

RECRUITING TRENDS

2017-18

47th Edition



BRIEF 6

Scorecard on College Recruiting

Key findings from 2017-18 are presented in this research brief. We have broken the release of employer information into a series of short briefs that will be made available over the next six weeks. You can download the briefs from the [Collegiate Employment Research Institute](#).

Meet the Completers

We generated this convenience sample from employers currently seeking college talent through their interactions with college and university career services offices. Nearly 200 career service centers from around the country invited their employers to participate in this study. Approximately 3,370 employers provided information useful for understanding recruiting trends and practices. We will use information provided by those recruiting talent for full-time positions, internships, and co-ops for these research briefs. Readers can use the following key sample characteristics to determine how applicable our survey results are for their campus employer base.

Survey respondents by organization size		
Very small	< 49 employees	27%
Small	50-499 employees	37%
Midsize	500-3,999 employees	20%
Large	4,000-24,999 employees	9%
Very large	> 25,000 employees	6%

Active Recruiting by Region	
International	8%
Entire U.S.	32%
Regional recruiting only	60%

Role in College Recruiting	
Full-time positions	71%
Internship or co-op positions only	12%
Short-term hiring	7%
Experienced hiring	10%

Key States	
Michigan	16%
Utah	7%
Illinois	6%
Massachusetts	6%
New York	6%

Institutions Where Companies Recruit Talent	
Two-year public college	31%
Four-year public college	53%
Four-year private college	43%
Two- & four-year for-profit institution	24%
Institution with bachelor's & advanced degree programs	72%
Institution with advanced degrees only	11%
Historically black college & university	19%
Hispanic-serving institution	17%
Asian, Asian-Pacific serving institutions	16%

Key Economic Sectors	
Professional, business & scientific services	19%
Manufacturing	12%
Educational services	11%
Finance & insurance services	8%
Government	7%
Healthcare & social assistance	8%
Nonprofits	8%

ACKNOWLEDGMENTS

Recruiting Trends 2017-18 is made possible by the efforts of many dedicated and generous colleagues, friends of the institute, and corporate sponsors. We thank all the colleges and universities who encouraged local, regional, and national organizations to participate in our survey and for their confidence in our contribution to research on college recruiting. We also thank our editor, Stephanie Schlick.

We extend special appreciation to several people whose special insights contribute to CERI's research activities: Jeff Beavers (University of Illinois), Duncan Ferguson (Managing Director, Vantage Leadership Consulting), and James Spohrer (IBM Almaden Research Center).



Each *Recruiting Trends* offers employers the opportunity to reflect on their recruiting efforts during the past year and give feedback on key benchmarks.

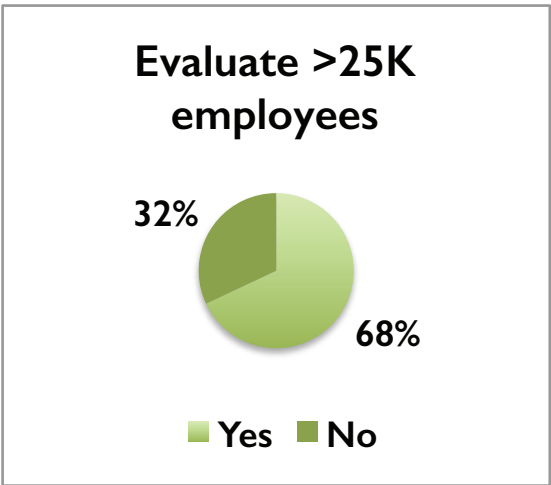
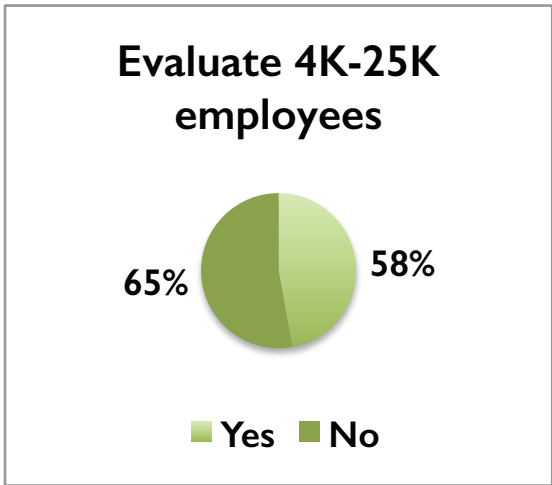
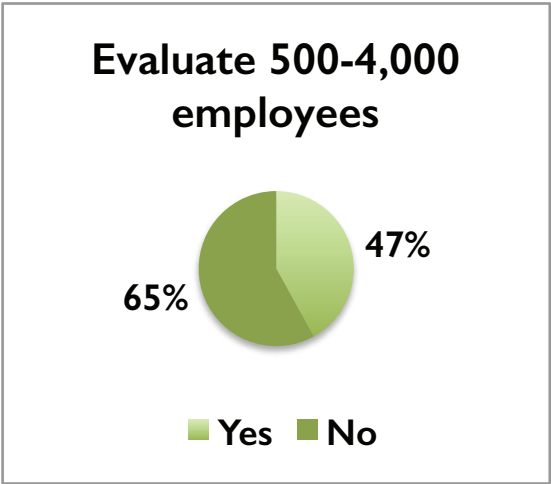
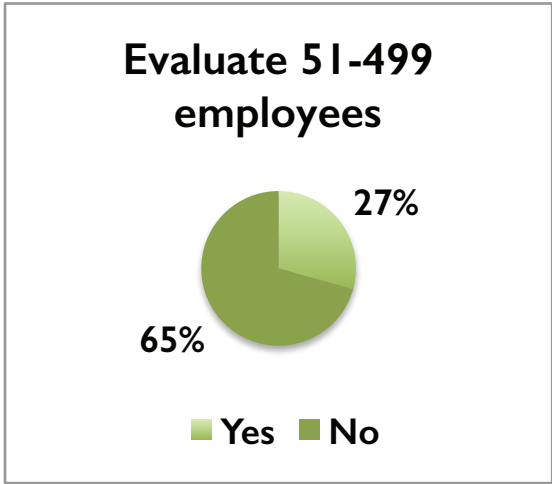
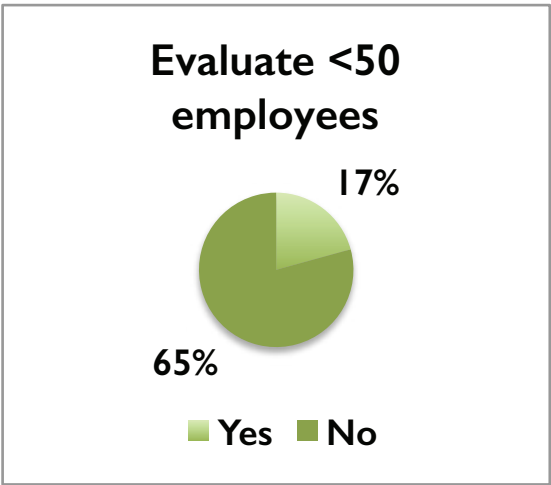
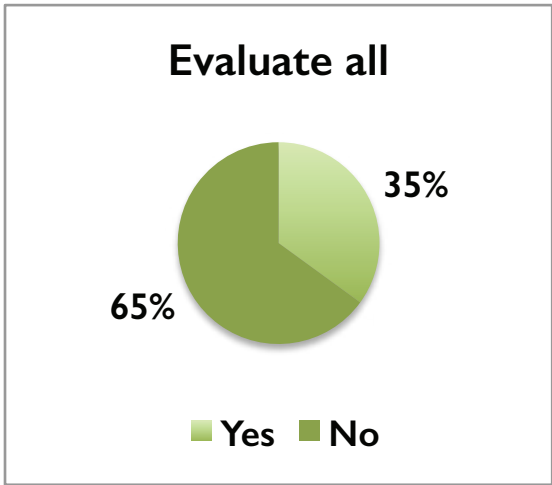
Employers on our advisory board asked us to include this section in the survey and recommended benchmarks to capture from responses. Over several years, we tested a variety of benchmarks and found the following ones represent the majority of employers.

