPACE & COMPONENTS	2	1	1		1		3		7											
AGRIBUSINESS	1	1		1					4				1	2						
AUTOMOTIVE & MECHANICAL EQUIP.		1	3	3		2			7			1				1	2			
BANKING, FINANCE & INSURANCE	2	1	3	1		3	1	1	28		1			1	1		1			
CHEMICALS, DRUGS, & ALLIED PRODUCTS	1		1	1		1	3	1	12				1	1						
COMMUNICATION				1			1								1		1			
CONSTRUCTION & BUILD. MATERIALS		2		1		1														
EDUCATIONAL INSTITUTIONS		1	1	4	1		3	2	37				1		2	1	15			
ELECTRICAL MACHINERY & EQUIPMENT	2	1	1	1				1	8											
ELECTRONICS & INSTRUMENTS	1	2	8	1			1		5				1			1				
FOOD & BEVERAGE PROCESSING			1	1		1			4		1	1		2			1			
GLASS, PAPER & PACKAGING		1		4	1			1	9		1			1						
GOVERNMENTAL ADMIN.	2	2							5				1				1			
HOSPITALS & HEALTH SERVICES		1							1					1			1			
HOTELS, MOTELS, RESORTS & CAMPS	2	2					1		12						1	1	3			
MERCHANDISING & RELATED SERVICES	1		3	1		2	4	5	15	2				2	1		1			
METAL & METAL PROD.	1		2	5		1	2	2	15	1							2			
MILITARY							1		1											
PETROLEUM & ALLIED PRODUCTS			1	2	1	1		1	8			1								
PRINTING, PUBLISHING & INFO. SERVICES		2					1	1	3						1					
PUBLIC UTILITIES		1	1	3		1	2		6											
RESEARCH/CON. SERV.	3	1		3		1			6			1	1	1	1		1			
SERVICE ORGANIZATION									1											
TIRE & RUBBER				1			1		2			2								
VOLUNTEER ORGANIZ.				2					1											
TOTAL	20	20	27	38	4	14	25	15	212	5	3	6	3	9	9	6	5	29		

Compared to the last three years, what change does your organization anticipate in the hiring of new college graduates for 1978-79?

New College Graduates

COMPANY CATEGORY	50- 100%	25- 49%	11- 24%	9- 10%	7- 8%	5- 6%	3- 4%	1- 2%	Remain the same	1- 2%	3- 4%	5- 6%	7- 8%	9- 10%	11- 24%	25- 49%	50- 100%	None hired
ACCOUNTING	1	1	2	5	1	1	2	2	6	1								
AEROSPACE & COMPONENTS		2	2	2		2	1		6									
AGRIBUSINESS	1		3	1					5									
AUTOMOTIVE & MECHANICAL EQUIP	1	2	1	2		2	1		13									
BANKING, FINANCE, & INSURANCE	2	2	1	7	1	1	3	1	24									
CHEMICALS, DRUGS & ALLIED PRODS.	1		2	3		1	3	1	10					1				
COMMUNICATION					1		1	1										1
CONSTRUCTION & BUILD. MATERIALS				3	1	1	1		7									
EDUCATIONAL INSTIT.	1	2	1	6	1	1	4	2	28	4	5	1	1	5	1	2		3
ELECTRONICS & INSTR.	1	4	4	3	1	2	1	2										
ELECTRICAL MACH. & EQUIPMENT	1	1		2		1	2		4					1				
FOOD & BEVERAGE PROCESSING	1	1		2					6									
GLASS, PAPER & PACKAGING		2		4	1	1	1		9									3
GOVERNMENTAL ADMIN.		1				2	1		4	2				2	1			1
HOSPITALS & HEALTH SERVICES						1			3									
HOTELS, MOTELS, RESORTS & CAMPS	2	2		3	1	1			12							1	1	
MERCHANDISING & RELATED SERVICES	1	1	7	5	1	6	5	2	10			1						
METALS & METAL PROD.	1	1	1	7	3				16					1				1
MILITARY							1		1									
PETROLEUM & ALLIED PRODUCTS		1	2	1		1	1	1	6						1			
PRINTING, PUBLISHING, INFORMATION SERVICES	1		1	1					5							1		
PUBLIC UTILITIES	1			1		2	1	1	7									
RESEARCH/CONS. SERV.	1		4	3	1	4	1		7									
SERVICE ORGANIZATION									1									
TIRE & RUBBER			2	2		1												
VOLUNTEER ORGANIZATION				1		1												
TOTAL	17	23	34	67	13	34	30	13	196	7	5	2	1	10	3	4	1	9

Compared to the last three years, what change does your organization anticipate in the hiring of new college graduates for 1978-79?

Graduates with MBA Degree

COMPANY CATEGORY	50-100%	25-49%	11-24%	9-10%	7-8%	5-6%	3-4%	1-2%	Remain the same	1-2%	3-4%	5-6%	7-8%	9-10%	11-24%	25-49%	50-100%	None hired
ACCOUNTING		2		1	1	1		2	5									7
AEROSPACE & COMPONENTS				3		1			8									2
AGRIBUSINESS								2	7		1							
AUTOMOTIVE & MECHANICAL EQUIP.	1	1		1	1	1		2	12									1
BANKING, FINANCE, & INSURANCE		1	1	2		1		2	15			1			1		1	5
CHEMICALS, DRUGS, & ALLIED PRODS.	2	1		1				1	14									
COMMUNICATION						1		1	1									1
CONSTRUCTION & BUILD. MATERIALS		1			1		1		6									1
EDUCATIONAL INSTIT.		1	3					3	15	1				1		1	1	12
ELECTRONICS & INSTR.	1		1	3		1			7									
ELECTRICAL MACH. & EQUIPMENT	1		2	1		1			7									1
FOOD & BEVERAGE PROCESSING				1		2		1	2				1	1				
GLASS, PAPER & PACKAGING				2			2		9			1						
GOVERNMENTAL ADMIN.									6		1				1	1		2
HOSPITALS & HEALTH SERVICES								1	1									1
HOTELS, MOTELS, RESORTS & CAMPS		1							11									2
MERCHANDISING & RELATED SERVICES	1			2		1	2	2	17									4
METALS & METAL PROD.				1			1		18									4
MILITARY								1	1									
PETROLEUM & ALLIED PRODUCTS	1						2		5		1							4
PRINTING, PUBLISHING, INFORMATION SERVICES	1								4				1					
PUBLIC UTILITIES									12									
RESEARCH/CONS. SERV.				1			1	2	8		1							5
SERVICE ORGANIZATION																		
TIRE & RUBBER		1				1			3									
VOLUNTEER ORGANIZATION									1									
TOTAL	8	9	9	19	3	11	10	20	200	1	4	2	2	2	2	2	2	52



What change, if any, do you expect in the overall employment picture for college graduates in the next three years?

New College Graduates

COMPANY CATEGORY	50-100%	25-49%	11-24%	9-10%	7-8%	5-6%	3-4%	1-2%	Remain the same	1-2%	3-4%	5-6%	7-8%	9-10%	11-24%	24-49%	50-100%	None hired
ACCOUNTING	2		1	5	2	1	4	1	5		1	5				1		
AEROSPACE & COMPONENTS			3	5		3	2		2									
AGRIBUSINESS		1			2	1	2		3	1		1						
AUTOMOTIVE & MECHANICAL EQUIP.		2	2	1	1	6		1	5									
BANKING, FINANCE, & INSURANCE	1		2	8	3	5	2	2	17			2		1				
CHEMICALS, DRUGS, & ALLIED PRODS.		1	1	9	1		1	3	5	1								
COMMUNICATION				1		1			1									
CONSTRUCTION & BUILD. MATERIALS			1		2	2	1	1	4									
EDUCATIONAL INSTIT.	1	2	1	6	1	1	4	2	28	4	5	1	1	5	1	2		3
ELECTRICAL MACH. & EQUIPMENT		2	3	1					7									
ELECTRONICS & INSTR.		2	5	5	1	4	1		7									
FOOD & BEVERAGE PROCESSING		1	2			1	1	1	4									
GLASS, PAPER, & PACKAGING		1	3	4	1	1	1		7									
GOVERNMENTAL ADMIN.		1	1	1			1		1	5			2	1				
HOSPITALS & HEALTH SERVICES			2							2								
HOTELS, MOTELS, RESORTS & CAMPS	3	2	1	5		1	1		7		2							
MERCHANDISING & RELATED SERVICES		1	4	7	1	8	7	1	8	1								1
METALS & METAL PRODS			4	5	6	4	2		7	2								
MILITARY				1					1									
PETROLEUM & ALLIED PRODUCTS			1	4	1	2	1		6									
PRINTING, PUBLISHING, INFORMATION SERVICES		1	1	1	1				2					1		1		
PUBLIC UTILITIES			1	5		3	2		5									
RESEARCH/CONSULTING SERVICES			3	7	1	2	2		6									
SERVICE ORGANIZATION																		
TIRE & RUBBER				1	2		2											
VOLUNTEER ORGANIZATION				1					1									
TOTAL	7	17	42	83	26	46	37	12	139	16	8	9	3	8	1	4	0	4

What change, if any do you expect in the overall employment picture for college graduates in the next three years?

Graduates with MBA Degree

COMPANY CATEGORY	50- 100%	25- 49%	11- 24%	9- 10%	7- 8%	5- 6%	3- 4%	1- 2%	Remain the same	1- 2%	3- 4%	5- 6%	7- 8%	9- 10%	11- 24%	25- 49%	50- 100%	None hired
ACCOUNTING		1		2	1	1	2	1	2			1						8
AEROSPACE & COMPONENTS				6					7									2
AGRIBUSINESS					1	2			4			1						
AUTOMOTIVE & MECHANICAL EQUIP.		2	1	5		3		2	5									
BANKING, FINANCE, & INSURANCE	1			3	1	4	2	3	19					2	1		1	2
CHEMICALS, DRUGS & ALLIED PRODS.	1	2	1	1				2	13	1								
COMMUNICATION				1			1	1	1									
CONSTRUCTION & BUILD. MATERIALS			1	1	1		3		4									
EDUCATIONAL INSTIT.		1	3					3	15	1				1		1	1	12
ELECTRICAL MACH. & EQUIPMENT			1	1		1	2		5									
ELECTRONICS & INSTR.		2	5	5	1	4	1		7									
FOOD & BEVERAGE PROCESSING				2		1	1		1	2								1
GLASS, PAPER, & PACKAGING		1	1	2	1	1			8			1						8
GOVERNMENTAL ADMIN.		1	1				1		5					2	1			1
HOSPITALS & HEALTH SERVICES									1	2								
HOTELS, MOTELS, RESORTS & CAMPS	1		1	2		2	1		6									4
MERCHANDISING & RELATED SERVICES		1		4	2	7	3		16	1								3
METALS & METAL PRODS.			2	3	1	1	1		13	1				1				4
MILITARY						1			1									
PETROLEUM & ALLIED PRODUCTS			1	1	1		2	1	4	1								4
PRINTING, PUBLISHING, & INFORMATION SERVS.			1	1										1				
PUBLIC UTILITIES					2		1	2	8									
RESEARCH/CONSULTING SERVICES			1		1	1		3	5		1							5
SERVICE ORGANIZATION																		
TIRE & RUBBER				1	1	2			1									
VOLUNTEER ORGANIZATION									1									
TOTAL	3	9	17	42	14	27	24	19	152	9	1	2	1	7	2	1	2	49

What factors will have the most impact on the number of new college graduates hired by your organization during the 1978-79 school year?

BUSINESS, INDUSTRY & GOVERNMENT

FACTORS	A GREAT DEAL OF IMPORTANCE	SOME IMPORTANCE	LITTLE OR NO IMPORTANCE
Organizational Growth (or shrinkage)	312	80	9
Rate of Turnover	132	200	63
Number of Employees Retiring	30	138	221
Reorganization	32	127	246
Economic factors external to your organization	113	194	96

Comments: Difficult to locate experienced engineers; Increase in career path; Proposal #13; Other recruiting sources; Economics inside organization; Profit growth; Manpower plans; Upgrading of internal talent; Relocation; Regionalization; Legislation; Increased technology; Expansion.

EDUCATION

FACTORS	A GREAT DEAL OF IMPORTANCE	SOME IMPORTANCE	LITTLE OR NO IMPORTANCE
Organizational Growth (or shrinkage)	40	14	7
Rate of Turnover	34	26	2
Number of Employees Retiring	16	23	22
Reorganization	4	10	40
Economic factors external to your organization	23	26	10

Comments: Supply of bi-lingual graduates; Student enrollment; State & Federal mandates; Spending limits; Location; Affirmative action

What changes, if any, do you expect in salary offers to 1978-79 graduates?

Bachelor's

COMPANY CATEGORY	Increase						remain the same	Decrease						
	over 10%	9 - 10%	7 - 8%	5 - 6%	3 - 4%	1 - 2%		1 - 2%	3 - 4%	5 - 6%	7 - 8%	9 - 10%	over 10%	none hired
ACCOUNTING		6	3	12	4		1							
AEROSPACE & COMPONENTS		3	5	4	1	1	1							
AGRIBUSINESS			4	4			1							
AUTOMOTIVE & MECHANICAL EQUIPMENT	2	6	7	1	2		1							
BANKING, FINANCE & INSURANCE	3	5	9	13	2	1	10							
CHEMICALS, DRUGS & ALLIED PRODUCTS		1	10	5	2	1	2							
COMMUNICATION			1	2										
CONSTRUCTION & BUILDING MATERIALS		2	3	3	1		5							
EDUCATIONAL INSTITUTIONS	1	3	21	30	4	1	4							1
ELECTRICAL MACHINERY & EQUIPMENT		1	6	2	1	1	1							1
ELECTRONICS & INSTRUMENTS	2	4	5	6	2							1		
FOOD & BEVERAGE PROCESSING		4	3	2	2									
GLASS, PAPER & PACKAGING		3	6	6			1				1			
GOVERNMENTAL ADMIN.	1		1	4	2		5							
HOSPITALS & HEALTH SERVICES			1	2			1							
HOTELS, MOTELS, RESORTS AND CAMPS	1	2	3	6	2	1	8							
MERCHANDISING & RELATED SERVICES		3	10	13	7	2	4							1
METALS & METAL PRODUCTS		5	11	9	1	2	2							1
MILITARY				1	1									
PETROLEUM & ALLIED PRODUCTS		2	6	3			3							
PRINTING, PUBLISHING, INFORMATION SERVICES		2	3	2						1				
PUBLIC UTILITIES		3	6	5			1							
RESEARCH AND/OR CONSULTING SERV.		2	8	10			1							
SERVICE ORGANIZATION				1										
TIRE & RUBBER			2	1	1									
VOLUNTEER ORGANIZATION						1	1							
TOTAL	10	57	135	147	35	46	55			1	1	1		4

Continued

Master's

COMPANY CATEGORY	Increase						remain the same	Decrease						
	over 10%	9 - 10%	7 - 8%	5 - 6%	3 - 4%	1 - 2%		1 - 2%	3 - 4%	5 - 6%	7 - 8%	9 - 10%	over 10%	none- hired
ACCOUNTING		4	2	7	1									7
AEROSPACE & COMPONENTS		2	3	4		1	1							
AGRIBUSINESS			2	3	1		1							1
AUTOMOTIVE & MECHAN- ICAL EQUIPMENT		5	7	1	2		1							3
BANKING, FINANCE & INSURANCE	1	4	4	6	2	1	9							7
CHEMICALS, DRUGS & ALLIED PRODUCTS	1	2	7	7			1							
COMMUNICATION			1	3										
CONSTRUCTION & BUILD- ING MATERIALS		1	3	2	1	1	4							1
EDUCATIONAL INSTITU- TIONS	1	2	19	28	3		6							4
ELECTRICAL MACHINERY & EQUIPMENT			3	4	1	1								3
ELECTRONICS & INSTRU- MENTS	1	3	5	4	3	1	2							1
FOOD & BEVERAGE PROCESSING		1	3	2	1		1							
GLASS, PAPER & PACKAGING			9	1			2							5
GOVERNMENTAL ADMIN.	1		1	4	2	5								
HOSPITALS & HEALTH SERVICES				2			1							
HOTELS, MOTELS, RESORTS AND CAMPS			1	1	2		5							
MERCHANDISING & RELATED SERVICES		2	1	6	4	1	5							7
METALS & METAL PRODUCTS		4	6	6	2	1	6							3
MILITARY				1	1									
PETROLEUM & ALLIED PRODUCTS		1	3	4	1		2							2
PRINTING, PUBLISHING, INFORMATION SERVICES			1	3			2			1		1		
PUBLIC UTILITIES		1	6	3		1	3							1
RESEARCH AND/OR CONSULTING SERV.		3	8	6	1	2	1							
SERVICE ORGANIZATION				1										
TIRE & RUBBER		1	1	1										
VOLUNTEER ORGANIZATION						1	1							
TOTAL	5	40	96	123	46	11	60			1		1		60