We present the benchmarks by organizational size and selected industrial sectors. For some benchmarks, the responses are not normally distributed; in other words, some organizations report very high numbers (high success) and others report very low numbers (poor outcomes). We include two figures in the scorecard: the benchmark average and the median found in parentheses (). Readers should be cautious in inferring broad generalizations from these numbers; rather they should look for patterns and

differences and see if the figures correspond to their organization’s information.

Evaluating effectiveness of college recruiting efforts by organization size

1. Does your organization regularly collect information to evaluate your college recruiting efforts?



2. How many full-time equivalent staff are assigned strictly to sourcing and recruiting new college graduates?

All
3.8 avg.
(1.0)
33% — no one

<50 employees
1.3 avg.
(1.0)
15% — no one

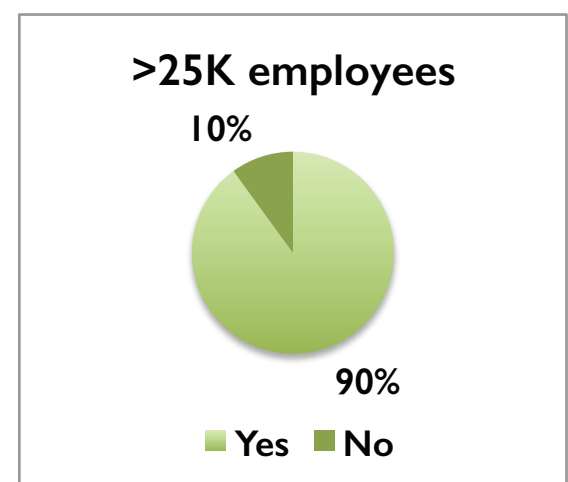
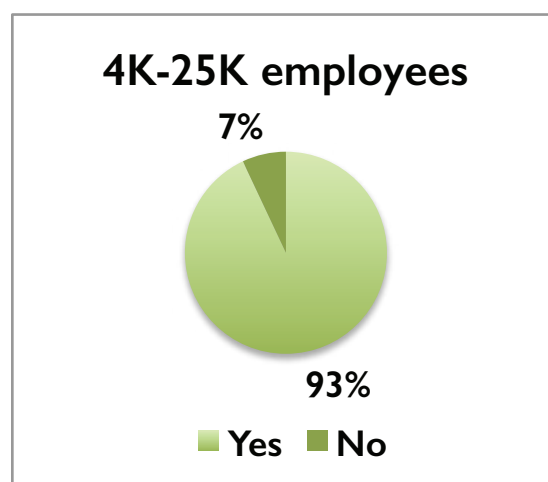
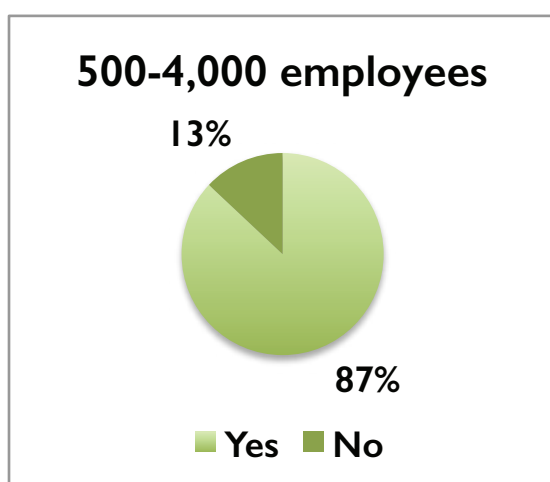
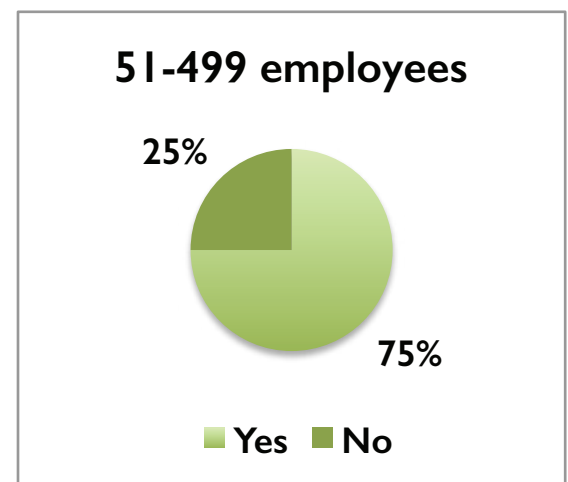
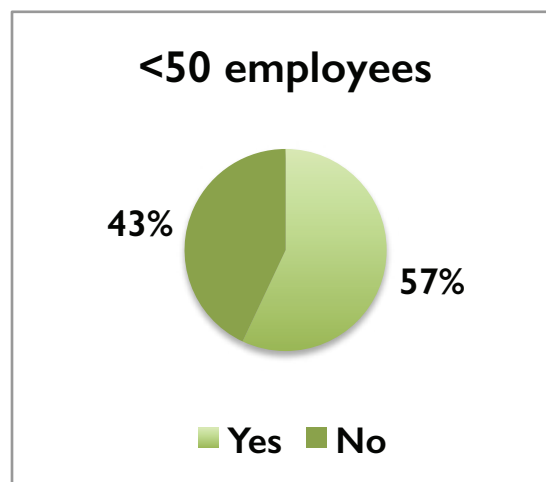
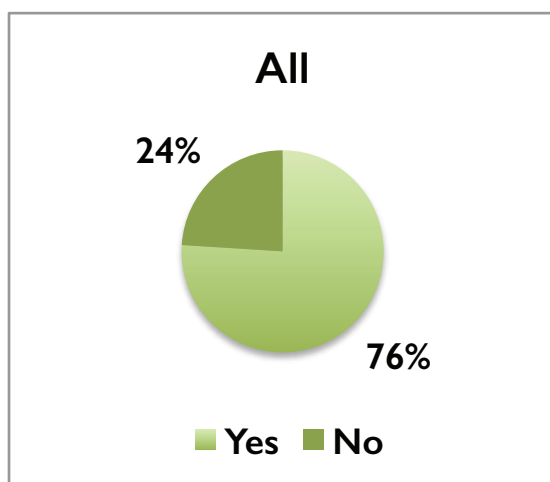
51-499 employees
1.5 avg.
(1.0)
13% — no one

500-4,000 employees
4.1 avg.
(1.0)
7% — no one

4K-25K employees
4.2 avg.
(2.0)
7% — no one

>25K employees
20.1 avg.
(4.0)
5% — no one

3. Do you receive support for recruiting from staff who do not work in human resources?



4. How many non-HR or college recruiting staff do you involve in college sourcing and recruiting activities?

All
15.6 avg.
(3.0)
3% — no one

<50 employees
3.1 avg.
(2.0)
1% — no one

51-499 employees
4.5 avg.
(2.0)
1% — no one

500-4,000 employees
14.4 avg.
(5.0)
1% — no one

4K-25K employees
16.1 avg.
(10.0)
0

>25K employees
116.0 avg.
(15.0)
0

5. How many different colleges and universities are represented among your college level full-time and intern/co-op hires?

All
14.3 avg.
(6.0)
2% — no one

<50 employees
6.7 avg.
(5.0)
3% — no one

51-499 employees
10.0 avg.
(5.0)
2% — no one

500-4,000 employees
19.8 avg.
(10.0)
1% — no one

4K-25K employees
23.6 avg.
(15.0)
1% — no one

>25K employees
41.6 avg.
(20.0)
0

6. How many of these college and universities would you consider core or target schools (schools where you have deep and continual relationships)?

All
6.6 avg.
(4.0)
5% — no one

<50 employees
3.5 avg.
(3.0)
7% — no one

51-499 employees
3.9 avg.
(3.0)
4% — no one

500-4,000 employees
8.4 avg.
(5.0)
4% — no one

4K-25K employees
10.5 avg.
(6.0)
2% — no one

>25K employees
23.3 avg.
(8.0)
0

7. In reviewing your organization's professional staffing for all experience levels between July 2016 and end of June 2017, what is your best estimate of the percentage of these hires that were a direct result of recruiting new talent from colleges and universities?

All
40%
(30%)

<50 employees
45%
(35%)

51-499 employees
33%
(20%)

500-4,000 employees
40%
(30%)

4K-25K employees
46%
(37%)

>25K employees
51%
(45%)

8. Of all full-time offers you extended to candidates from colleges and universities since July, 2016, what is your best estimate of the percentage of offers that were accepted?

All
65%
(75%)

<50 employees
62%
(70%)

51-499 employees
64%
(75%)

500-4,000 employees
68%
(79%)

4K-25K employees
71%
(75%)

>25K employees
71%
(75%)

9. What percentage of your organization's new college full-time hires in 2016--2017 were former interns or co-ops with your organization?

All
33%
(20%)
9% — no one

<50 employees
41%
(40%)
14% — no one

51-499 employees
28%
(17%)
13% — no one

500-4,000 employees
32%
(20%)
2% — no one

4K-25K employees
29%
(20%)
4% — no one

>25K employees
42%
(41%)
6% — no one

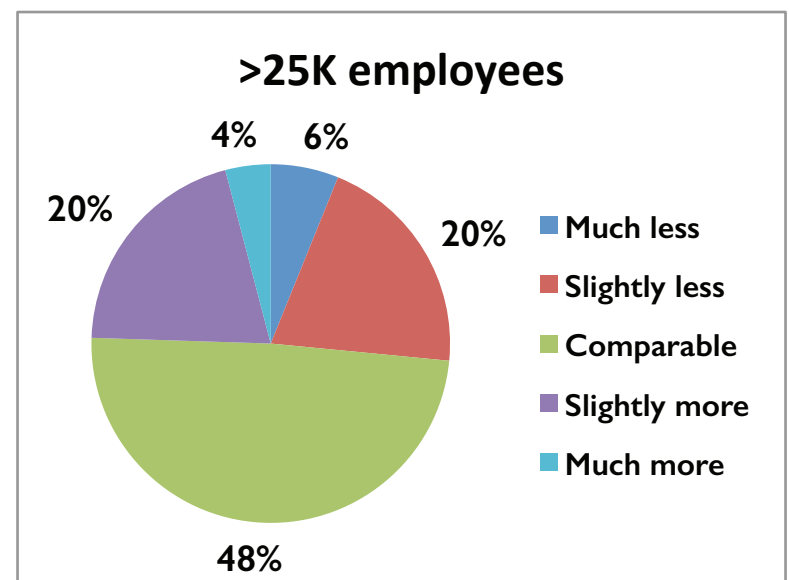
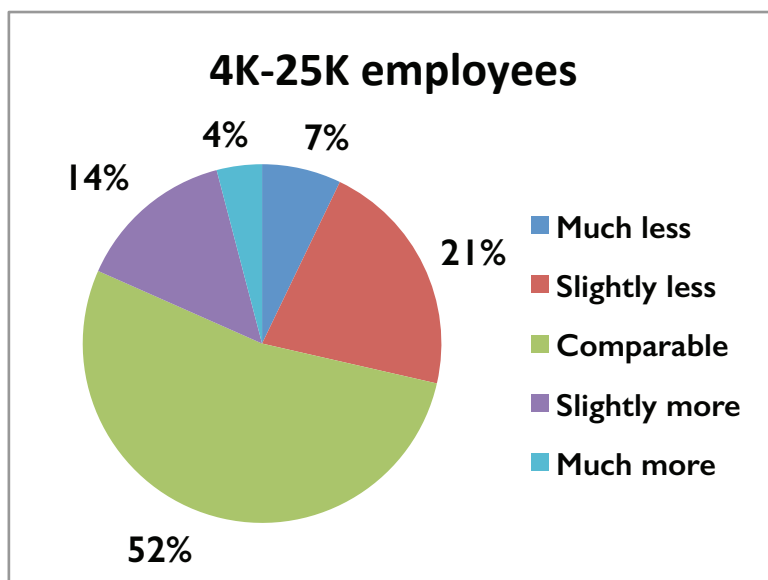
10. What percentage of hires who accepted full-time offers between July 2016 and June 2017 later reneged?