Continued

-10-

## Doctorate

COMPANY CATEGORY	Increase						Remain the same	Decrease						
	over 10%	9 - 10%	7 - 8%	5 - 6%	3 - 4%	1 - 2%		1 - 2%	3 - 4%	5 - 6%	7 - 8%	9 - 10%	over 10%	None hired
ACCOUNTING		2	1				1							13
AEROSPACE & COMPONENTS			2		1	2	1							4
AGRIBUSINESS			1	3			1							3
AUTOMOTIVE & MECHANICAL EQUIPMENT		1	4		1		2							7
BANKING, FINANCE & INSURANCE		2	2	2	1		5					1		14
CHEMICALS, DRUGS & ALLIED PRODUCTS	1	1	7	5	1		1							
COMMUNICATION														1
CONSTRUCTION & BUILDING MATERIALS				1	2	1	3							5
EDUCATIONAL INSTITUTIONS			15	22	2		7							9
ELECTRICAL MACHINERY & EQUIPMENT			3	1	1	1	2							3
ELECTRONICS & INSTRUMENTS	1	3	5	2	3		2	1						
FOOD, BEVERAGE PROCESS.		1	3	2			1							1
GLASS, PAPER & PACKAGING			3	1			3							9
GOVERNMENTAL ADMIN.			1	2	1		3							5
HOSPITALS & HEALTH SERVICES				2			1							
HOTELS, MOTELS, RESORTS AND CAMPS				1			1							10
MERCHANDISING & RELATED SERVICES		1		3			2							17
METALS & METAL PRODUCTS		3	3	4	1		4							9
MILITARY				1	1									
PETROLEUM & ALLIED PRODUCTS		1	2		3		3							3
PRINTING, PUBLISHING & INFORMATION SERVICES			1	1			2							1
PUBLIC UTILITIES			3	3			2							7
RESEARCH AND/OR CONSULTING SERV.		2	6	3	3		2							3
SERVICE ORGANIZATION				1										
TIRE & RUBBER														2
VOLUNTEER ORGANIZATION						1	1							
TOTAL	2	17	79	59	21	5	106	1				1		128

What changes, if any, do you expect in salary offers to 1978-79 college graduates by academic major?

ACADEMIC MAJOR	over 10%	9-10%	7-8%	5-6%	3-4%	1-2%	Remain the same	1-2%	3-4%	5-6%	7-8%	9-10%	over 10%	None hired
AGRICULTURE & NAT. RESOURCES		5	14	25	7	4	32			1				179
BUSINESS: ACCOUNTING	5	27	63	99	38	13	47	1			2			48
FINANCIAL ADMIN.	3	18	48	66	30	10	43	1			1			90
GEN. BUS. ADMIN.	5	20	49	75	41	12	58	3	2	1	1			74
MARKETING/SALES	4	29	36	78	28	18	49	2	1	2				81
PERSONNEL	2	14	36	56	29	16	58		2	1				107
EDUCATION	2	1	22	22	3	3	8			1	1			3
ENGINEERING: CHEMICAL	15	38	53	35	11	4	24				1	1		115
CIVIL & SANITARY	6	8	30	37	19	9	30	1	1	1	1			140
COMPUTER SCIENCE	16	33	61	47	18	6	31					1		89
ELECTRICAL	9	42	61	51	8	5	29				1	1		97
MECHANICAL	11	50	71	53	17	7	30				2	1		68
METALLURGY, MECH. MATERIALS SCI.	6	27	49	33	9	4	27					1		103
PETROLEUM	11	19	33	13	2	2	19					1		179
HUMAN ECOLOGY	1	3	8	12	11	4	38		1					193
LIBERAL ARTS	2	6	18	36	24	16	75	2		2	1	1		119
NATURAL SCIENCES: CHEMISTRY	1	7	39	37	20	9	51	1		1	1	1		122
MATHEMATICS	2	6	30	35	22	12	44		1			1	1	134
PHYSICS	3	4	24	41	12	8	40		2		1	1	1	141
SOCIAL SCIENCE		4	13	14	19	6	44	1	2			1		167

What percentage of new college graduates leave your organization during the first year of employment?  
All Graduates

COMPANY CATEGORY	None hired	1-2%	3-4%	5-6%	7-8%	9-10%	11-20%	21-30%	31-40%	41-50%	51-100%
ACCOUNTING	1	17	3	2		6	2	2		1	
AEROSPACE & COMPONENTS		6	4				2				
AGRIBUSINESS		4		1		1	2		1		
AUTOMOTIVE & MECHANICAL EQUIPMENT	1	8	2	1	2	3					
BANKING, FINANCE, & INSURANCE		12	4	6	2	4	5	1	2	3	
CHEMICALS, DRUGS, & ALLIED PRODUCTS		9	2	1	3						
COMMUNICATION		2									
CONSTRUCTION & BUILD. MATERIALS		6		2		2	1				1
EDUCATIONAL INSTITUTIONS	4	28	5	10	2	19	3	1			
ELECTRICAL MACHINERY & EQUIPMENT		3	1	3			2	1			
ELECTRONICS & INSTRUMENTS		9	3	2	3	2	1				
FOOD & BEVERAGE PROCESSING	2	3	1			2					
GLASS, PAPER, & PACKAGING	1	5	2	4	1	1	2				
GOVERNMENTAL ADMINISTRATION		7		3	1	2					
HOSPITALS & HEALTH SERVICES	1	1	1								
HOTELS, MOTELS, RESORTS & CAMPS	4	1		5		4	1	4	1		
MERCHANDISING & RELATED SERVICES	1	9	3	5	3	6	6	3	2		
METALS & METAL PRODUCTS	1	13	1	5	1	4	3	1			
MILITARY		2									
PETROLEUM & ALLIED PRODUCTS		7				2	3	1			
PRINTING, PUBLISHING, & INFO. SERVICES		3	2	1			1	1			
PUBLIC UTILITIES		6		1	1		1				
RESEARCH/CONSULTING SERVICES		9	4	1	1	3	2				
SERVICE ORGANIZATION											
TIRE & RUBBER		2	1								
VOLUNTEER ORGANIZATION								1			
TOTAL	16	172	39	53	20	60	37	16	6	4	1



What percentage of new college graduates leave your organization during the first year of employment?  
Women College Graduates

COMPANY CATEGORY	None hired	1-2%	3-4%	5-6%	7-8%	9-10%	11-20%	21-30%	31-40%	41-50%	51-100%
ACCOUNTING	3	13	1	3		3	1	1			1
AEROSPACE & COMPONENTS		8	2			1					
AGRIBUSINESS	1	4			1	1	1				
AUTOMOTIVE & MECHANICAL EQUIP.	3	10	1			3					
BANKING, FINANCE, & INSURANCE	4	12	5	5		1	4	1		2	1
CHEMICALS, DRUGS, & ALLIED PRODS.		9	2	1		1					
COMMUNICATION		2									
CONSTRUCTION & BUILD. MATERIALS	1	3				1	2				
EDUCATIONAL INSTIT.	3	26	7	6	2	5	6	1			
ELECTRICAL MACH. & EQUIPMENT	1	3		1			2	1			
ELECTRONICS & INSTR.	1	9	2	2	1	2					
FOOD & BEVERAGE PROCESSING	1	2	2			1				1	
GLASS, PAPER, & PACKAGING		5	1	1	1	2		1			
GOVERNMENTAL ADMIN.		6		1	1	1					1
HOSPITALS & HEALTH SERVICES	1	1	1								
HOTELS, MOTELS, RESORTS & CAMPS	2	2		1	1	3	3	2			
MERCHANDISING & RELATED SERV.	1	8	4	6	1	6	2	4	2		1
METALS & METAL PRODUCTS	5	10	1	3	1		4				
MILITARY		1									
PETROLEUM & ALLIED PRODUCTS	1	8				2	3				
PRINTING, PUBLISHING & INFO. SERVICES		3		1			2			1	
PUBLIC UTILITIES		10	1	2	1						
RESEARCH/CONSULTING SERVICES		13	1	2	1	2	1				
SERVICE ORGANIZATION											
TIRE & RUBBER		2	1								
VOLUNTEER ORGANIZATION								1			
TOTAL	28	168	32	35	11	35	31	12	2	4	4

What percentage of new college graduates leave your organization during the first year of employment?  
 Minority College Graduates

COMPANY CATEGORY	None hired	1-2%	3-4%	5-6%	7-8%	9-10%	11-20%	21-30%	31-40%	41-50%	51-100%
ACCOUNTING	4	13	1	2		3	1				
AEROSPACE & COMPONENTS		8	1	1		1					
AGRIBUSINESS	2	3			1		1	1			1
AUTOMOTIVE & MECHANICAL EQUIP.	4	8			2	3					
BANKING, FINANCE, & INSURANCE	4	7	6	5		4	4	1		1	2
CHEMICALS, DRUGS, & ALLIED PRODS.		8	1		1	2					
COMMUNICATION		1									
CONSTRUCTION & BUILD. MATERIALS	2	2		1			2	1			
EDUCATIONAL INSTIT.	8	21	5	3	2	5	3		2	1	
ELECTRICAL MACH. & EQUIPMENT	1	3		1			2	1			
ELECTRONICS & INSTR.	1	10	1	1		3	1			1	
FOOD & BEVERAGE PROCESSING	1	2	1			2				1	
GLASS, PAPER, & PACKAGING		5		1	1	3	1				
GOVERNMENTAL ADMIN..		7		1		1		1			
HOSPITALS & HEALTH SERVICES	1	1	1								
HOTELS, MOTELS, RESORTS & CAMPS	4	2		2		2	2		1		
MERCHANDISING & RELATED SERV.	3	11	3	7		1	3	2	2		1
METALS & METAL PRODUCTS	3	11	1	1	1	3	2	2			1
MILITARY		1									1
PETROLEUM & ALLIED PRODUCTS	1	8				2	3				
PRINTING, PUBLISHING & INFO. SERVICES		3		1			1		1		
PUBLIC UTILITIES		10	1		1		1	1			
RESEARCH/CONSULTING SERVICES	1	12	2		1	3					
SERVICE ORGANIZATION		2	1								
TIRE & RUBBER											
VOLUNTEER ORGANIZATION								1			
TOTAL	40	159	25	27	10	38	27	11	6	4	6

If a college graduate were to enter your organization in a "typical" salaried or professional position, how important would each of the following factors be in determining success on the job?

BUSINESS, INDUSTRY & GOVERNMENT

	Great Deal of Importance	Some Importance	Little or no Importance
Specific Technical Knowledge	219	154	35
General Knowledge	141	256	5
Common Sense	334	75	0
Interpersonal Skills	290	114	2
Well-balanced Personality	250	152	5
Aggressiveness	228	169	7
Hard Working	349	58	0

EDUCATION

	Great Deal of Importance	Some Importance	Little or no Importance
Specific Technical Knowledge	40	25	2
General Knowledge	35	32	
Common Sense	56	11	
Interpersonal Skills	58	9	
Well-balanced Personality	55	12	
Aggressiveness	15	45	7
Hard Working	55	12	

Use the following code to answer the questions for each field: 1=definitely or probably, 2=possibly or to some extent, 3=definitely not or probably not.

<u>Business, Industry &amp; Government</u>	ENGINEERING & COMPUTER SCI.			EDUCATION			ACCOUNTING & BUSI ADMIN.			NATURAL SCIENCE			SOCIAL SCIENCE			LIBERAL ARTS		
	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
We will be hiring graduates in this field.	241	50	92	14	55	311	222	138	29	51	85	236	19	95	259	33	142	200
The skills and knowledge a student acquires in this field would be useful for a professional in our organization.	263	76	70	22	107	243	279	98	14	75	101	199	24	135	201	26	187	162
The graduate who majors in this field would be the type of person we want in our organization.	268	54	68	25	101	243	264	100	21	60	116	192	26	116	221	30	171	163
If a recent graduate majoring in this field were hired by our organization(s) he would be in a job with good opportunities for growth and challenge.	323	48	58	49	95	220	289	73	14	95	110	159	64	104	193	71	138	155
If a recent graduate majoring in this field were hired by our organization(s) he would be underemployed.	54	18	280	108	81	157	22	50	302	89	84	168	96	93	151	76	102	166
The education a student receives in this field will be more useful than the training (s)he will receive in our organization after college.	45	94	187	38	59	250	44	158	165	39	89	217	34	70	235	31	73	240

Use the following code to answer the questions for each field: 1 = definitely or probably, 2 = possibly or to some extent, 3 = definitely not or probably not.

<u>Education</u>	ENGINEERING & COMPUTER SCI.			EDUCATION			ACCOUNTING & BUS. ADMIN.			NATURAL SCIENCE			SOCIAL SCIENCE			LIBERAL ARTS		
	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
We will be hiring graduates in this field.	3	5	37	45	16	2	6	8	32	5	18	23	6	15	25	6	12	28
The skills and knowledge a student acquires in this field would be useful for a professional in our organization.	4	20	23	52	9	1	11	21	13	14	23	10	16	20	10	12	20	11
The graduate who majors in this field would be the type of person we want in our organization.	5	10	30	56	7	1	9	19	15	14	21	14	14	13	17	12	16	14
If a recent graduate majoring in this field were hired by our organization(s) he would be in a job with good opportunities for growth and challenge.	5	10	25	40	22	2	11	19	12	7	18	16	8	18	14	6	17	16
If a recent graduate majoring in this field were hired by our organization(s) he would be under-employed.	19	10	14	6	6	50	8	17	17	6	16	18	8	12	20	10	11	18
The education a student receives in this field will be more useful than the training he/she will receive in our organization after college.	17	9	14	10	38	14	11	21	10	10	21	10	9	18	14	6	19	14

On the average, approximately how many hours of training will a new college hire receive each week during the first six months on the job in your organization?

FIELD	None	1 - 2	3 - 4	5 - 6	7 - 8	9 - 10	11 - 15	16 - 20	21 & up
Business, Industry & Government	9	16	37	28	43	57	28	47	121
Education	12	32	12	4	1				7

What information does the interviewer try to obtain from the graduate during the campus or preliminary interview?

Business, Industry & Government

	Usually or Always	Sometimes	Seldom or Never
Appearance	300	86	19
Background	213	68	12
Knowledge of Organization	120	208	76
Career Aspirations	367	37	1
Personality	321	76	3
Ability to Communicate	384	16	2
Ability to Think	290	103	8
Interpersonal Skills	286	111	6
Expertise in Field	224	149	31

Education

	Usually or Always	Sometimes	Seldom or Never
Appearance	61	5	1
Background	54	12	
Knowledge of Organization	13	39	16
Career Aspirations	41	26	
Personality	64	2	1
Ability to Communicate	62		
Ability to Think	51	15	1
Interpersonal Skills	61	6	
Expertise in Field	49	17	1

To what extent will the following factors lead to a reject decision being made during the campus or preliminary interview?

BUSINESS, INDUSTRY & GOVERNMENT

FACTORS	Almost Always	Sometimes	Rarely
UNWILLINGNESS TO TRAVEL	71	192	130
UNWILLINGNESS TO RELOCATE	177	170	61
LITTLE OR NO KNOWLEDGE OF ORGANIZATION	22	158	227
INABILITY TO ARTICULATE CAREER PLANS	87	260	51
ASKING QUESTIONS ABOUT COMPENSATION	13	85	300
UNSATISFACTORY APPEARANCE	157	217	25
UNSATISFACTORY RESUME	78	240	84
ASKS FEW OR NO QUESTIONS	110	263	27
MAKES NO ATTEMPT TO "SELL" GOOD QUALITIES	101	234	48
ALREADY HAS OTHER JOB OFFERS	6	96	290
DOES NOT APPEAR ENTHUSIASTIC	197	184	15
UNSATISFACTORY PERSONALITY	257	132	14
UNSATISFACTORY VERBAL SKILLS	247	145	10

EDUCATION

FACTORS	Almost Always	Sometimes	Rarely
UNWILLINGNESS TO TRAVEL	15	10	33
UNWILLINGNESS TO RELOCATE	33	16	10
LITTLE OR NO KNOWLEDGE OF ORGANIZATION	2	23	37
INABILITY TO ARTICULATE CAREER PLANS	11	40	12
ASKING QUESTIONS ABOUT COMPENSATION	1	15	47
UNSATISFACTORY APPEARANCE	35	28	0
UNSATISFACTORY RESUME	23	33	7
ASKS FEW OR NO QUESTIONS	7	52	5
MAKES NO ATTEMPT TO "SELL" GOOD QUALITIES	14	42	6
ALREADY HAS OTHER JOB OFFERS	2	23	37
DOES NOT APPEAR ENTHUSIASTIC	38	24	0
UNSATISFACTORY PERSONALITY	51	10	1
UNSATISFACTORY VERBAL SKILLS	51	11	0

What percentage of candidates interviewed during the campus or preliminary interview are rejected at that point in the selection process?