All	<50 employees	51-499 employees
6.3 avg.	8.2 avg.	6.8 avg.
(5.0)	(5.0)	(5.0)
24% no reneges	4% no reneges	5% no reneges

500-4,000 employees	4K-25K employees	>25K employees
5.2 avg.	6.4 avg.	5.6 avg.
(5.0)	(5.0)	(5.0)
21% no reneges	3% no reneges	5% no reneges

11. Based on the annual compensation you offered new college hires this past year, how competitive do you believe your starting compensation was compared to other organizations in your industry sector?





12. Based on your organization's experience over the past ten years, what is the average retention rate of new college hires at the end of their first year of employment?

All
72%
(80%)

<50 employees
72%
(80%)

51-499 employees
71%
(80%)

500-4,000 employees
74%
(81%)

4K-25K employees
76%
(85%)

>25K employees
74%
(81%)

13. Based on your organization's experience over the past ten years, what is the average retention rate for new college hires at the end of their third year of employment?

All
60%
(65%)

<50 employees
57%
(60%)

51-499 employees
59%
(62%)

500-4,000 employees
63%
(70%)

4K-25K employees
65%
(70%)

>25K employees
63%
(70%)

14. Based on your organization’s experience over the past ten years, what is the average retention rate at the end of the third year of employment for new college hires who worked as interns or co-ops with your organization?

All
62%
(71%)

<50 employees
58%
(65%)

51 -499 employees
59%
(70%)

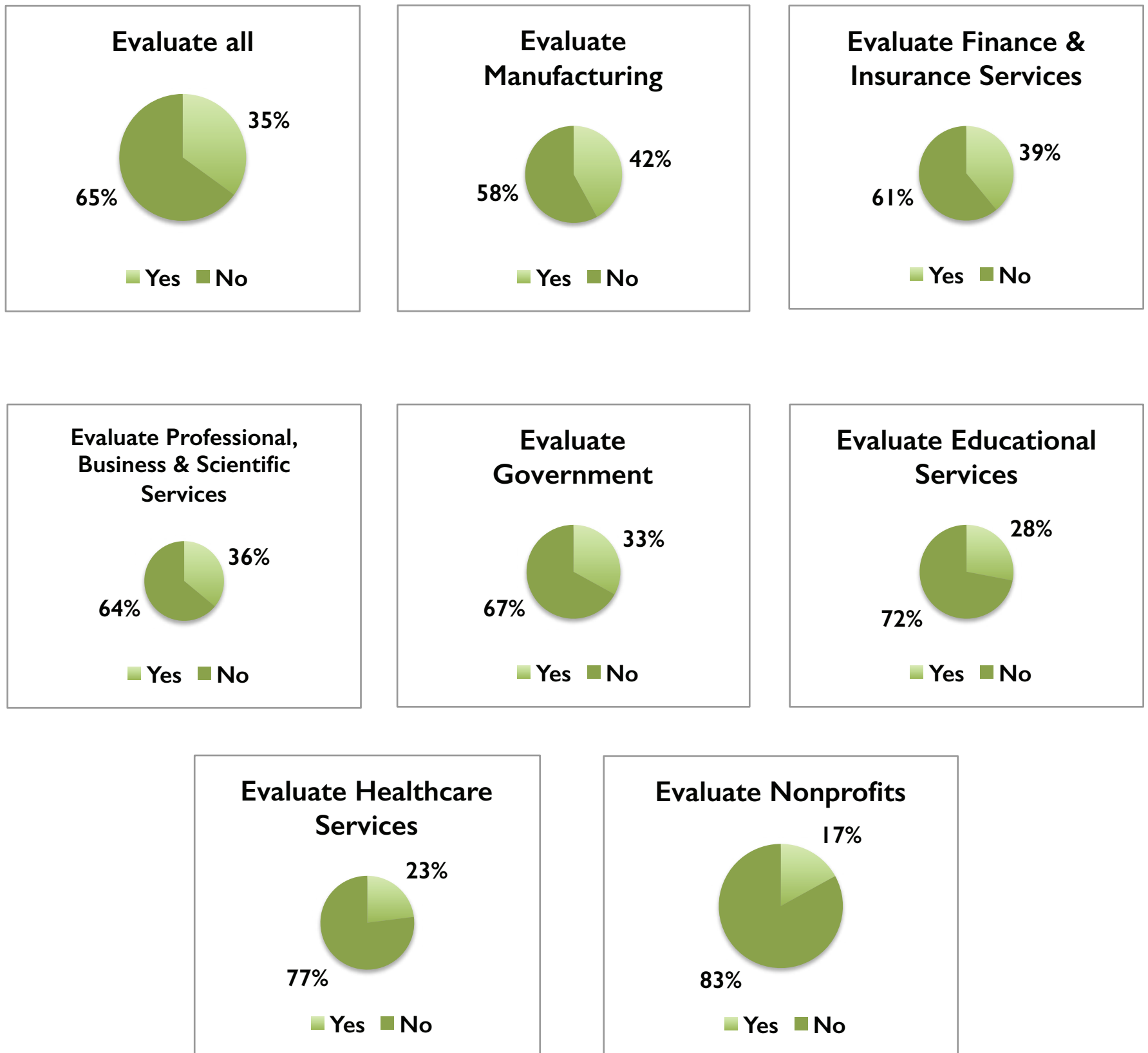
500-4,000 employees
67%
(76%)

4K-25K employees
66%
(76%)

>25K employees
68%
(75%)

Evaluating effectiveness of college recruiting efforts by selected industry sector

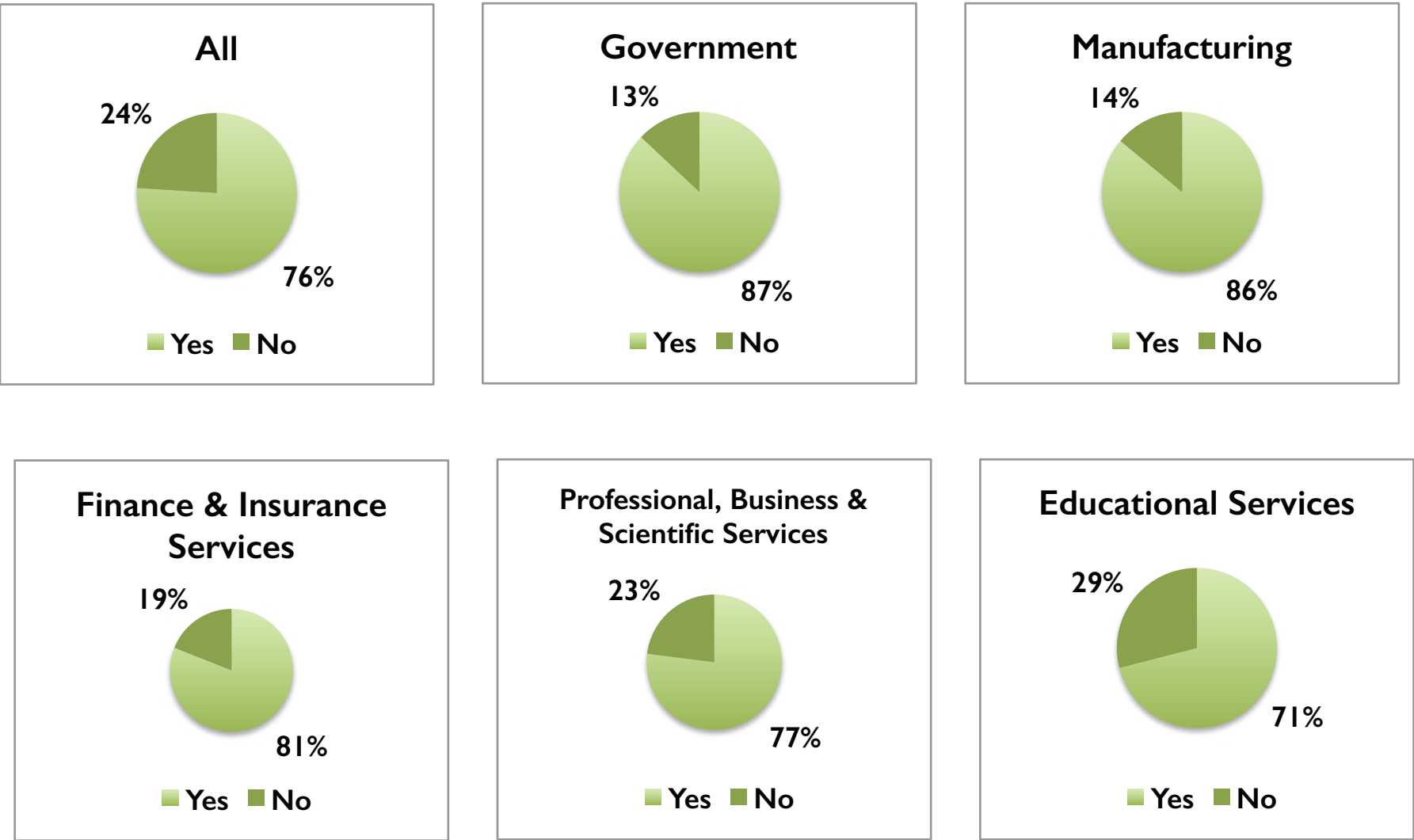
1. Does your organization regularly collect information to evaluate your college recruiting efforts?

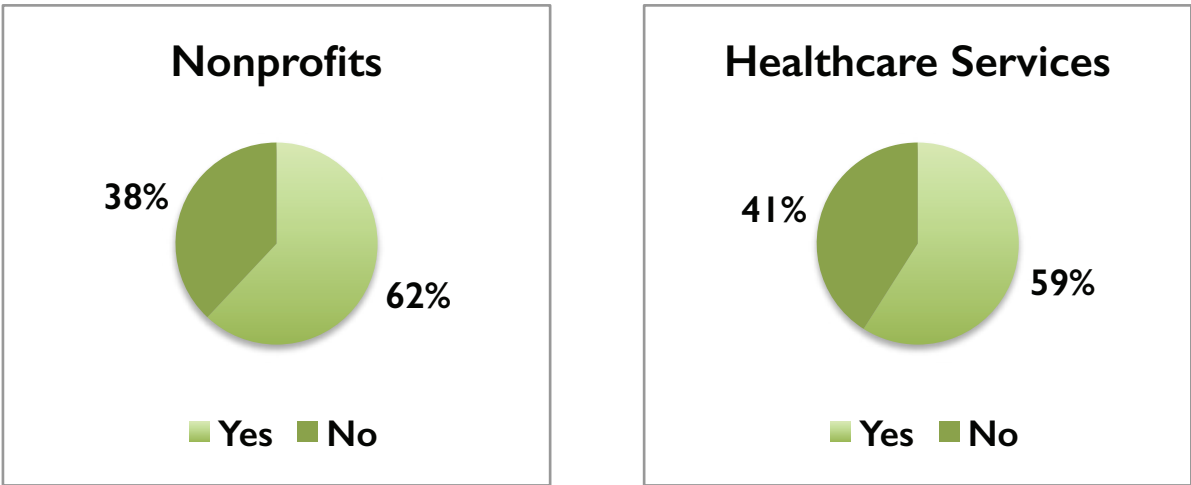


2. How many full-time equivalent staff are assigned strictly to sourcing and recruiting new college graduates?

All	Manufacturing	Educational Services
3.8 avg.	5.4 avg.	4.0 avg.
(1.0)	(1.0)	(1.0)
33% — no one		
Healthcare Services	Government	Nonprofits
2.6 avg.	2.4 avg.	1.2 avg.
(1.0)	(1.0)	(1.0)
	Professional, Business & Scientific Services	
	2.3 avg.	
	(1.0)	

3. Do you receive support for reccruiting from staff who do not work in human resources?





4. How many non-HR or college recruiting staff do you involve in college sourcing and recruiting activities?

<div>All</div> <div>15.6 avg.</div> <div>(3.0)</div>	<div>Manufacturing</div> <div>43.1 avg.</div> <div>(3.0)</div>	<div>Finance & Insurance Services</div> <div>17.4 avg.</div> <div>(3.0)</div>
<div>Professional, Business & Scientific Services</div> <div>13.7 avg.</div> <div>(3.0)</div>	<div>Government</div> <div>10.0 avg.</div> <div>(3.0)</div>	<div>Educational Services</div> <div>6.0 avg.</div> <div>(4.0)</div>
<div>Healthcare Services</div> <div>5.0 avg.</div> <div>(2.0)</div>	<div>Nonprofits</div> <div>3.2 avg.</div> <div>(2.0)</div>	

5. How many different colleges and universities are represented among your college level full-time and intern/co-op hires?

All	Finance & Insurance Services	Government
14.3 avg.	23.7 avg.	18.3 avg.
(6.0)	(7.0)	(10.0)
Educational Services	Healthcare Services	Manufacturing
16.7 avg.	11.9 avg.	11.7 avg.
(10.0)	(6.0)	(5.0)
Nonprofits	Professional, Business & Scientific Services	
11.2 avg.	9.9 avg.	
(5.0)	(6.0)	

6. How many of these college and universities would you consider core or target schools (schools where you have deep and continual relationships)?