	NONE	1-5%	6-10%	11-15%	16-20%	21-25%	26-50%	51-75%	76-100%
Business, Industry & Government	13	16	18	8	20	28	77	161	53
Education	3	8	2	5	4	9	11	14	10

What changes do you foresee in the number of underemployed college graduates working for your organization during the next few years?

	INCREASE						Remain the same	DECREASE						
	over 10%	9-10%	7-8%	5-6%	3-4%	1-2%		1-2%	3-4%	5-6%	7-8%	9-10%	over 10%	none hired
Business, Industry & Government	10	14	8	14	9	7	106	9	5	8	2	7	9	57
Education	3	4	0	3	3	1	36	0	0	0	0	0	1	13

To what extent do you feel underemployment of college graduates is occurring in your organization?

	BUSINESS, INDUSTRY & GOVERNMENT	EDUCATION
Many college graduates are filling positions that do not require a degree	29	5
Some graduates are filling positions that do not require a degree	172	23
Few or no graduates are filling positions that do not require a degree	189	36

When a college graduate fills a position which was previously handled by a person without a college degree, is the position enlarged to accommodate the education the graduate has received?

	BUSINESS, INDUSTRY & GOVERNMENT	EDUCATION
Always	38	3
Usually	97	6
Sometimes	136	15
Seldom	72	17
Never	26	12



Why is it important that your organization hire people with a degree for certain entry level salaried or professional positions?

BUSINESS, INDUSTRY & GOVERNMENT

REASONS	IMPORTANT	SOME IMPORTANCE	LITTLE OR NO IMPORTANCE
The degree assures us that the student has the technical expertise which the job requires.	232	125	40
The degree tells us that the student has received a broad educational background and is well rounded.	139	236	22
The degree is an indicator of achievement.	190	200	20
The degree assures us that the individual has had the time to mature.	59	227	106

COMMENTS: A degree is required for a CPA; For easier advancement; Shows ability to think and learn; Shows discipline and commitment; Shows the schools' judgment on competence of student; Shows long range potential; Degree is essential for promotion; A degree shows individuals who are upwardly mobile.

EDUCATION

REASONS	IMPORTANT	SOME IMPORTANCE	LITTLE OR NO IMPORTANCE
The degree assures us that the student has the technical expertise which the job requires.	30	26	
The degree tells us that the student has received a broad educational background and is well rounded.	28	26	3
The degree is an indicator of achievement.	26	31	
The degree assures us that the individual has had the time to mature.	12	33	11

COMMENTS: A degree shows the potential to move to high level in organization; A degree is a requirement for certification and statutory requirements.

How much importance do the following basic writing skills have in determining success on the job for a new college graduate in your organization?

**BUSINESS, INDUSTRY & GOVERNMENT**

WRITING SKILLS	A GREAT DEAL OF IMPORTANCE	SOME IMPORTANCE	LITTLE OR NO IMPORTANCE
WRITING STYLE	117	244	42
SPELLING	168	199	19
PUNCTUATION OR GRAMMAR	144	210	22
VOCABULARY	181	197	18
RESEARCH SKILLS	148	298	54
ABILITY TO ORGANIZE IDEAS	362	36	1
ABILITY TO STATE AND DEFEND A POSITION IN WRITING	237	143	17

COMMENTS: Concise writing; Speaking ability; Interpersonal skills; Ability to contribute to customer reports.

**EDUCATION**

WRITING SKILLS	A GREAT DEAL OF IMPORTANCE	SOME IMPORTANCE	LITTLE OR NO IMPORTANCE
WRITING STYLE	19	41	2
SPELLING	47	16	
PUNCTUATION OR GRAMMAR	48	15	
VOCABULARY	49	14	
RESEARCH SKILLS	9	38	14
ABILITY TO ORGANIZE IDEAS	45	18	
ABILITY TO STATE AND DEFEND A POSITION IN WRITING	16	36	9

COMMENTS: Definite knowledge & training in major area.

Which of the following statements describes your organization's policy toward the hiring of new college graduates who are women or minorities?

	BUSINESS, INDUSTRY & GOVERNMENT	EDUCATION
DOES NOT ENTER INTO THE RECRUITMENT OR EMPLOYMENT DECISION	77	23
TAKE AFFIRMATIVE ACTION BY ACTIVELY RECRUITING AS MANY QUALIFIED CANDIDATES AS POSSIBLE, BUT THEN HIRING ONLY IF THEY ARE THE BEST QUALIFIED	228	33
TAKE AFFIRMATIVE ACTION BY OFFERING A MORE ATTRACTIVE COMPENSATION PACKAGE, IF THEY ARE THE BEST QUALIFIED	23	1
TAKE AFFIRMATIVE ACTION BY TAKING INTO CONSIDERATION THE APPLICANT'S BACKGROUND AND CHOOSING A FEMALE OR MINORITY CANDIDATE IF ALL OTHER THINGS ARE ROUGHLY EQUAL	182	31
TAKE AFFIRMATIVE ACTION BY SETTING A CERTAIN PERCENTAGE OF FEMALE OR MINORITY CANDIDATES TO BE HIRED, AND THEN DOING WHATEVER IS NECESSARY IN ORDER TO HIRE THAT PERCENTAGE	35	3

**BUSINESS, INDUSTRY & GOVERNMENT**

COMMENTS: avoid artificial standards; we are an EEO employer; we recruit from predominately black schools; potential of minority student; non-advertising.

**EDUCATION**

COMMENTS: no discrimination

To what extent is your organization experiencing difficulty implementing an equal employment opportunity program?

	BUSINESS, INDUSTRY & GOVERNMENT	EDUCATION
CONSIDERABLE DIFFICULTY	34	7
SOME DIFFICULTY	187	20
LITTLE OR NO DIFFICULTY	163	34
DOES NOT HAVE AN E.E.O. PROGRAM	16	7

If your organization is experiencing considerable or some difficulty with their EEO program, the biggest problem is?

	BUSINESS, INDUSTRY & GOVERNMENT	EDUCATION
NOT ENOUGH QUALIFIED WOMEN OR MINORITIES	238	29
TOO EXPENSIVE	8	
RESISTANCE BY SOME TO THE GOALS OF THE PROGRAM	16	2

**BUSINESS, INDUSTRY & GOVERNMENT**

COMMENTS: always a problem; no problem; minorities are in short supply; no experience; location; salary competition; size of firm; internal promotion; attracting minorities; identifying location of schools attended

**EDUCATION**

COMMENTS: leave education for more lucrative positions; disagree with equal pay for equal work concept; no difficulty; no minorities apply--enough women; attrition of minority employees is high; collective bargaining/contracts;

What change, if any, does your organization anticipate in the number of summer employment opportunities available for college students in the summer of 1979?

	INCREASE						Remain the same	DECREASE						None Hired
	75- 100%	50- 74%	25- 49%	11- 24%	6- 10%	1- 5%		1- 5%	6- 10%	11- 24%	25- 49%	50- 74%	75- 100%	
Business, Industry & Government	2	1	4	13	37	23	238	2	4	1	1	1		64
Education						1	36	1	2			1		24

Does your organization pay moving costs to new hires?

	USUALLY OR ALWAYS	SOMETIMES	SELDOM OR NEVER
Business, Industry & Government	238	79	91
Education	2	3	63

Would you prefer that a candidate use a detachable photograph on his or her resume?

	YES	NO	IN SOME CASES
Business, Industry & Government	145	237	14
Education	35	33	2

COMMENTS: Good practice but not necessary; Sometimes helps to indentify after interviewing; Illegal; (no) We don't want it to influence our decision; prefer a non-detachable photograph.

Does your organization pre-screen candidates before arriving on college campuses?

	YES	NO
Business, Industry & Government	119	276
Education	14	49

If you were to summarize the outlook for college graduates in the upcoming year, how would you describe it?

Business, Industry & Government

Good (84); Excellent (42); Fair (38); Remain the same (36); Tremendous, if technical (28); Better (26); Good selection of jobs (21); Improving (18); Much competition (14); Very good (11); Poor (8); Guarded optimism (5); Promising (5); Continued growth and opportunity (4); Excellent for best students, tight for others (3); Competitive (2); Tough - fewer jobs (2); Down (2); Favorable (2); High demand (2); Opportunities will shrink (2); Average (1); Strong (1); Inconsistent (1); Better than ever (1); Limited (1).

Education

Rather bleak (24); Remain the same (11); Better (9); Good (7); Improving (2); Competitive (2); Moderate opportunities (1); Depends on economy (1); More teaching opportunity (1); Who you know (1); Teachers go begging (1).

What do you consider to be your toughest recruiting problem?

#### BUSINESS, INDUSTRY & GOVERNMENT

Supply of qualified and interested candidates (173); Location (72); Competition & salary (37); Supply minority and/or women candidates (20); Students unprepared for interview (don't know co., jobs available, etc.) (9); Determining applicant's motivation (willingness to work) (8); Lack of interest in small companies (6); Company not well known (6); Apathy (6); Can't promise stable future (5); Willing to relocate (4); Placement services (busy, etc.) (4); Supply of technical candidates--esp. minority (4); No problems (3); Overcoming pre-conceived notions (stereotypes) (3); Offering jobs desired (3); Unsure of career goals (3); Accurate forecast of our needs (3); Generating interest in our company (3); No vacancies at recruiting time (2); Retaining new hires (2); Matching career interests with jobs (2); Inadequate number of qualified male candidates (2); Unawareness of opportunities and benefits of having your own business or being in local firm (2); Competition from private industry (1); Internal non-centralized program (1); Cost of interviewing and screening candidates (1); Letting graduates know opportunities available in construction (1); Availability of civil service exam (1); General work experience in area of interest (1); Time (1); Directing best students to larger firms (1); Engineers for sales or marketing (1); Recruitment of males for management (1); Engineers willing to use practical skills (1); Data Processing people and design engrs. are needed (1); Candidates with research skills (1); Willingness to consider entry level positions (1); Candidate interested in property/casualty insurance (1); Prerecruiting to improve second interview rate (1); Salary compression (1); Air travel schedules (1); Budget cuts (1); University camp day at MSU would be helpful (1); Lack of career counseling (1); Sell candidate to management (1);

#### EDUCATION

Selection of qualified candidates (15); Supply of teachers in special areas (15); Supply of minority candidates (6); Geographical location (4); Lack of competitive salary (3); More candidates than jobs (3); Hiring good teachers for late summer jobs (3); Qualified supply for isolated areas (3); No problems (2); Placement services (2); Married teaching couples for overseas (1); Time to interview (1); Dedication (1); Financing an efficient recruiting program (1);

What would you like to see added to the college curriculum that would help make graduates more valuable and employable in your organization?

#### BUSINESS, INDUSTRY & GOVERNMENT

Communication in general and writing skills (business, spelling, organization) (65); On the job experience (internships, co-op, summer) (53); Freshman to grad student career counseling and planning and courses on career info. and interviewing (30); More emphasis on work practice, the "real" work world, and less on theory (25); Oral communication and interpersonal skills courses (specifically) (21); More business courses (management, logic, marketing, CPS added to acct., MBA level franchising, CPA review course, economics, personal productivity economics, more accounting HRI) (14); More engineering courses (computer, non-design, drafting, sales training, ethics, micro-electronics state of arts courses, cultural courses, data processing skills, manufacturing) (14); Course on the function of business (11); Nothing (6); Finance courses (5); More flexibility & electives with programs (5); More business courses for engrs. (4); Management courses (4); More insurance courses (emphasize importance of field sales exper.) (4); Teach values of integrity, reliability, motivation, & common sense (4); More math course (requirements inc.) (3); Classes in logic & decision making (3); Retail math and fashion merchandising programs (2); no comments (2); Criminal Justice pgm. geared toward patrolman entry; More emphasis on grade competition; Less enrollment in majors where there are no jobs; Courses in flexible packaging; Courses in practical advertising; Placement services need better screening before candidates interview; Courses in construction contracting; Courses in labor law & relations; More selling experience; More manufacturing-type courses; More food distribution courses; Course on industry careers vs. continuing education; Practical courses on 3rd World nations, food prodct., dev. etc;

#### EDUCATION

Better communication skills (writing, speaking, interpersonal) (9); More teaching of reading and math (5); Nothing (4); Courses in methods (2); Professional ethics (2); More special education at secondary level (2); Double majors (2); Colleges should prohibit students entering certain education fields; More orientation for perspective of management; Practicum taught by administrators; Physical therapy; More attention to learning theory; Internship extension; Good student teaching job; Longer student teaching experience; Urban oriented student teaching; Institutional accounting courses; Secure broad teacher certification; Stress the importance of personal example as teachers; More vocational education; Stress adaptability in living in a different ethnic neighborhood.

In a few words, what is the best advice you could offer a senior graduating from college and seeking employment in your organization?

#### Business, Industry & Government

Know yourself, clearly define your goals & strong points -- go after them and sell yourself (97); Know the company (39); Have enthusiasm-aggressiveness (23); Obtain experience (19); Take job seriously & prepare for the activity & search (17); Be patient (16); Be willing to work hard - give 100% & pay attention to detail (16); Have a complete resume (14); Concentrate on fundamentals - polish communication skills (12); Look for opportunity & growth (10); Be prepared to make adjustments - be flexible (10); Have a good GPA (9); Learn - use your head (7); Be persistent (6); Don't expect too much - present a realistic view (8); Use the Placement Services (5); Interview early (5); Hold a mature attitude toward working (5); Have straight forward answers to questions (5); Use education as a base to expand from (4); Be flexible and plan to continue education (4); Forward your resume to Personnel Director - personal contact with the company (3); First impressions count (3); Look for long range benefits not immediate salary (3); Establish yourself technically (3); Talk to as many recruiters as possible (3); Don't waste interviewer's time if you're planning on full time grad school (3); Have many extra-curricular activities (2); Get an MBA or graduate level degree (2); Observe and ask questions (2); Be yourself (2); First interview is a mutual time to gather information & get acquainted (1); Be creative in search techniques (1); Consider the emotional satisfactions you want (1); Come visit us (1); If he/she gets an offer, take it (1); Don't take the first offer (1); Take any job - Upward mobility is a definite possibility once you're "in the system" (1); Be willing to take direction (1); Interview because of interests - not to get experience (1); Learn how to get results from subordinates (1); Seek employment in academic discipline (1); Do whatever it takes (1); Get a good civil service grade (1); Develop a knowledge of career opportunities (1); Compare prospective employers with others (1); Know how to defend yourself (1); Study (1).

#### Education

Be positive about yourself - enthusiastic personality (13); Be willing to relocate (6); Be persistent - follow through (6); Be honest (4); Work hard, be dependable (3); Apply early (3); Have a completed (typed) resume (3); Show a genuine interest in children - accepting extra responsibilities (3); Research the organization (3); Know your career goals (2); Accept substitute teaching (2); Be able to work well with people (1); Have good English skills (1); Hold experience in smaller school first (1); establish an outstanding student teaching job (1); Have a double major (1); Have a special education degree (1); Be sharp in all ways (1); Secure teaching certification that is broad and allows flexibility of assignments (1); Make sure your credential files are up to date (1); Practical career choice, be aware of labor market in your field (1); More specialized training (1); Impress the principal (1).

It is frequently stated that a salary compression problem exists between fresh college graduates and older workers; yet, with few exceptions the starting salaries for college graduates have increased less than the consumer price index.

#### BUSINESS, INDUSTRY & GOVERNMENT

No problem, not true with us (46); True, salaries for older personnel have increased less than starting rates compared to consumer price index (45); College grads have no experience and must prove their worth in the first year of employment (27); Supply and demand causes starting salaries to increase (19); Don't know, impossible to answer (12); College grad market establishes beginning salary, competition (10); Profits are not tied to consumer price index (8); Many businesses are caught in dilemma of increasing compensation requirements vs. expansion (8); Inflation (7); Not all college grad salaries have kept par with consumer price index (6); Consumer price index has little relation to salaries (6); Older employees receive small percentages, greater time spans above mid-point salary range (5); Existing union contracts, especially for older workers, dictate salaries (4); Salary progression is not balanced (4); Some top grads can come in at the top entry level (4); Salaries are competitive or high at interviewing but increase because of performance (4); More working can cope with inflation (3); The increase that older workers receive just keeps pace with consumer price index (3); Some employees don't deserve salary increases (3); Only pertains to technical graduates (3); More acceptance of junior college associate degrees and non-college grads because of this (2); Organizations tend to ignore this problem, salary programs aren't keeping up (2); Cost of living programs are offered by some companies to all salaried employees (2); Increases do not exceed cost of living (2); Hourly wages move more quickly than salaried (2); Companies are less willing to pay for unknown commodity (2); We beat consumer price index (2); Companies work hard to hold line on starting pay; Companies try to keep reasonable gap between each group that joins organization; Less money on front end to reward those who excel; Graduates eagerness to work in field does not demand salary increase; Problem is new hire salary relative to salary of recent hire who have been employed 6-9 months hasn't received merit treatment and below new salary hire; Because it normally follows the average salary escalation rate experienced by rest of work force; June hire rate is less than next January; Employers have not followed through on a program to nurture talent; Internal salary also lags behind consumer price index. The leak is in higher cost of government and non-college salaries; All older workers aren't college grads; To meet costs; Wage/price cause and effect phenomena; Salary increase after first year; Pay according to set Civil Service scale; Industry holds line in this area to slow growth of inflation. We pay cost of living based on quarterly adjustment; Small difference between new hire and two year employee; Most companies don't make cost of hiring adjustment to newly hired recruits; Mix of B.S. and M.B.A. cause same problem; Consumer price index does not affect higher paid workers; Ripple effect costs too much to consider; In accounting, grads are overpaid and therefore don't need as much of an increase;