All	Finance & Insurance Services	Government
6.6 avg.	10.4 avg.	7.1 avg.
(4.0)	(4.0)	(4.0)
Manufacturing	Educational Services	Healthcare Services
6.1 avg.	6.0 avg.	5.3 avg.
(3.5)	(4.0)	(4.0)
Professional, Business & Scientific Services	Nonprofits	
4.7 avg.	4.3 avg.	
(3.0)	(3.0)	

7. In reviewing your organization's professional staffing for all experience levels between July 2016 and end of June 2017, what is your best estimate of the percentage of these hires that were a direct result of recruiting new talent from colleges and universities?

All
40%
(30%)

Professional, Business & Scientific Services
46%
(40%)

Manufacturing
40%
(28%)

Educational Services
37%
(26%)

Government
36%
(26%)

Finance & Insurance Services
35%
(30%)

Nonprofits
31%
(16%)

Healthcare Services
29%
(18%)

8. Of all full-time offers you extended to candidates from colleges and universities since July, 2016, what is your best estimate of the percentage of offers that were accepted?

All
65%
(75%)

Professional, Business & Scientific Services
72%
(80%)

Government
69%
(81%)

Manufacturing
68%
(78%)

Educational Services
61%
(70%)

Finance & Insurance Services
61%
(63%)

Nonprofits
56%
(60%)

Healthcare Services
52%
(60%)

9. What percentage of your organization's new college full-time hires in 2016--2017 were former interns or co-ops with your organization?

All
33%
(20%)
9% — no one

Manufacturing
37%
(30%)
9% — no one

Nonprofits
37%
(30%)
19% — no one

Professional, Business & Scientific Services
37%
(29%)
7% — no one

Finance & Insurance Services
32%
(20%)
11% — no one

Healthcare Services
28%
(20%)
4% — no one

Government
22%
(10%)
7% — no one

Educational Services
18%
(12%)
9% — no one

10. How many new hires who accepted full-time offers of employment later reneged?

All
6.3 avg.
(5.0)
24% — no reneges

Government
8.2 avg.
(5.0)
3% — no reneges

Nonprofits
7.2 avg.
(5.0)
4% — no reneges

Healthcare Services
7.1 avg.
(5.0)
2% — no reneges

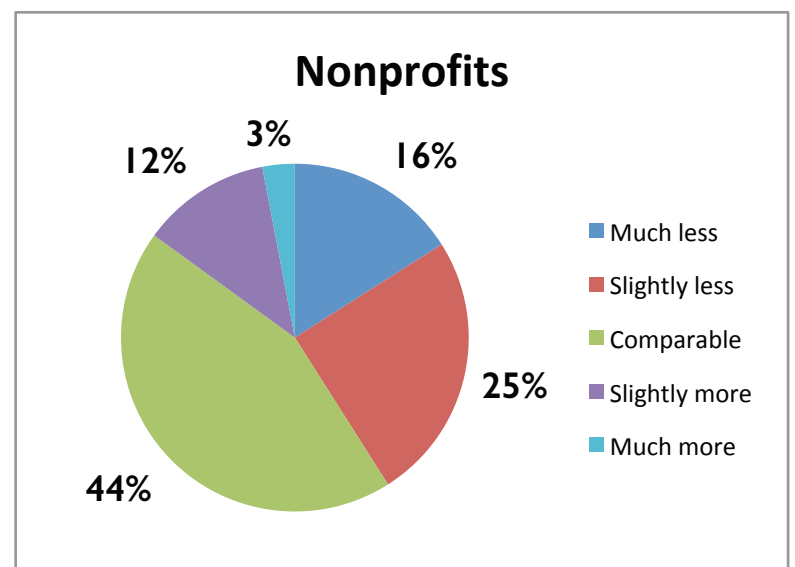
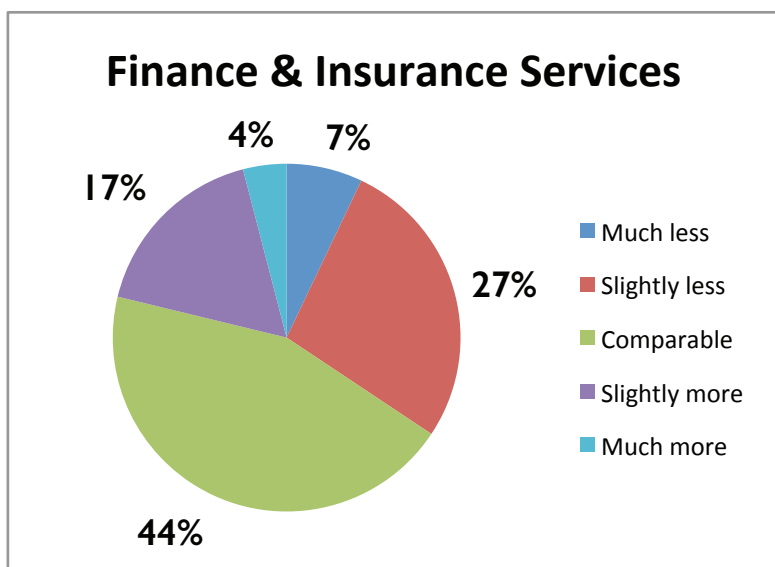
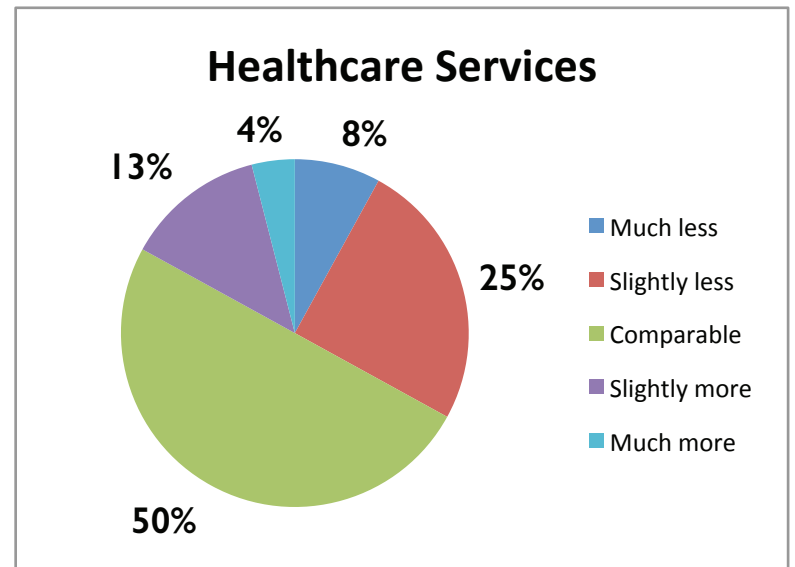
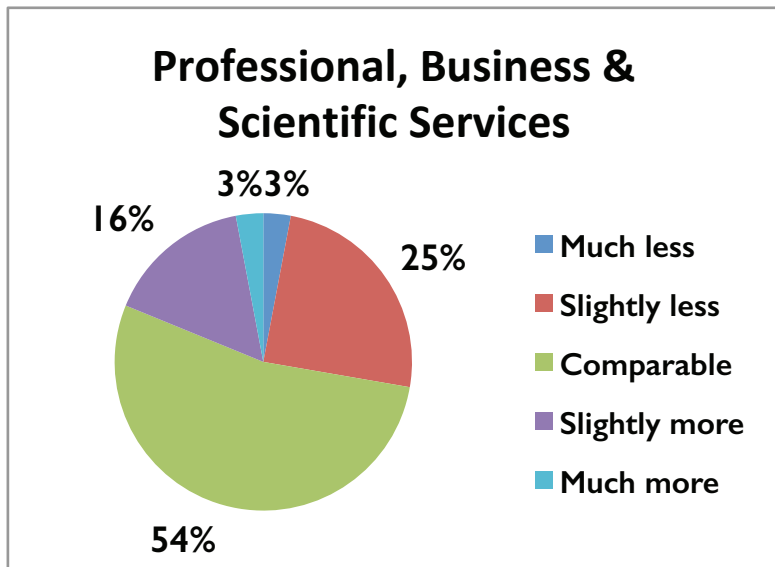
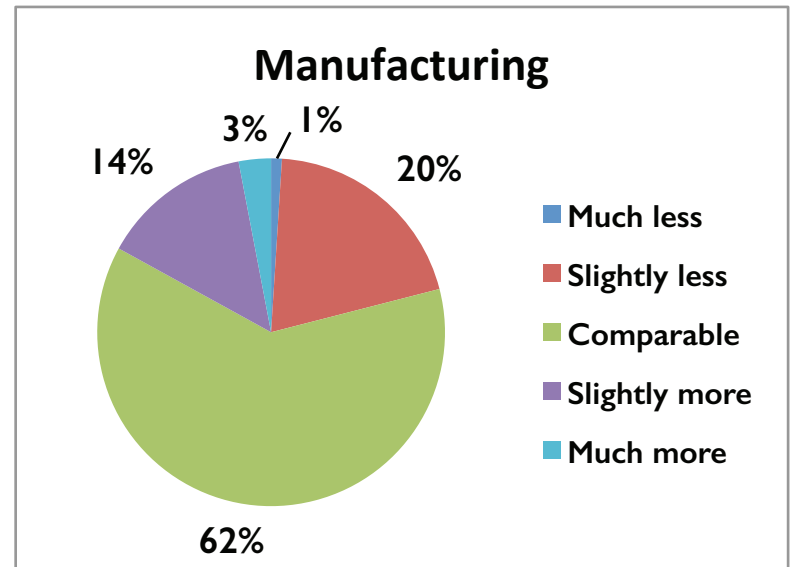
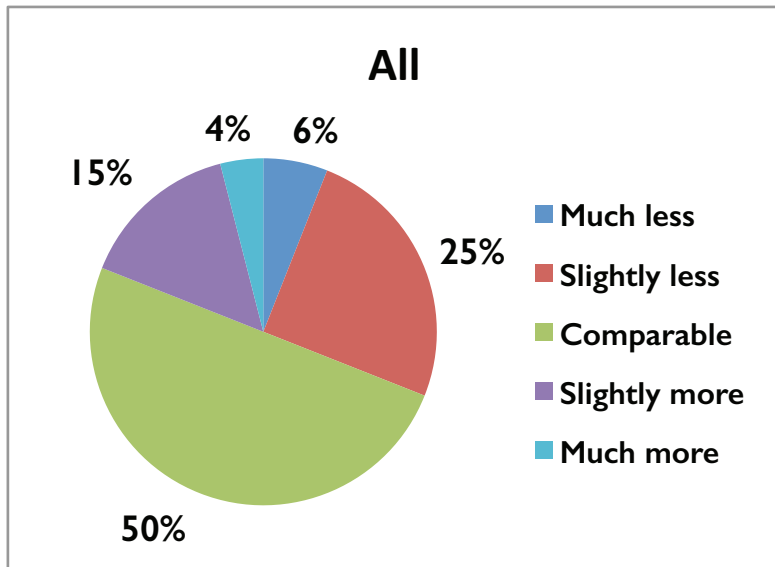
Manufacturing
6.8 avg.
(5.0)
4% — no reneges

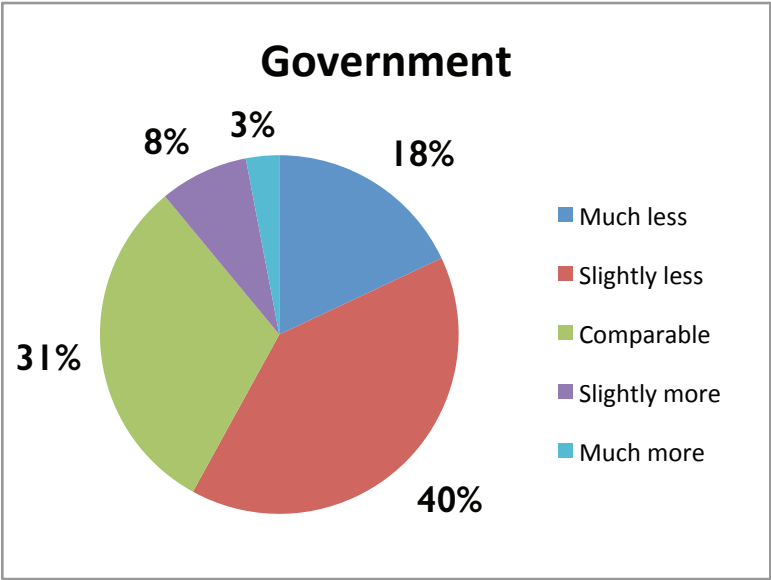
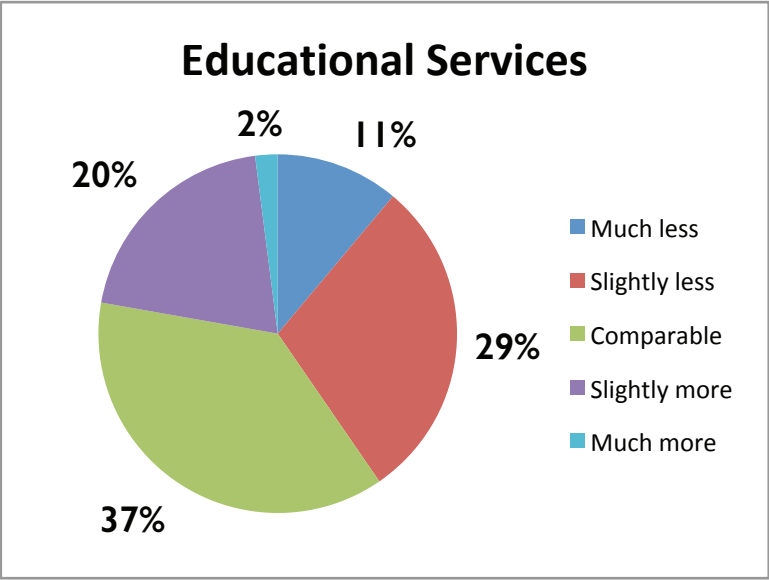
Finance & Insurance Services
6.7 avg.
(4.0)
4% — no reneges

Professional, Business & Scientific Services
6.0 avg.
(5.0)
5% — no reneges

Educational Services
5.8 avg.
(5.0)
2% — no reneges

11. Based on the annual compensation you offered new college hires this past year, how competitive do you believe your starting compensation was compared to other organizations in your industry sector?