#### EDUCATION

Not true with school salaries (6); Supply and demand (5); Oversupply of new grads (4); Economic impact of raising persons with longevity--to avoid compression (3); negotiations--contracts (3); Top of the salary schedule does not expand at the same rate as entry level pay (3); Inflation: Budget restrictions--availability of applicants; Unions aren't concerned with new employee salaries; Lack of empathy and support from funding source; We are living beyond means; Dependent on taxes; Shortage of jobs;





## RESPONSE TO SURVEY

-A-

Abbott Laboratories  
 Acans  
 Action/Peace Corps  
 Aerojet General Corporation  
 Aerojet Liq. Rocket  
 Aetna Casualty & Surety  
 Aetna Life & Casualty  
 Aetna Life Insurance  
 Agway, Inc.  
 Alcoa Aluminum  
 Algonac Community Schools  
 Allstate Insurance Company  
 Alpena Public Schools  
 Alton Box Board Company  
 Aluminum Co. of America  
 AMAX Inc.  
 American Copper & Nickel  
 American Nautral  
 American Agriculture Products  
 American Can Company  
 American Cyanamid Company  
 American Express Company  
 American Hoechst Corporation  
 American National Insurance  
 American Telephone & Telegraph  
 AMF Inc.  
 AMF/Harley-Davidson  
 AMOCO Research Center  
 Amway Corporation  
 Anaconda Co.- Wire & Cable Division  
 Anchor Hocking  
 Ann Arbor Public Schools  
 Archer Daniels Midland Company  
 Armco Inc.  
 Armstrong Cork Company  
 Armstrong Furniture  
 Armstrong Machine  
 Arthur Young & Company  
 ATO Inc.  
 Arthur Andersen & Company  
 Automated Marketing Systems  
 Allegheny Ludlum Ind.

-B-

B F Goodrich Company  
 Bagel Nosh of Michigan  
 Baldwin Community Schools  
 Ball Corporation

Baltimore City PS  
 Baltimore County Board of Education  
 Baltimore Police Department  
 Bangor Public Schools  
 Bank of America  
 Barton Malow Company  
 BASF Wyandotte Corporation  
 Battle Creek Schools  
 Bay City Public Schools  
 Beech Aircraft  
 Bendix Corporation  
 Berkley & Company  
 Berrien Springs Public Schools  
 Betz Labs, Inc.  
 B F Goodrich Company  
 Big Rapids Public Schools  
 Bil Mar Foods Inc.  
 Bill Knapp's  
 Birmingham School District  
 B J Hughes Inc.  
 Black and Veatch  
 Bloomfield Hills Schools  
 Blue Bell Inc.  
 Blue Lake Fine Arts Camp  
 Bob Evans  
 Boeing Company  
 Borg Warner Chemical  
 Boston Public Schools  
 Boston Store  
 Bridgeport School District  
 Bristol Myers  
 Brockway Glass  
 Brookside Farms Laboratories  
 Brown Shoe Company  
 Bucyrus-Erie Company  
 Bunker-Ramo Corporation  
 Burger Chef  
 Burlington Northern

-C-

C L Frost & Sons  
 CAI  
 Capital Analyst Inc.  
 Carlton Longmuir  
 Carnation Co.  
 Carolina Power & Light  
 Carpenter Technology  
 Carson Pirie Scott  
 CBS Inc.  
 Cedar Rapids Community District

Central Mutual Insurance  
 Central Soya Company, Inc.  
 Certainteed Corporation  
 Champion International Corporation  
 Chemical Abstracts Service  
 Chesaning Union Schools  
 Chessy System  
 Chevrolet Motor Division  
 Chicago & Northwestern  
 Chicago Board of Education  
 Chicago Tribune  
 Chrysler Corporation  
 Chicago Bridge & Iron Company  
 Cincinnati Milacron  
 Citibank  
 Clark County School District  
 Clark Equipment  
 Cleveland Electric and Illumination  
 Clorox Company  
 Center for Naval Analysis  
 Coldwater Community Schools  
 Colgate-Palmolive Company  
 Columbia Gas System  
 Cone Mills Corporation  
 Congoleum Corporation  
 Conklin Company, Inc.  
 Consoer, Townsend  
 Consolidated Oil Company  
 Consumers Power Company  
 Container Corporation of America  
 Consolidated Aluminum  
 Continental Insurance Company  
 Continental Oil Company  
 Control Data Corporation  
 Coopers & Lybrand  
 Coors Industries  
 Core Laboratories  
 Cork N'Cleaver  
 Crawford Co. Insurance Adjustors  
 Cray Research Inc.  
 Crowe Chizek & Company  
 Crum & Forster Insurance  
 CTS Corporation  
 Cutler Hammer

-D-

D M Read Inc.  
 Dana Corporation  
 Danielson, Schultz  
 Dayco Corporation  
 Deere & Company  
 Dekalb Agriculture Research  
 Denver County Schools  
 Det Diesel Allison  
 Detroit Edison Company

Detroit Police Department  
 Detroit Public Schools  
 Dow Chemical USA

-E-

East China Public Schools  
 Eastman Kodak Company  
 Eaton Corporation  
 Eau Claire Public Schools  
 Ebasco Services, Inc.  
 El Paso School District  
 Eli Lilly & Company  
 Elkhart Community School District  
 Employment Insurance of Wausau  
 Envi Res Institute of Michigan  
 Envirotech  
 Equifax Services Inc.  
 Equitable of Iowa  
 Excel Industries, Inc.  
 Exxon Company USA

-F-

F W Woolworth Co.  
 Factory Mutual Engineering  
 Farm Bureau Services  
 Farm Credit Banks  
 FCH Services, Inc.  
 Federal Highway Administration  
 Federal Mogul Corporation  
 Fermi National Accel Lab  
 Fidelity Union Life Insurance  
 Firemans Fund Insurance Company  
 Firestone Tire & Rubber  
 First Commerce Corporation  
 First Federal Savings & Loan  
 First National Bank of Maryland  
 First Wisconsin National Bank  
 Florida Power & Light Company  
 Fleming Companies, Inc.  
 Flo Company Supply, Inc.  
 Flushing Community Schools  
 Foote Cone & Belding  
 Ford Aerospace & Company  
 Ford Motor Company  
 Foremost Insurance Company  
 Foseco Inc.  
 Fowlerville Community Schools  
 Fox Westheimer Company  
 Fremont Public Schools  
 Friendly Ice Cream

## -G-

Gard Inc.  
 Gardner-Denver Company  
 Gary City Public Schools  
 General Motors Corporation  
 General Motors - Oldsmobile  
 General Telephone Company - Illinois  
 General Telephone of Wisconsin  
 General Electric Company  
 General Foods Corporation  
 General Homes  
 General Mills Inc.  
 General Signal Corporation  
 Genesco  
 Gilbert Robinson Inc.  
 Gimbels Midwest  
 Goldblatt Brothers Inc.  
 Goldman Sachs & Company  
 Goodyear Tire Co.  
 Goulds Pumps Inc.  
 Grand Ledge Public Schools  
 Grantex Inc.  
 Graybar Electric Company  
 Greeley & Hansen Eng.  
 Great Western Life Assurance  
 Grumman Data Systems  
 GTE Automatic Electric  
 Guardian Packaging Corporation  
 Gulf oil Corporation

## -H-

H C Prange Co.  
 Hackley Bank  
 Hallmark Cards Inc.  
 Harpenau Hotels  
 Harris Corporation  
 Harris Trust & Savin  
 Hartland Consolidated Schools  
 Hawaii Department of Education  
 Hayes Albion Corporation  
 Henricis Restaurants  
 Herman MacLean & Company  
 Hoad Engineers  
 Holiday Inn  
 Holley Carburator  
 Honeywell Inc.  
 Host Enterprises Inc.  
 Host International Inc.  
 Hough Brothers Inc.  
 Housing & Food Services  
 Howmet Corporation Misco  
 Hughes Aircraft  
 Hughes Tool  
 Hurley Medical Center  
 Hyster Company

## -I-

IBM Corporation  
 Illinois Agricultural Association  
 Illinois Department of Transportation  
 Illinois Tool Works  
 Indian Trails Camp  
 Induction Process  
 Industrial Risk Insurance  
 Ingersoll-Rand Company  
 Inland Steel Company  
 International Paralegal Training  
 Intel Corporation  
 Interactive Systems  
 Interpoint Corporation  
 Iowa Department of Public Safety  
 Irish Hills GSC  
 Island House Hotel  
 ITT Aerospace

## -J-

J E Sirrine Company  
 J L Hudson Comapny  
 Jackson Public Schools  
 Jacobson Stores Inc.  
 Jakarta International School  
 Jenison Public Schools  
 Jerrico Inc.  
 Jet Propulsion Lab  
 John Hancock Mutual  
 Johnson & Anderson  
 Johnson & Johnson  
 Johnson Controls Inc.  
 Johnson Wax Company  
 Jones & Laughlin  
 Jordan Marsh - Florida  
 Joskes of Texas

## -K-

Kaiser Aluminum  
 Kalamazoo Public Schools  
 Karl Leppien & Company  
 Kaufman & Broad  
 Kellogg Company  
 Kendall Company  
 Kent Moore Corporation  
 Kohler Company  
 Koppers Company Inc.  
 Kraft Inc.

## -L-

Laingsburg Community Schools

Lake Forest School #67  
 Lakewood Public Schools  
 Lansing Board of Water & Light  
 Lazarus Department Store  
 Leeds & Northrup  
 Leo Burnett Company  
 Lester Witte & Company  
 Lettuce Ent You  
 Libbey Owens Ford Company  
 Liggett Group Inc.  
 Lincoln Electric Company  
 Lincoln Public Schools  
 Lockheed Missiles  
 Lord & Taylor  
 Los Alamos Science Lab  
 Los Angeles UFSD  
 Lukens Steel Company

-M-

Magic Pan  
 Manchester Inn  
 Manoir International  
 Marriott Corporation  
 Marshall Riels Comapny  
 Martin Marietta Corporation  
 Mason City Community Schools  
 Massachusetts Mutual Life Insurance  
 McCafferty Butala Company  
 McGraw-Edison Company  
 McLean Trucking Company  
 McLouth Steel Corporation  
 Mead Corporation World Headquarters  
 Mead Johnson & Company  
 Meijers Thrifty Acres  
 Menasha Corporation  
 Mennonite Central Community  
 Minominee Public Schools  
 Mental Health Center - Iron Mountain  
 Merskin Merskin CPA  
 Metcalf & Eddy Inc.  
 Michigan Department of Treasury  
 Michigan Insurance Bureau  
 Michigan Department of Natural Resources  
 Michigan Department of State Highway  
 & Transportation  
 Michigan Hospital Association  
 Michigan National Bank  
 Michigan State University  
 Midland Public Schools  
 Midtown Cafe  
 Miles Laboratories  
 Mill Race Inn  
 Minnesota Mining Mfg.  
 Monsanto Company  
 Montpelier School District

Moore Products Company  
 Morrison Inc.  
 Motorola Inc.  
 Mueller Brass Company  
 Murphey Jenne & Jone  
 Muskegon Piston Ring  
 Mutual Benefit Life

-N-

NASA Ames Resource Center  
 NASA Lewis Resource Center  
 Nash Finch Company  
 National Bank of Detroit  
 National Bank of Jackson  
 National City Bank  
 National School Studios  
 National Steel Corporation  
 National Semi Conductor Corporation  
 Naval Ordnance Station  
 New England Life  
 New Orleans Public Schools  
 Newport News Shipbuilding  
 Northeast Missouri University  
 Northrup King Company  
 New York State Department of  
 Transportation

-O-

Oak Park River Forest High School  
 Ohio Edison Company  
 Ohmite Manufacturing  
 Old Kent Bank & Trust  
 Olgas Kitchen  
 Olin Corporation  
 O'Neils  
 Oscar Mayer Company  
 Osco Drug Inc.  
 Otsego Public Schools  
 Owens-Illinois Inc.  
 Owosso Savings Bank

-P-

Paccar Inc.  
 Pacific Gas & Electric  
 Package Products Company, Inc.  
 Parke Davis Company  
 Perker Hannifin Corporation  
 Peat Marwick Mitchell  
 Pennsylvania Civil Service  
 Petoskey Public Schools  
 Pfizer Genetics  
 Philip G Johnson - Com  
 Phillips Petro Company  
 Phillips Van Heusen

Phoenix Mutual  
 Packaging Corporation of America  
 Pillsbury Company  
 Pittsburgh-Des Moines Steel Co.  
 Pittsburgh National Bank  
 Plante and Moran  
 Plastipak Packaging  
 Pneumafil Corporation  
 Pocatell District Schools #25  
 Pontchartrain Hotel  
 MCC Powers  
 PPG Industries  
 Price Waterhouse & Company  
 Procter & Gamble  
 Production Credit  
 Pullman Kellogg  
 Purdue University

-Q-

Quality Farm & Fleet

-R-

R J Reynolds Industries  
 R M Bower & Associates  
 R R Donnelley & Sons  
 Radisson Hotel  
 Rand Corporation  
 Reliance Electric Company  
 Ren Plastics  
 Republic Steel Corporation  
 Resident Triangle Institution  
 Rikes  
 River Valley Schools  
 Rochester Community Schools  
 Rock Island & Pacific Rail Company  
 Russell Business Forms  
 Ryan Homes Inc.

-S-

San Diego City USD  
 Santa Clara Company  
 Santa Fe School District  
 Schaberg Lumber  
 Schippers Kintner  
 Schmelzer Corporation  
 Schreiber, LD Cheese  
 Scott Paper Company  
 Sealed Power Company  
 Sears Roebuck & Company  
 Second National Bank - Saginaw  
 Seidman & Seidman  
 Service Bureau Corporation  
 Shakespeare-Fishing

Shillitos  
 Signal Companies, Inc.  
 Sky Chefs Inc.  
 South Lake Schools  
 Southwestern Industries  
 Sperry New Holland  
 Sperry Univac  
 Sperry Vickers  
 Springfield Public Schools  
 Square D Company  
 State Mutual Life  
 Steelcase Inc.  
 Sterling Winthrop  
 Stouffer Foods Corporation  
 Sun Company, Inc.  
 Sunbeam Plastics  
 Sunstrand Corporation  
 Susies Casuals

-T-

Tecumseh Products Company  
 Tektronix Inc.  
 Texaco Inc.  
 The Bankers Life Company  
 The Clorox Company  
 The Gap Stores, Inc.  
 Topeka Shawnee District-501  
 Trane Company  
 Trans World Airlines  
 Troy School District  
 Turner Construction  
 TVA  
 Texas Eastern Transportation Corporation

-U-

Uarco Inc.  
 Unified School District 1  
 Union Oil of California  
 United Nuclear Industries  
 University of Michigan  
 University of Michigan Hospital  
 University of Michigan Institute of  
     Public Policy  
 Universal Oil Products  
 UOP Process Division  
 US Air Force  
 US Army  
 US Federal Highway Administration  
 US Gypsum Company  
 US Marine Corporations  
 US Peace Corporations  
 US Social Security Administration  
 US Steel

-V-

Virginia Electric-Power  
Volkswagen Manufacturing

-W-

Western Georgia College  
Walden Book Company  
Walgreen Company  
Walker Manufacturing Company  
Walt Disney World  
Warren Consolidated Schools  
Washington National Insurance  
Waterford Schools  
Wayne State University  
Weinlander, Fitzhugh  
Western International Hotels  
Westinghouse Airbrak  
Weyerhauser Company  
Wheel Horse Products  
Williams Research  
Winkelmans  
Wright-Petterson AFB  
Wyandotte General Hospital  
Wyandotte Public Schools

-Y-

Yeo and Yeo

-Z-

Zino Incorporated

#### Additions

Continental Grain Company  
Data Trucks  
Gross Bornstein  
Miami University-Resident Hall  
Town and Country Fashion  
Continental Rest.