12. Based on your organization’s experience over the past ten years, what is the average retention rate of new college hires at the end of their first year of employment?

All
72%
(80%)

Professional, Business & Scientific Services
79%
(85%)

Government
76%
(85%)

Manufacturing
74%
(85%)

Finance & Insurance Services
73%
(81%)

Educational Services
68%
(76%)

Nonprofits
62%
(70%)

Healthcare Services
54%
(51%)

13. Based on your organization’s experience over the past ten years, what is the average retention rate for new college hires at the end of their third year of employment?

<table><tr><th>All</th></tr><tr><td>72%</td></tr><tr><td>(80%)</td></tr></table>	All	72%	(80%)	<table><tr><th>Government</th></tr><tr><td>70%</td></tr><tr><td>(80%)</td></tr></table>	Government	70%	(80%)	<table><tr><th>Manufacturing</th></tr><tr><td>65%</td></tr><tr><td>(72%)</td></tr></table>	Manufacturing	65%	(72%)
All											
72%											
(80%)											
Government											
70%											
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Manufacturing											
65%											
(72%)											
<table><tr><th>Professional, Business & Scientific Services</th></tr><tr><td>64%</td></tr><tr><td>(70%)</td></tr></table>	Professional, Business & Scientific Services	64%	(70%)	<table><tr><th>Finance & Insurance Services</th></tr><tr><td>60%</td></tr><tr><td>(70%)</td></tr></table>	Finance & Insurance Services	60%	(70%)	<table><tr><th>Educational Services</th></tr><tr><td>58%</td></tr><tr><td>(60%)</td></tr></table>	Educational Services	58%	(60%)
Professional, Business & Scientific Services											
64%											
(70%)											
Finance & Insurance Services											
60%											
(70%)											
Educational Services											
58%											
(60%)											
<table><tr><th>Nonprofits</th></tr><tr><td>45%</td></tr><tr><td>(48%)</td></tr></table>	Nonprofits	45%	(48%)	<table><tr><th>Healthcare Services</th></tr><tr><td>44%</td></tr><tr><td>(47%)</td></tr></table>	Healthcare Services	44%	(47%)				
Nonprofits											
45%											
(48%)											
Healthcare Services											
44%											
(47%)											

14. Based on your organization’s experience over the past ten years, what is the average retention rate at the end of the third year of employment for new college hires who worked as interns or co-ops with your organization?

<table><tr><th>All</th></tr><tr><td>62%</td></tr><tr><td>(71%)</td></tr></table>	All	62%	(71%)	<table><tr><th>Government</th></tr><tr><td>70%</td></tr><tr><td>(80%)</td></tr></table>	Government	70%	(80%)	<table><tr><th>Professional, Business & Scientific Services</th></tr><tr><td>67%</td></tr><tr><td>(75%)</td></tr></table>	Professional, Business & Scientific Services	67%	(75%)
All											
62%											
(71%)											
Government											
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(80%)											
Professional, Business & Scientific Services											
67%											
(75%)											
<table><tr><th>Finance & Insurance Services</th></tr><tr><td>64%</td></tr><tr><td>(74%)</td></tr></table>	Finance & Insurance Services	64%	(74%)	<table><tr><th>Manufacturing</th></tr><tr><td>64%</td></tr><tr><td>(75%)</td></tr></table>	Manufacturing	64%	(75%)	<table><tr><th>Educational Services</th></tr><tr><td>60%</td></tr><tr><td>(73%)</td></tr></table>	Educational Services	60%	(73%)
Finance & Insurance Services											
64%											
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60%											
(73%)											
<table><tr><th>Nonprofits</th></tr><tr><td>46%</td></tr><tr><td>(50%)</td></tr></table>	Nonprofits	46%	(50%)	<table><tr><th>Healthcare Services</th></tr><tr><td>43%</td></tr><tr><td>(45%)</td></tr></table>	Healthcare Services	43%	(45%)				
Nonprofits											
46%											
(50%)											
Healthcare Services											
43%											
(45%)											

Evaluating effectiveness of intern and co-op recruiting

1. Of all INTERNSHIP and/or CO-OP offers you extended to candidates from colleges and universities between July 2016 and July 2017, what percent of offers do you estimate were accepted?

All
77%
(85%)

<50 employees
75%
(87%)

51-499 employees
78%
(85%)

500-4,000 employees
79%
(85%)

4K-25K employees
75%
(80%)

>25K employees
75%
(80%)

Professional, Business & Scientific Services
80%
(90%)

Finance & Insurance Services
79%
(88%)

Government
77%
(86%)

Nonprofits
77%
(85%)

Manufacturing
77%
(81%)

Healthcare Services
75%
(82%)

Educational Services
74%
(85%)

2. What percentage of interns and co-ops were extended and accepted offers of full-time employment?

All
67%
(80%)

<50 employees
65%
(88%)

51-499 employees
69%
(80%)

500-4,000 employees
64%
(75%)

4K-25K employees
72%
(82%)

>25K employees
71%
(80%)

Professional, Business & Scientific Services
75%
(90%)

Manufacturing
71%
(81%)

Finance & Insurance
68%
(76%)

Educational Services
61%
(75%)

Government
56%
(69%)

Healthcare Services
56%
(70%)

Nonprofits
50%
(50%)

3. What percentage of eligible interns and co-ops were converted to full-time employment?

All
47%
(50%)

<50 employees
45%
(44%)

51-499 employees
48%
(50%)

500-4,000 employees
44%
(35%)

4K-25K employees
47%
(48%)

>25K employees
52%
(51%)

Professional, Business & Scientific Services
57%
(52%)

Educational Services
47%
(50%)

Finance & Insurance
47%
(46%)

Manufacturing
44%
(41%)

Government
36%
(25%)

Healthcare Services
36%
(20%)

Nonprofits
30%
(20%)